

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

Direct: ☎ 0118 9372303

16 December 2019

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

### POLICY COMMITTEE 16 DECEMBER 2019

Further to the agenda for the meeting of the Policy Committee on Monday, 16 December 2019 please see attached the report for Item 9 'DRAFT 2020/21 BUDGET AND MEDIUM TERM FINANCIAL STRATEGY'.

	<u>WARDS AFFECTED</u>	<u>Page No</u>
9. DRAFT 2020/21 BUDGET AND MEDIUM TERM FINANCIAL STRATEGY	BOROUGH WIDE	285 - 400

This report sets out the Council's draft Medium Term Financial Strategy and associated spending plans for the three years 2020/21 to 2022/23.



## READING BOROUGH COUNCIL

### REPORT BY EXECUTIVE DIRECTOR OF RESOURCES

TO:	POLICY COMMITTEE		
DATE:	16 DECEMBER 2019		
TITLE:	2020/21 DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY TO 2023		
LEAD COUNCILLOR:	BROCK	PORTFOLIO:	LEADER OF THE COUNCIL
SERVICE:	ALL	WARDS:	BOROUGHWIDE
LEAD OFFICER:	MATT DAVIS	TEL:	0118 937 3263
JOB TITLE:	ASSISTANT DIRECTOR OF FINANCE	E-MAIL:	<a href="mailto:matthew.davis@reading.gov.uk">matthew.davis@reading.gov.uk</a>

#### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. This report sets out the Council's draft Medium Term Financial Strategy [MTFS] and associated spending plans for the three years 2020/21 to 2022/23. The report covers all aspects of the Council's spend: General Fund revenue expenditure funded by the Council Tax, Business Rates, government grant and other sources of income. Housing Revenue Account [HRA] expenditure, funded by council tenants' rents and the Council's Capital Programmes (General Fund and HRA) funded by grants and contributions, capital receipts, revenue and prudential borrowing.
- 1.2. The proposed Medium Term Financial Strategy is informed by and supports delivery of the Council's Corporate Plan priorities including its commitment to address the climate change emergency; and seeks to ensure that the Council is "fit for the future", with sound finances that allow the Council's future funding challenges and spending pressures to be met in as sustainable a way as possible.
- 1.3. The underpinning rationale of the Medium Term Financial Strategy set out in this report is to deliver a balanced and affordable budget that ensures the Council's finances are sustainable in both the short (one year) and medium term (three years). That in the longer term the Council's finances are not reliant on the unsustainable use of one-off reserves or funding and that general and earmarked reserves are maintained and bolstered to meet future funding challenges and risk. The Strategy is also informed by the Council's Vision: "to ensure that Reading realises its potential - and that everyone who lives and works in Reading can share in the benefits of its success", as well as its Corporate Plan priorities:
  - Securing the economic success of Reading;
  - Improving access to decent housing to meet local needs;
  - Protecting and enhancing the life outcomes of vulnerable adults and children;

- Keeping Reading's environment clean, green and safe (which includes addressing the *declared* climate emergency);
- Promoting great education, leisure and cultural opportunities for people in reading; and
- Ensuring the Council is 'fit for the future'.

- 1.4. The Draft Budget for Consultation and associated MTFS are based on the latest information available. A number of matters and assumptions remain to be crystalized which may alter our current forecasts, principally these include the formal determination of the taxbase (to be considered by Council in January), the Provisional Local Government Finance Settlement [*LGFS*] expected in late December or the New Year depending on the outcome of the General Election and agreement of the Business Plan and associated contract sum for Brighter Futures for Children, the Council's wholly owned company which delivers Children's Services on behalf of the Council.
- 1.5. Following the resolution of the above matters and the conclusion of the consultation period on the Draft Budget Policy Committee will recommend a budget to Full Council in order that it can determine its budget, associated Council Tax level and precept for 2020-21 at its meeting on 25<sup>th</sup> February 2020.
- 1.6. The MTFS 2020 - 2023 provides for an overall budget position across the three years which contributes to reserves and an underlying base budget for 2023/24 which isn't reliant on reserves.
- 1.7. The Strategy builds on work over the previous 2-3yrs to stabilise the Council's financial position and build reserves back to a more robust level and seeks to facilitate vital investment in core infrastructure to drive efficiency improvements, facilitate service redesign and thereby manage pressures within demand led services. This invest to save approach provides for a robust financial position going forward and enables vital and valued services can continue to be delivered. Whilst the Budget Strategy relies on significant service transformation to drive increased efficiency savings and income generation it does mean that service cuts are not required. In particular the budget assumptions include:
- a) Revenue Support Grant from Government;
  - b) Council Tax increases of 3.99% (including a one off 2.0% social care precept) in 2020/21 and 1.99% in both 2021/22 and 2022/23;
  - c) £33.1m of efficiencies and increased income across the period;
  - d) A contingency provision over the three years (£3.5m 2020/21; £5.2m 2021/22; and £5.5m 2022/23) to mitigate possible slippage or non-achievement of higher risk savings and/or income targets over the period;
  - e) General Fund capital investment of £358m over the period 2020/21 to 2022/23 of which £202m is for invest to save purposes;
  - f) £2.0m of transformation funding (over the period 2020/21 to 2021/22) to support delivery of efficiency savings assumed within the MTFS.
- 1.8. On 1st December 2018 the Council incorporated a Local Authority Company, Brighter Futures for Children [*BFFC*], to provide services previously provided directly by the Council. In September OFSTED recognised the steady improvement

in the performance of children's services across all four judgement areas and moved the rating of the Service from "Inadequate" to "Requires Improvement to be Good". This improvement will translate into better life outcomes for vulnerable children, young people and families in the town and the Council and Company are committed to working in partnership to achieve "Outstanding" as quickly as possible.

1.9. Budgets to support children's services (agreed as part of the existing MTFs) include growth to recognise inflationary pressures as well as demographic growth, but also robust savings and efficiency targets underpinned by contingency provision to mitigate against slippage or non-delivery of the most challenging savings. These assumptions are currently under review as part of the ongoing work with BFFC to agree its Business Plan and contract sum as outlined above.

1.10. For ease of reading; the remainder of the report is split into four sections:

<b>Section A</b>	Background and Context
<b>Section B</b>	General Fund Revenue Budget
<b>Section C</b>	Housing Revenue Account (HRA) Budget
<b>Section D</b>	Capital Programme

## **2. RECOMMENDED ACTION -**

**2.1. That Policy Committee agree the Draft 2020/21 General Fund and Housing Revenue Account budgets, Draft Capital Programme and Medium Term Financial Strategy as set out in Appendices 1-8, for consultation, noting the following:**

- a) the Council's General Fund Budget Requirement of £148.8m for 2020/21 and an increase in the Band D Council Tax for the Council of 3.99% (1.99% general increase and 2.00% additional adult social care precept) or £64.93 per annum representing a Band D Council Tax of £1,692.16 per annum as set out in paragraphs 14.1 to 14.3;**
- b) the proposed service savings and efficiencies of £6.3m together with additional income of £5.1m in 2020/21 required to achieved a balanced budget for that year as set out in Appendix 2;**
- c) the overall savings proposed within the MTFs of £33.1m (of which changes to income, fees and charges is £13.2m) and three-year growth changes to service budgets of £26.4m as set out in Appendix 3;**
- d) the Housing Revenue Account budget for 2020/21 of £40.9m as set out in Appendix 4 and an increase of 3.3% in social dwelling rents from April 2020 giving a revised weekly average social rent of £102.57 as set out in paragraph 19.2;**
- e) the General Fund and Housing Revenue Account Capital Programmes as set out in Appendices 5a and 5b;**

- f) the Strategy for the use of flexible capital receipts to deliver future transformation and ongoing savings as set out in Appendix 6; and
- g) the Fees and Charges outlined in Appendix 7 of the report;

Appendix 1 Summary of General Fund Budget 2020-21 to 2022-23

Appendix 2 General Fund Revenue Budget by Service 2020-21 to 2022-23

Appendix 3 Detailed General Fund Budgets 2020-21 to 2022-23

Appendix 4 Housing Revenue Account Budget 2020-21 to 2022-23

Appendix 5 General Fund and HRA Capital Programme 2020-21 to 2022-23

Appendix 6 Flexible Capital Receipts Strategy

Appendix 7 Fees and Charges

Appendix 8 Equality Impact Assessment

## Section A Background and Context

### 3. Background

- The Medium Term Financial Strategy makes assumptions about income from Government grant, Council Tax, fees and charges and rents. It facilitates investment in key infrastructure to support transformational changes and improved customer service thereby underpinning fit for purpose; efficient service delivery and the Council's priorities as set out in its Corporate Plan:
- Securing the economic success of Reading;
- Improving access to decent housing to meet local needs;
- Protecting and enhancing the life outcomes 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

3.1. As part of keeping Reading's environment clean, green and safe, the Council has declared a climate emergency and recognised its potential impact on the health and well-being of residents, visitors and the planet. The revenue and capital proposals set out in this report, take into account the obligations and responsibilities incumbent in this recognition and include investment in a number of initiatives to improve air quality, reduce Co2 emissions and increase recycling rates.

### 4. The Current Economic and Financial Environment

4.1. The Council's future finances and demand for services or ability to generate income are significantly affected by the wider economic, political and financial environment. The result of the General Election is unknown at the time of writing. The outcome of the election has the potential to change public spending priorities; as well as in the longer term the health of the overall economy. The following set out some of the more significant factors that have the potential to impact on the Council:

#### Brexit

4.2. The outcome of the General Election and resultant government's stance on Brexit may significantly influence the nature of the UK's relationship with its trading partners and the state of the economy, including key drivers such as interest rates and inflation as well as public sector finances. The following key economic and financial drivers have the potential to impact on the Council's MTFS planning assumptions and need to be considered in light of the potential for Brexit to impact on them.

#### 4.3. Public Sector Spending Plans

As a consequence of Brexit, the Chancellor outlined in September 2019 a further one-year delay to the next Comprehensive Spending Review. The lack of any longer range planning assumptions creates considerable financial uncertainty for local government and its own medium term planning due to the significant level of funding controlled and distributed by central government.

4.4. The 2020/21 Spending Round announcement included the following matters that are pertinent to the Council's finances and the wider environment in which it operates:

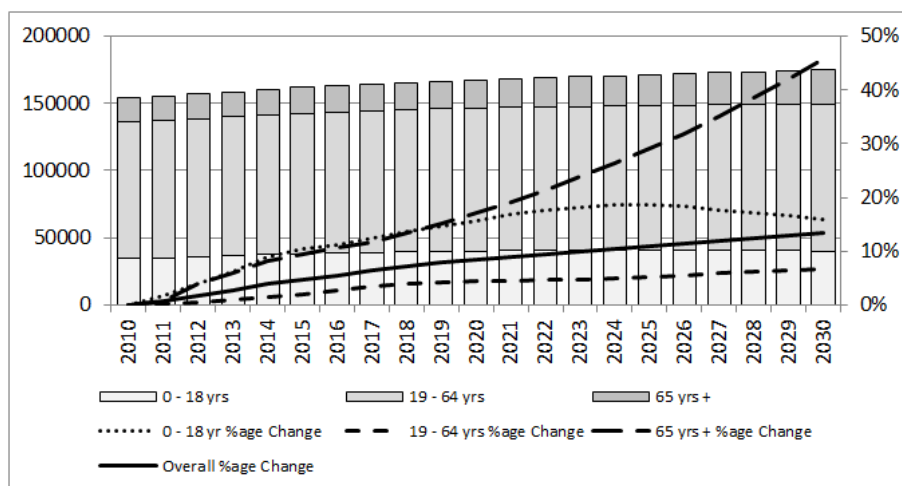
- A proposed Council Tax referendum limit of 2% ;
- The ability to levy an adult social care precept up to 2% for a further year;
- Revenue Support Grant 2020/21 will be as per 2019/20 + CPI
- £1bn for social care and £700m for children and young people with special educational needs and disabilities;
- A move to 75% local business rate retention and a review of how the system of Tariffs and Top-Ups, Levies and Safety Net payments operates to commence from 2021/22 at the same time as a general revaluation of the Rating List
- Business Rate Pilot schemes operating in 2019/20 to cease and no new pilots to be introduced for 2020/21;
- A review of the formula for allocating central government support to local government based on needs and resources to be introduced from 2021/22 - the Fair Funding Review
- A 3.4% increase in NHS Better Care Funding budgets which is used in partnership with local authorities to support adult social care outcomes;
- A real terms increase in funding for public health services;
- A £2.6bn rise in core schools funding, with an additional £1.5bn to compensate schools for additional pension costs, and an extra £700m to support children with special educational needs;
- An extra £422m to help reduce homelessness and rough sleeping;
- An extra £40m for discretionary housing payments;
- £24m additional funding to support building safety (in addition to the £600m previously announced) following the Grenfell tragedy;
- Investment of £30m in improving air quality, and a further £30m towards developing de-carbonisation schemes; and
- The embedding of a Public Value Framework to maximise the value the government spending delivers, providing an enhanced focus on evidence-based outcomes

#### Demographic Forecasts

4.5. One of the key drivers of demand for Council services, and hence cost pressures, is demographic growth, principally in terms of resident and customer numbers but additionally in net daily inflows of visitors. Whilst general central government funding has seen real-terms decreases over the last ten years, service demand and demographic pressures have not fallen comparatively. Since 2010, the Office of National Statistics [ONS] estimate Reading's population has risen by 7% (4% since 2013 when government funding levels were last reviewed for funding need). Whilst the average increase is 7%, the rise in 0 - 18 year olds is 14% and the rise in over 65s is 13% - both higher than the overall average. The ONS produce future forecasts of population which shows a significant increase in the number of over 65s over the next decade. The chart below illustrates the projected population increase for Reading:

#### Chart 1 - ONS Estimated and Projected Change to Reading's Population

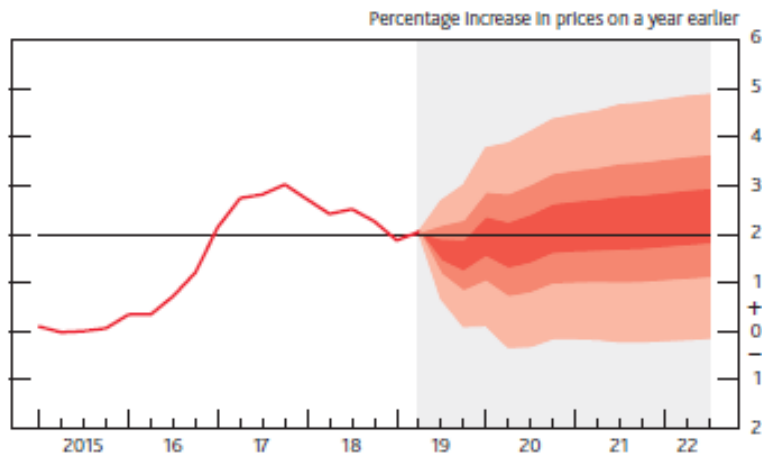




### Inflation Expectations

- 4.6. Inflationary pressures on the Council’s employee and contractor costs represent a significant annual pressure that needs to be funded. Equally, inflation rates impact on fees and charges, Council Tax capping levels and business rate income based on the nationally set NNDR Multiplier. The Bank of England produce a quarterly Inflation Report which gives some indication as to the future inflation pressures. The most recently published report (August 2019) forecasts CPI inflation will remain relatively stable over the coming three years, rising from 1.7% to 1.9%, 2.2%, and then 2.4% over the next three years. This forecast is subject to a degree of uncertainty which is illustrated in the fan chart below:

**Chart 2 - Bank of England (August 2019) CPI Inflation Expectations**



### Deprivation

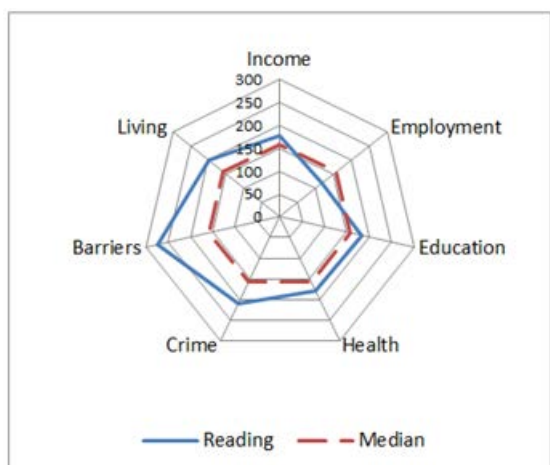
- 4.7. One of the key outcomes for the Council is to improve the well-being of its residents and to address the needs of those most in need. The degree to which assessed need and inequality might be measured is by reference to the national Index of Multiple Deprivation [IMD].
- 4.8. IMD scores and weightings are based on seven domains of deprivation and are weighted individually to provide an overall IMD score as follows:

- Income Deprivation (22.5%)
- Employment Deprivation (22.5%)
- Education, Skills and Training Deprivation (13.5%)

- Health Deprivation and Disability (13.5%)
- Crime (9.3%)
- Barriers to Housing and Services (9.3%)
- Living Environment Deprivation (9.3%)

4.9. The chart below illustrates the 2019 IMD statistics for each of the above seven indicators relative to the (median) average across all 317 local authority areas:

**Chart 3 - Index of Multiple Deprivation (2019)**

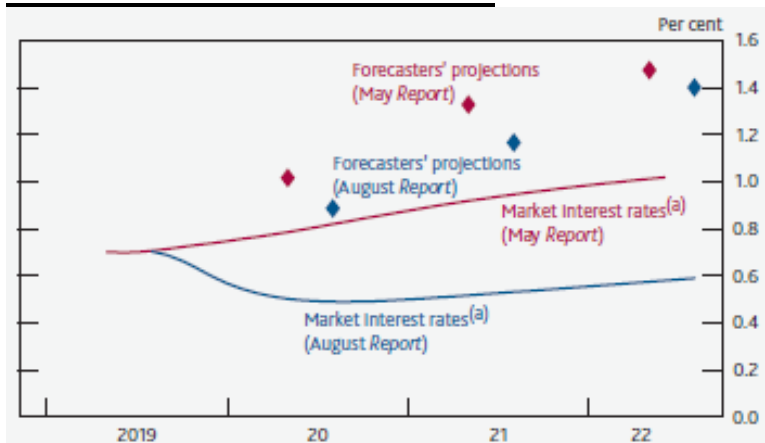


### Interest Rates

- 4.10. Whilst almost all of the Council's existing debt has been taken on long term fixed rate terms from the Public Works Loans Board (PWLB), changes to future assumed borrowing costs have the potential to impact on capital financing costs charged to revenue. Over the three year life of the new MTFs, around £11m of existing debt is due for redemption, whilst around £261m will need to be prudentially borrowed (net of applying grants and contributions; CIL and s106 funding; and capital receipts) to fund the projected General Fund Capital Programme. The HRA Capital Programme assumes net prudential borrowing of £31m over the 3 year period.
- 4.11. HM Treasury reacted to concerns about the trend in recent years of significant increased local authority borrowing by increasing the Public Works Loans Board [PWLB] borrowing rates by 1.00% in October 2019. This has increased their rate from 0.80% to 1.80% above Gilts (the rate at which Government itself borrows). Against the Council's £261m net General Fund borrowing requirement for the future three year MTFP period, this adds £2.61m to interest costs per year. The increase in PWLB margins provides potential opportunity for commercial lenders (insurance companies; pension funds etc) to increase their lending to local authorities. Officers are reviewing the Council's options to achieve lower debt financing costs in the future, including from the Municipal Bonds Agency as part of the Council's treasury management planning.
- 4.12. Despite the increase in PWLB rates outlined above, the Bank Base Rate remains relatively stable. The Bank of England's August Inflation Report sets out the Monetary Policy Committee's forecasts for future interest rates and as illustrated in Chart 4 below, shows them as continuing to remain stable (indeed slightly falling in the short term). Their report compares their own (market-rate)

forecasts to those of other forecasters, who project a slight rise in interest rates over the next few years.

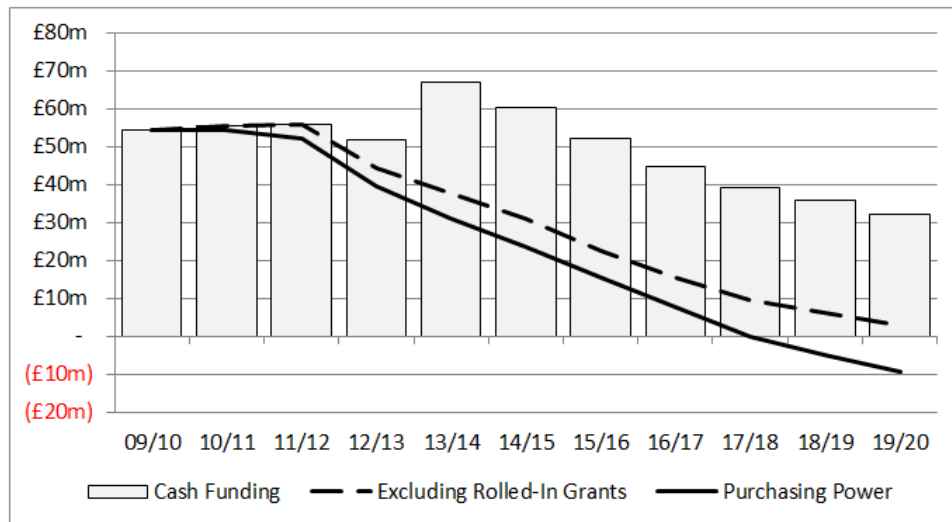
**Chart 4 - Forecast Interest Rates**



## 5. Local Government Finance Settlement

- 5.1. At the time of writing, the Local Government Finance Settlement [LGFS] for 2020/21 has yet to be announced, although indications were given in the Chancellor's Spending Round announcements in September that the 2019/20 Settlement would be rolled forward by one year. Our assumptions around funding levels contained within the budget and set out in this report are best estimates based on information so far available. Members will be briefed at the meeting should any announcement on the LGFS be made, whilst details of the Final Settlement will be incorporated into the budget report to be presented to Policy Committee in February.
- 5.2. The formal announcement of the provisional 2020/21 LGFS is expected in late December/early January depending on the outcome of the General Election. After a period for consultation, it will be confirmed in January/February 2020.
- 5.3. The current financial year, 2019/20 represented the final year of a four-year funding settlement that gave a degree of certainty and allowed longer range planning. As the Chancellor deferred the Comprehensive Spending Review [CSR] to 2020/21 and announced a one-year Spending Round in September 2019, the LGFS will only be for 2020/21.
- 5.4. In 2009/10 the Local Government Finance Settlement [LGFS] awarded Reading Borough Council £54.6m in Formula Funding allocations (Revenue Support Grant [RSG] and redistribution of nationally pooled business rates). This has fallen in cash terms to £32.2m of Baseline Funding (RSG and locally retained business rates net of Tariff) in the current year 2019/20. These figures are absolute cash figures and do not take into account the additional reduction in real spending power caused by inflation and are also distorted by a number of previously specific grants over and above Formula Funding levels having been rolled into the 2019/20 Baseline Funding quantum. Taking into account those other impacts, between 2009/10 and the current year, it can be demonstrated that funding levels are now negative on a like-for-like basis as illustrated in the chart below:

**Chart 5 - Real Change in Formula (Settlement) Funding**



5.5. The system of allocating funding through the LGFS was substantially altered in 2013/14 with the introduction of Localised Business Rates. Prior to that point (and since 1988 when local authorities set their own business rates) all business rates were determined and pooled nationally by central government and re-distributed to local government on a formula basis. Local councils acted in an agency capacity billing and collecting business rates on behalf of the Government.

In 2013/14 a fifty percent localised business rates system was introduced which allowed local authorities to keep half of their business rate yield on the basis this would incentivise councils to promote growth in their business rates.

5.6. Clearly the amount of businesses paying rates in any one area is not directly proportionate to the funding requirement of the relevant council. Consequently, a system of Tariffs and Top-ups was introduced to redistribute resources using Baseline target levels (based on average collected in the years 2010/11 and 2011/12). With a relatively high business rate yield in Reading, this means that (at target levels) of the 50% retained; only 26% is retained locally after accounting for the tariff.

5.7. To incentivise local authorities to promote business growth, any increase in yield above target baseline is retained locally (although subject to a Levy discussed later in this paragraph). However, it should also be noted that any fall below target (for instance due to closure of major businesses, conversion of business premises to housing, or rating appeals) remains the responsibility of the local authority and as a consequence a Safety Net system exists to protect councils who see their yield decline by more than 7.5% of their Baseline target. To finance this cost HM Treasury (as administered by the Ministry of Housing, Communities and Local Government [MHCLG]) a levy of up to 50% is applied to the additional amount retained by those authorities exceeding Baseline targets.

5.8. Reading has a vibrant and growing economy and has seen business rates grow above target levels. All other things being equal, net of the Levy, the Council has benefitted from underlying growth by around £3.8m in 2019/20, in addition to any gain from pooling pilot status, because of the localised business rate scheme.

- 5.9. Many businesses have criticized the inequity of business rates as a tax that sees significant variations at each revaluation and bears little relationship to profitability and ability to pay - especially in relationship to the growth in online business models. Central Government has attempted to address some of these concerns by introducing additional discounts and exemptions as well as capping annual growth in the multiplier at the generally lower CPI inflation rate rather than the RPI rate. These measures have seen the overall yield grow less than would otherwise be the case. To compensate local authorities for this loss in their locally retained share a series of s31 grants are payable by MHCLG to compensate for the lower yield.
- 5.10. The current government has a previously stated aim of moving to a 100% localised business rates system in the future. To test how such a system might practically operate local authorities were given the opportunity to bid for pilot status, subject to their pooling with other neighbouring authorities. Reading, as part of a Berkshire Pilot Pool was successful in 2018/19 in being given Pilot status. Whilst the Council received no RSG in that year and the Tariff was adjusted accordingly, it was allowed to retain 100% of its business rate growth above Baseline target, but was required to contribute 50% of the net gain to the Local Enterprise Partnership (LEP) to fund infrastructure projects within the County. The Berkshire Pilot Pool was successful in bidding to retain pilot status for a second year in 2019/20, but at a reduced retention rate of 75%. Net of the contribution to the LEP, the Council has additionally gained around £5.3m in 2019/20 as a result.
- 5.11. Central Government has announced that no authorities will be granted pilot status in 2020/21 and thus the Council will revert to the standard business rate position. Businesses are actively campaigning for changes to Business Rates however, which may see high street Business Rate charges fall. Whilst this would reduce the yield to Local Government, we would expect compensation via 'new burdens' grant funding from central government.

## **6. Future Changes to the Local Government Finance System**

- 6.1. The Government have been undertaking a review of local government financing which has the potential to impact on future Local Government Finance Settlements beyond 2020/21. Originally changes had been planned for 2020/21 but have been delayed by the fall of the Local Government Finance Bill that was guillotined as the result of the calling of the 2017 General Election, and ministerial and Parliamentary time pressures caused by Brexit. The outcome of the General Election will also potentially have a bearing on future changes.
- 6.2. It has been the long term intention of the current government to move to a 100% localised business rates scheme and they have previously announced that in 2021/22 they would move towards that target by introducing a 75% retention scheme. Whilst at Baseline funding levels this would have a net nil impact on overall funding (as additional specific grants would be rolled in to partially offset the increased amounts retained locally and Tariffs and Top-ups adjusted to account for the balance), a number of factors have the potential to change our Baseline position as set out below:

- Resetting the system - Minister's previous positions were to opt for a "hard" re-set whereby any current gains above Baseline are removed from the start of 2021/22. However, we anticipate the additional resources this would provide to MHCLG would allow a damping grant to be paid to smooth the transition over the several years through the RSG allocations.
- Business Rate Revaluation - the Valuation Office Agency (VOA) is due to take effect from April 2021. Whilst nationally the revaluation is intended to be fiscally neutral, prior revaluations have seen increases in business rates paid in London and the South East and reductions elsewhere in the country. This would in theory be adjusted for in revised Tariffs or Top-ups for individual councils to ensure the overall quantum across the whole country remained unchanged. However, the Council is a rate payer in its own right and as such would be subject to any pressures caused by a revaluation. The process of appealing business rate valuations changed in 2017 to a system known as check-challenge-appeal. Rating practitioners have expressed dissatisfaction at the new process and to date there has been a substantial reduction in the number of challenges and appeals coming through the system nationally. We hold provisions against the potential for appeals to materialise before the end of the current Rating List which is due to end in March 2021, whether or not this is sufficient will depend on the outcome of appeals lodged.

MHCLG have looked at ways of removing the impact of appeals from Baseline targets and dealing with them centrally, funded by top-slicing Settlement Funding Assessment distributions.

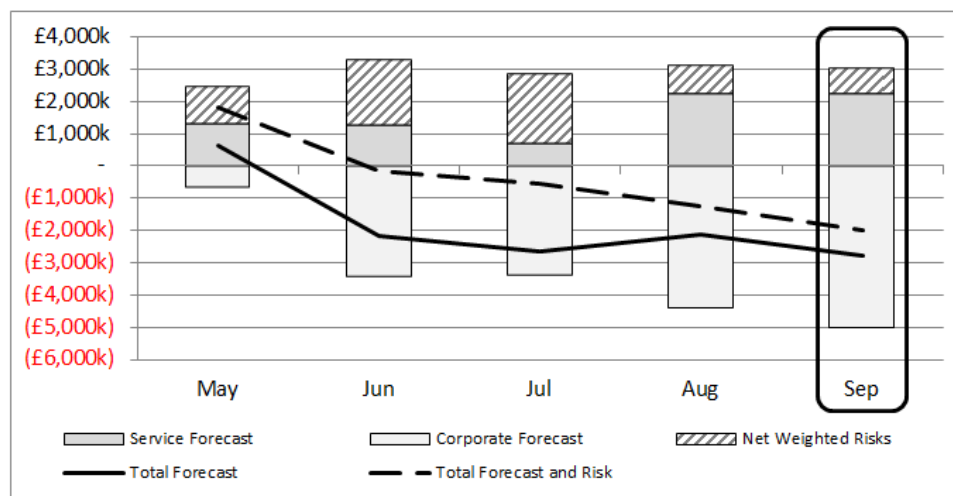
- Fair Funding Review of authority's needs and resources - Any change in methodology has the potential to alter the Council's Settlement Funding Assessment (SFA). It is expected that some form of damping arrangements will be put in place to smooth the impact of any increases or decreases to SFA over the three year period between 2021/22 and 2023/24 and a proxy for these are reflected in our current budget assumptions.

## 7. Current Year Financial Position - As at the end of September 2019

- 7.1. The Council regularly monitors its revenue and capital budgets in order to ensure its financial position remains robust, that expenditure is spent as planned and that income due to the Council is received. Additionally, the monitoring process tracks the delivery of savings proposals and risks of non delivery which may impact on the overall position and hence need to be mitigated.
- 7.2. The latest financial monitoring report considered by the Corporate Management Team relates to Period 6 (the end of September 2019). Whilst it projects a net service overspend of £2.2m (against a net budget of £118m), this is offset by a £5.0m underspend on Corporate Items budgets: the net position being a projected £2.8m underspend.
- 7.3. As outlined above, potential risks and/or opportunities are also monitored and risk-weighted according to their assessed likelihood of materialising. As at the end of period 6 a net £0.8m of weighted risks have been identified which if they materialise by year end, will reduce the forecast underspend from £2.8m to

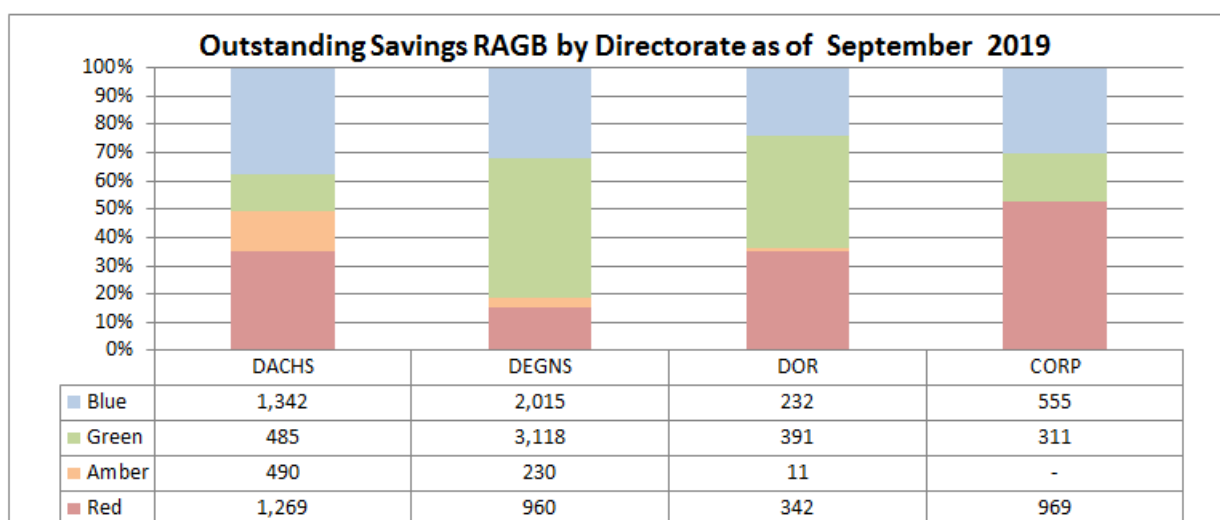
£2.0m. The chart below summarises the monthly trend in forecast outturn and net risks as the year has progressed.

**Chart 6 - 2019/20 Forecast Outturn Trend**



- 7.4. The primary causes of the projected £2.2m service area overspend relate to: a) the numbers of Looked after children and cost of agency social workers in Children's Services (£1.7m), work is ongoing to address these pressures and b) the underachievement of the investment property income target (£0.5m) in the Directorate of Economic Growth and Neighbourhoods [DEGNS] due to suitable investment opportunities which match the Council's investment criteria not currently coming forward.
- 7.5. The Corporate Items (non-front line service specific budgets) forecast underspend of £5.0m is predominantly the result of grant funding for business rates being more than anticipated under the 75% second-year pooling pilot arrangement and the ability to release some contingency provision as savings have been delivered.
- 7.6. As at Period 6 (the end of September), across all years of the MTFS (2019-22 plus outstanding from 2018/19) £11.8m (53%) of savings are categorised as having already been delivered.
- 7.7. Of the £12.7m of savings planned to be delivered in 2019/20 (either outstanding from 2018/19 or new for 2019/20) £8.4m (66%) are categorised as having already been delivered or on-track; £0.7m (6%) are currently at some risk; and £3.5m (28%) likely to not be delivered in year/considered unachievable. The chart below illustrates this visually:

## Chart 7 - Period 6 Savings Tracker



- 7.8. Of the £3.5m of Red-flagged savings, £2.9m of in-year mitigations are in place to offset their budgetary impact. Business Cases for income or savings proposals which are no longer deemed deliverable and need to be removed from the MTFS have been incorporated into the MTFS refresh and total £3.1m.
- 7.9. The Housing Revenue Account as at the end of Period 6 is projecting an underspend against its revenue budget of £0.35m as set out in the table below:

**Table 1 - Housing Revenue Account - 2019/20 Revenue Forecast**

	Approved Budget (£,000's)	Forecast Outturn (£,000's)	Full Year Variance (£,000's)
Responsive Repairs	2,725	2,675	(50)
Planned Maintenance	3,165	3,115	(50)
Major Works	9,500	9,500	-
Managing Tenancies	1,302	1,302	-
Management, Policy & Support	5,474	5,474	-
Private Finance Initiative	6,823	6,823	-
Rent Collection	1,013	1,013	-
Building Cleaning, Energy and other	2,756	2,706	(50)
Capital Financing	10,325	10,325	-
HRA Income	(43,083)	(43,283)	(200)
	-	(350)	(350)

- 7.10. The General Fund Capital Programme for 2019/20 comprises two elements: those schemes relating to potential investment opportunities and those investing in service infrastructure. As at the 30th September the former is forecast to underspend by a net £135m predominantly as a consequence of: a) a change to the business model of Homes for Reading (a wholly-owned company of the Council) resulting in their anticipated borrowing from the Council being £25m



lower than originally planned, and b) the commercial property investment budget being underspent by £115m due to the lack of opportunities coming forward which meet the Council's prudent criteria and approach to the purchase of any commercial investment properties (in line with the Council's overall Investment and Commercial Property Investment Strategies)

The residual element of the Programme is forecasting a £1m underspend on fleet vehicle replacements

- 7.11. The Housing Revenue Account Capital Programme is forecasting a £4m net underspend against a gross expenditure budget of £27m. Delays in the New Build and Acquisitions Programme (the result of delays in having Homes England funding confirmed) is partially offset by the reduced application of capital receipts which would have been otherwise required.

## Section B General Fund Revenue Budget

### 10. Overall Three-Year Budget Position

- 10.1. In February 2019 Full Council agreed a balanced budget for the three years of the MTFs. The Strategy has been extended to 2022/23 and all income and expenditure and planning assumptions have been reviewed.
- 10.2. The budget proposals as set out in this report would see a surplus in 2020/21 of £712k which will be applied to offset the gap of £684k in 2021/22. Thereby giving a balanced position over the first 2 years of the MTFs. The third year of the refreshed MTFs - 2022/23, shows a budget surplus of £1,737k. On the assumptions made, the Council does not have an underlying reliance on the use of one-off reserves in its base budget going into 2023/24.
- 10.3. The Council's General Fund Balance is £7.5m (marginally above 5% of the Council's proposed net budget requirement) across each of the three years of the MTFs. This percentage is considered appropriate and reflects uncertainties faced by the Council.
- 10.4. The Strategy relies on achieving service savings and additional income of £33.1m over the three years 2020/21 to 2022/23. Of the £33.1m due to be delivered, £8.2m relates to savings needing to be found in Children's Services and delivered in partnership with Brighter Futures for Children, the Council's wholly owned Children's company. The residual £24.9m has to be found from other directly managed Council services as summarised below:

Table 2 - General Fund Savings Summary 2020/21 to 2022/23

	Efficiency Savings (£,000's)	Invest to Save Schemes (£,000's)	Income, Fees & Charges (£,000's)	Total (£,000's)
Childrens Services (BFFC)	(8,190)	-	-	(8,190)
Other Council Services	(8,944)	(2,731)	(13,247)	(24,922)
<b>Total</b>	<b>(17,134)</b>	<b>(2,731)</b>	<b>(13,247)</b>	<b>(33,112)</b>

N.B. It should be noted that the income figure in relation to investment property acquisitions included within the 'Other Council Services' income figure above is gross of debt financing charges, as the income needs to cover both the costs of procurement as well as the assumed income stream.

- 10.5. The draft budget for 2020/21 includes £11.7m of service growth items (£5.2m pay costs and other inflationary pressures and £6.5m other pressures) and £11.4m of service savings (£6.3m efficiencies and invest-to-save initiatives and £5.1m from uplifted income). Within those growth and savings changes, BFFC represents £3.7m of the pressures (£1.3m inflation and £2.4m other pressures) with efficiency savings of £4.1m.

- 10.6. A summary of service and corporate budgets and funding across the three year MTFS period are set out in the table below. Further detail is provided in Appendices 1 - 3 attached:

**Table 3 - Directorate and Corporate Budgets - Three-Year Summary**

	2020/21 (£,000's)	2021/22 (£,000's)	2022/23 (£,000's)
Adults Care & Health Services	37,340	38,222	37,960
Economic Growth & Neighbourhoods Resources	16,603	12,593	8,493
Children, Education & Early Help	48,131	48,693	48,693
<b>Total - Service Directorates</b>	<b>118,023</b>	<b>115,321</b>	<b>111,049</b>
Capital Financing Costs	14,731	18,979	22,988
Contingency	3,522	5,203	5,488
Other Corporate Budgets	12,511	3,305	4,001
<b>Total - Corporate Budgets</b>	<b>30,764</b>	<b>27,488</b>	<b>32,477</b>
<b>Total Net Budget Requirement</b>	<b>148,787</b>	<b>142,809</b>	<b>143,526</b>
Financed By:			
Council Tax	96,014	99,239	102,350
Business Rates (Incl s31 Grant)	38,251	37,888	37,671
Revenue Support Grant	1,998	1,998	1,998
New Homes Bonus	2,936	3,000	3,244
Collection Fund Surplus - (One-Off)	10,300	-	-
	<b>149,500</b>	<b>142,125</b>	<b>145,263</b>
(Surplus) / Gap	<b>(712)</b>	<b>684</b>	<b>(1,737)</b>

N.B 1 Children & Early Help figures include corporate recharges £6.8m and services retained by the Council £0.7m.

2 Economic Growth and neighbourhoods figures in relation to investment property income are gross of debt financing costs, as the income needs to cover both the costs of procurement as well as the assumed income stream.

## 11. Value for Money & Efficiency

- 11.1. During 2017/18 and 2018/19 the Council delivered savings totalling £12.5m and £13.4m respectively. As at the end of September 2019 £8.4m of the £12.7m savings due to be delivered in year have been achieved.
- 11.2. An Improvement Plan put in place to improve accuracy in the processing of Housing Benefit claims has resulted in no deduction in Subsidy for 'local authority error' for the two years 2017/18 and 2018/19 which is a significant achievement

and an improvement on the two preceding years financial losses of £0.4m and £0.6m.

- 11.3. A rolling review of entitlement to Single Person Discount has been implemented resulting in savings of £0.2m in both the last and current financial years. Additionally, as a result of the soft market testing of the Revenues and Benefits Service and the decision to retain the service in house, ongoing savings of £0.6m have been built into the MTFS (£0.3m additional income and £0.3m efficiency savings). Within the current financial year the service have already over achieved their income target by over £0.1m as a result of reviewing eligibility to small business rate relief and other Council Tax exemptions.
- 11.4. Over the next three years the MTFS assumes delivery of a further £19.9m of savings as well as additional income of £13.2m, (£6.3m and £5.1m respectively assumed in 2020/21). The programme of cumulative efficiency savings are set out in detail in Appendix 3.
- 11.5. As in 2017/18 and 18/19, to support the delivery of efficiencies and ongoing savings, transformation funding has been made available within the Council's Capital Programme funded from Capital Receipts. Appendix 6 attached sets out the Council's Strategy for the 'flexible use of capital receipts', together with the proposals to be funded and spend to date against those already agreed.
- 11.6. On the 1<sup>st</sup> December 2018 the Council transferred the delivery of the majority of its children's services to Brighter Futures for Children, a wholly owned company of the Council. The objective being that the Company will drive improvements in service delivery and reduce cost pressures through changes to practice and process. To facilitate this, the Department for Education and Skills [DFES] allocated £5m of transformation funding to the Company over the two years 2019/20 and 2020/21 which was in addition to the £3.8m allocated within the Council's own transformation fund.
- 11.7. In September 2019 the Council's Children's services OFSTED rating improved across all four areas of judgement from 'inadequate' to 'requires improvement to be good'. Inspectors found evidence of improvement in most areas of practice and that senior leaders had 'rightly focused on strengthening the recruitment and retention of staff'. As a consequence they also found, caseloads are reducing and there has been an increase in management capacity. They also found that the company and Council were 'working collaboratively and appropriate arrangements for scrutiny and challenge were in place'. The four judgement areas, which all received the 'requires improvement to be good' rating are:
  - The impact of leaders on social work practice with children and families
  - The experience and progress of children who need help and protection
  - The experiences and progress of children in care and care leavers
  - Overall effectiveness
- 11.8 Over the past 3 years Adult Social Care (ASC) have been reviewing care packages to ensure the level of care provided to service users is appropriate, fair and equitable. As a consequence of 'rightsizing' clients care packages to meet people's current needs, the programme has reduced expenditure by £3.4m since 2017/18.

11.9 Additionally in October 2018 ASC implemented its front door project; delivered through a 3 conversations approach. This has enabled people's needs to be met through a strength based approach connecting people to support in their communities and providing short term support in a crisis. This approach allows all opportunities for alternative support to be explored as well as time to establish if that support is required on an ongoing basis. As a consequence, the number of new people who are referred to Adult Social Care who need an ongoing care and support package has reduced by around 50% compared to prior periods, this has reduced expenditure by £150k to date.

## 12. Reserve Levels

12.1 The Council has historically relied on revenue reserves to balance its budget which saw them reduce to £10.7m (including the General Fund Balance, but excluding schools balances, hypothecated grants including Dedicated Schools Grant and the insurance reserve) as at 31<sup>st</sup> March 2017. One of the lowest levels when compared to other unitary councils.

12.2 The 2019/20 - 2021/22 MTFS planned to increase the equivalent general and earmarked revenue reserves to £24.9m by the end of the planning period. Latest forecasts for the current year and assumptions within this new MTFS see reserves increase to £32.1m by the end of 2019/20. The improvement in the reserves position is a consequence of one off gains arising from the Council being part of the Berkshire Business Rates Pilot Pool (£10.3m), as well as pressures being managed and savings being delivered to plan thereby releasing contingency provision resulting in underspends of £5.0m and £3.2m in 2017/18 and 2018/19 and a projected £2.8m underspend in 2019/20.

12.3 By the end of the current MTFS period in 2022/23 there will be no underlying base budget reliance on the use of reserves to balance future budgets and they will have increased by the £1.8m net surplus projected over the three-year MTFS period.

## 13. Planning Assumptions

13.1. The following planning assumptions are included within the Medium Term Financial Strategy:

- a) **Base Budget** - The starting point for planning is the 2019-20 base budget as agreed by Council in February 2019, adjusted for any approved budget virements;
- b) **Council Tax Increase** - A 3.99% rise for 2020/21 (including the additional social care precept in 2020/21 and in line with the 2020/21 Referendum limit) and a 1.99% rise in both 2021/22 and 2022/23. Increases in the Tax Base for organic growth are assumed at 1.5%; 1.3% and 1.1% respectively over the same period.
- c) **Local Council Tax Scheme** - Proposals to amend the scheme for 2020/21 are currently out to consultation. The proposals aim to assist residents by not automatically cancelling Housing Benefit claims on transition to Universal Credit [UC] and allow transitional severe disability payments allocated on transition to UC to be disregarded in calculating eligibility to

Housing Benefit. The net impact of these changes is not estimated to be material on the overall Council Tax yield;

- d) **Care Leaver Support for Council Tax** - proposals to support care leavers between the age of 18 to 21 with their council tax liability (tapered at 100% for 18 year-olds to 33% for 20-year olds) have been built into both Council Tax forecasts and Children's budgets based on forecast numbers of care leavers having left (or due to leave) the Council's care
- d) **Capital Borrowing Rates** - Current long term Public Works Loans Board rates (after including the 0.2% certainty rate discount) are 3.05% for a 25-year maturity repayment loan. In line with information from our treasury management advisors, these are assumed to rise by 0.4% by December 2020 and a further 0.3% by December 2021;
- e) **Investment Interest** - The Bank Rate set by the Bank of England is currently 0.75% and, for the purposes of forecast interest earnings, is not projected to change over the planning period. The Council currently also benefits from:
  - **Externally Managed Property Investments** - The Council has £15m invested in property funds. The Council makes a return of around 3.25% on a quarterly basis; and
  - **Investment Properties** - The Council own investment properties valued at £42m as at 31<sup>st</sup> March 2018. These properties provide a return of gross return of 6% pa (before capital financing costs).
- f) **Inflation** - Most budgets are cash limited. Over the period CPI is assumed to be 2.0% per annum in line with the Bank of England target rate;
- g) **Pay Assumptions** - 2.0% per annum has been budgeted for over the three year period;
- h) **Pensions** - The results of the triennial valuation of the Pension Fund have been received from the actuary and indicate that the employer's contribution rate needs to increase by 1.4% from 2020/21;
- g) **Increases in Fees and Charges** - Details are set out in Appendix 7;
- h) **Demographic Growth** - demographic growth of £3.2m has been allowed for in demand-led service budgets;
- i) **Capital Financing** - The prudential borrowing costs associated with the proposed Capital Programmes are accommodated within the revenue budgets; and
- j) **Transformation Programme** - £1.4m of transformation funding to facilitate delivery of service efficiencies and savings over the two years 2020/21 - 2021/22 (when the Flexible Use of Capital Receipts Regulations are due to end) in General Fund revenue budgets is provided for within the General Fund Capital Programme (a total of £13.6m over the period 2017/18 to 2021/22, of which any slippage in the budgeted £7.6m budget for 2019/20 would roll forward).

13.2. The detail of the Council's Draft General Fund Budget is set out in Appendices 1, 2 and 3 attached.

#### 14. Assumed Council Tax Levels

- 14.1. The MTFS assumes a 3.99% increase in 2020/21 for the Council Tax amount (1.99% general increase and an additional 2.00% Adults Social Care Precept). On this assumption, the standard Band D charge which would rise by £64.93 for a full year.
- 14.2. The impact on taxpayer bills (before any reduction for discounts) of the Council's proposed 3.99% increase is a £1.25 per week rise for a Band D Council Tax household comprising at least two adults.
- 14.3. The majority of properties in Reading are Band C and below (40% of properties are in Band C). Reading's Council Tax increase for a Band C property in 2020/21 would be £57.72, an increase of £1.11 per week. The table below shows the proposed change for 2020/21 across each band, and the average increase weighted by number of properties in each band (based on two-adult occupancy):

**Table 4 - Implications of Proposed Council Tax Increase 2020/21**

Band / Wght	No. of Properties	Ratio	2019/20 Charge (£'s)	2020/21 Proposal (£'s)	Change (£'s)	Weekly Change (£'s)	
A	6	7,151	10%	1,084.82	1,128.11	43.29	0.83
B	7	14,404	20%	1,265.62	1,316.12	50.50	0.97
C	8	29,581	40%	1,446.43	1,504.14	57.72	1.11
D	9	11,215	15%	1,627.23	1,692.16	64.93	1.25
E	11	5,679	8%	1,988.84	2,068.20	79.36	1.53
F	13	3,293	4%	2,350.44	2,444.23	93.79	1.80
G	15	1,856	3%	2,712.05	2,820.27	108.22	2.08
H	18	85	0%	3,254.46	3,384.32	129.86	2.50
		<b>73,264</b>	<b>Weighted Increase - All Bands</b>		<b>60.66</b>	<b>1.17</b>	

- 14.4. In estimating the revenue yield derived from the above proposed Band D charge prudent increases to the taxbase based on growth in property numbers have been assumed. Over the years 2020/21 to 2022/23 increases in the taxbase of 1.5%; 1.3% and 1.1% have been assumed. The formal calculation of the taxbase is based on the taxbase as at 30<sup>th</sup> November, and Council will formally approve the taxbase at its January 2020 meeting.
- 14.5. As outlined in para 13.1 above, in recognition of the Council's "corporate parenting" role and to support care leavers into independence, these budget proposals include funding an element of Council Tax liability of those people who have left Council residential care. 18-year olds would see their Council Tax liability fully funded (after first applying all relevant exemptions and discounts) whether they remain resident in Reading or elsewhere. This would taper to 67% for 19-year olds and 33% for 20-year olds.
- 14.6. For care leavers resident in the Borough, this support would be provided through application of a local discount to their Council Tax Bill, whilst Brighter Futures for Children will administer a fund to provide the same support to those living outside the Borough where we have no control over billing administration. As well as providing financial support to the Council's care leavers (not including care

leavers from other boroughs who may become resident here) it is expected this policy will encourage care leavers to stay in touch with Council staff who could provide wider support services as may be required.

14.7. The estimated cost of this proposal is £100k per year, half being implemented as a local Council Tax discount and the remainder as a fund administered by BFFC.

## 15. Risk Implications

15.1. Broadly the main risks to the balanced position of the Draft General Fund Revenue Budget relate to achieving the agreed level of savings and income generation as assumed in the MTFS whilst containing spending pressures.

15.2. More specifically risks relating to the Council's General Fund Revenue Budgets include:

- The ability to contain demographic demand pressures;
- Buoyancy of the general and local economy;
- Adverse interest rate movements;
- Increased inflationary pressures;
- Delivery of capital receipts to fund the flexible use for transformation purposes and avoid prudential borrowing charges;
- Future local government financing settlements from central government and potential impacts from changes to the Fair Funding Review, Business Rate Localisation Scheme and 2021/22 Revaluation;
- Delivery of savings and income projections in line with assumptions; and
- Slippage in the Capital Programme adversely impacting savings assumed within the MTFS.

15.3. Additionally, the Council's 2017/18 and 2018/19 accounts are still subject to audit which may mean there could be some movement in the assumed baseline level of reserves.

15.4. However, in setting the new three-year MTFS, contingency provisions of £3.5m in 2020/21, £5.2m in 2021/22 and £5.5m in 2022/23 have been provided for to allow for slippage or non-delivery of higher risk savings and income targets.

15.5. Whilst the number of appeals materialising against the VOA's 2017 Valuation List remains comparatively low compared to experience against the 2005 and 2010 Revaluations, the budget assumptions make prudent provision as to the potential for increases in the number of appeals as we approach the close of the 2017 List and the impending 2021 Revaluation. Prudent provision is also made across both business rate and Council tax forecasts for collection rates.



## Section C Housing Revenue Account

### 16. Housing Revenue Account (HRA) Budget

- 16.1. The HRA is a ring-fenced account which deals with the finances of the Council's social housing stock. Budgets have been prepared in accordance with the budget guidelines and planned programmes of works to housing stock have been updated to take account of progress during 2019/20. The HRA budget must avoid a deficit on reserves over the 30 year HRA Business Plan.
- 16.2. Following the abolition of the statutory limit on HRA borrowing known as the debt cap in October 2019, the HRA is able to undertake prudential borrowing to support the creation and acquisition of long term assets, as long as it is prudent, affordable and sustainable within the context of its overall Business Plan. The Current 30 year Business Plan allows for £46m of new borrowing under the prudential code. The plan shows that the HRA is able to fund the proposed capital investment which will raise the peak debt in the HRA from £196m to £241m in year 7. However, the Plan demonstrates the proposed borrowing prudent, affordable and sustainable as the HRA has the capacity to repay £132m of this in later years and that the projected outstanding debt level at year 30 is forecast to be £109m. As a result of the change in this proposed funding coupled with the change in the Council's MRP policy, and the re-profiling and slippage on the Capital Programme the next three years reserves will increase and the operating account will move into a small surplus position.
- 16.3. A summary of the HRA revenue budget over the three years of the MTFS plan period is set out below and detailed in Appendix 4:

**Table 5 - Summary HRA Three-Year Revenue Budget**

	2020/21	2021/22	2022/23
	(£,000's)	(£,000's)	(£,000's)
Expenditure	40,919	42,486	43,606
Income	(41,087)	(42,747)	(44,355)
Net (Surplus) / Deficit	(168)	(261)	(749)
Opening HRA Balances	(38,847)	(39,015)	(39,276)
Net (Surplus) / Deficit	(168)	(261)	(749)
Closing HRA Balances	(39,015)	(39,276)	(40,025)

### 17. Planning Assumptions

- 17.1. The following planning assumptions are included in the HRA 30 year Business Plan and three year forward budget projections:
- **Rents** - From 2020-21 Rents will increase in line with the Rent Regulation and both social and Reading Adjusted Social rents will increase by CPI + 1% for the next 5 years, then revert to CPI;
  - **Void Rates & Bad Debts** - are assumed at 2.5%;

- **Right to Buy** - sales assumed at 15 per annum;
- **Service Charges** - are assumed to increase by 2% year-on-year, but cannot exceed full cost recovery;
- **PFI Credit** - provision of £3.997m relating to 1,280 properties in North Whitley and managed by Infinity until 2034 has been included;
- **Interest on Balances** - assumed at 0.5%;
- **Inflation** - assumes RPI at 2.9% on costs, reflecting the share of costs within the HRA which typically increase above CPI rates (e.g. repairs and maintenance costs) and CPI at 2.0% on income;
- **Debt Financing Costs** - are included within the revenue budget.

## 18. Rents

- 18.1. All Rents are assumed to increase in line with the new guidelines from the Rent Regulator and to increase by CPI+1% for the next five years, following four years of real reductions at 1% a year
- 18.2. The Council needs to consider its rent policy each financial year in the context of the HRA's financial viability. The anticipated effect of the 2020/21 rent proposals is therefore expected to be as follows:

**Table 7 - Average Weekly HRA Rents**

	Actual 2019/20 (£'s)	Proposed 2020/21 (£'s)	Change (£'s)	Change (%age)
Average Rent per Week	99.26	102.57	3.31	3.3%

- 18.3. For historic reasons current rents are, on average across the stock 11% below the social housing formula rent set by Government, known as 'Target Rent'. As previously agreed by the Council, rent levels will be set in line with Target Rent whenever a property is re-let.
- 18.4. As agreed at Policy Committee in November 2018, an 'Adjusted Target Rent' will be charged as a default for permanent social housing developed as part of the Council's new build housing programme. This will reflect the expected rent levels of the existing stock, had the mandatory annual 1% rent decrease for all social housing not been imposed by Government in 2015 for 4 years. As noted above, the Government has announced that its previous national policy of CPI plus 1% will be restored for 5 years from 2020/21.
- 18.5. The proposed Adjusted Target Rent is significantly lower than Local Housing Allowance levels (the maximum amount of benefit payable to cover housing rental costs) and 'Affordable Rents' often used by Registered Providers (where the rent is set at 80% of market rent). Whilst this is a proposed default it is not intended to be a blanket policy for all new build schemes, thereby enabling future delivery of mixed tenure schemes, including regeneration, where letting all properties at the proposed Adjusted Target Rent level may make schemes unviable. Also, schemes supported by Homes England grant awarded on the basis that properties will be let at social rent will not be let at Adjusted Target Rent.

- 18.6. Rent collection performance (2.14% for 2018/19) remains top quartile compared with the Council's comparator group. The bad debt provision has been increased by £400k p.a. to reflect the annual growth in total income and anticipated impact on arrears of Universal Credit (UC) implementation (there are currently 5,000 Housing Benefit claimants of working age not yet transitioned to UC). Whilst 'managed migration' is on hold and under review, natural migration will continue as it has for the last year.
- 18.7. Temporary accommodation is included in the General Fund. Rents are set at 90% of the Local Housing Allowance rate for the relevant unit size.

## 19. Risks

- 19.1. Many of the risks identified in respect of the delivering a balanced General Fund revenue budget (see para 15.1 -15.3 inclusive) also have relevance for the Housing Revenue Account. Particular risks that pertain additionally to the HRA include:
- Rent collection levels that may be affected by any downturn in the local economy;
  - Further extension and full roll-out of Universal Credit which may impact on rent collection levels;
  - Increases in debt financing costs arising from inflationary cost increases in relation to the new build programme; and
  - Maintenance cost increases - potentially additionally impacted by any change to workforce demographics that might arise due to Brexit.

## Section D Capital Programme

### 20. Overall Programme

20.1. The overall Capital Programme for the three year period will commit £355m to improve the infrastructure, asset base and effectiveness of service provision for the residents of Reading. A summary of the gross spend and funding for both the General Fund and HRA is shown below:

**Table 8 - Overall Capital Programme Summary**

	2019/20 (£,000's)	2020/21 (£,000's)	2021/22 (£,000's)	2022/23 (£,000's)
General Fund	70,240	119,142	91,967	84,814
Housing Revenue Account	18,540	27,065	20,089	11,503
	<b>88,780</b>	<b>146,207</b>	<b>112,056</b>	<b>96,317</b>
Funded By:				
Community Infrastructure Levy	(3,000)	(3,000)	(3,000)	(3,000)
Major Repairs Reserve / Revenue	(9,375)	(8,668)	(8,064)	(8,064)
Capital Receipts	(13,341)	(13,304)	(10,206)	(4,101)
	<b>(25,716)</b>	<b>(24,972)</b>	<b>(21,270)</b>	<b>(15,165)</b>
Prudential Borrowing	<b>(63,064)</b>	<b>(121,235)</b>	<b>(90,786)</b>	<b>(81,152)</b>
<i>of which - General Fund</i>	<i>(55,163)</i>	<i>(105,138)</i>	<i>(79,217)</i>	<i>(77,713)</i>
<i>Housing Revenue Account</i>	<i>(7,901)</i>	<i>(16,097)</i>	<i>(11,569)</i>	<i>(3,439)</i>

20.2. Against each scheme in the Programme set out in Appendices 5a-b is detailed the total cost, external contributions from, for example, government and developers and the net cost to the Council to be funded from borrowing.

### 21. General Fund Capital Programme

21.1. The proposed General Fund Capital Programme shown in Appendix 5a totals £358m gross over the three year period 2020/21 to 2022/23.

21.2. Application of specific and corporate funding (including grants, Community Infrastructure Levy and available capital receipts), reduces the net borrowing requirement over the three year period to £262m.

21.3. The General Fund Capital Programme consists of two distinct types of project - those that represent investment to generate future income streams or deliver future savings and efficiencies (invest to save projects) and those that represent the provision of, or improvements to assets which the Council uses to deliver services to residents. Schemes categorised in the former category include the following:

- Purchase of Commercial Property - intended to support the Council's investment income returns and diversify the portfolio thereby minimising the risk of market changes, whilst supporting the Council's wider objectives in terms of regeneration and place-shaping in the longer term;

- Loans to RTL - capital financing facility to allow Reading Buses to continue to replace its fleet of vehicles to ensure they are reliable, cost-efficient and contribute to the Council's objectives around addressing the climate change emergency;
- Renewable Energy / Energy Saving / Salix schemes -facilitating investment to address the Council's climate change priority and reducing energy usage in the future;
- Delivery Fund expenditure - investment to pump prime future revenue savings and service transformation

21.4. The purchase of further investment portfolio properties will be subject to detailed business case analysis including extensive due diligence and evaluation against the Council's investment criteria. Loans to group companies will be subject to State Aid regulations and lending will be at appropriate commercial rates.

21.5. From the overall £358m gross capital spend proposals contained in the overall programme, £202m relates to 'invest to save' schemes which offer future efficiencies or revenue savings.

21.6. The £156m balance of the General Fund Programme represent a commitment by the Council to invest in fit for purpose facilities for residents and customers, and to invest in assets used by the Council in the delivery of services. Of this gross spend, it is expected that £61m will be funded by specific grants or contributions.

21.7. The re-provisioning and refurbishment of the Council's four leisure centres represents the single biggest investment in this latter category. A full list of all capital expenditure proposals are set out in Appendix 5a, whilst the following section provides narrative on some of the more significant projects.

- £7.1m investment for the re-provisioning of adult care facilities to ensure provision of more user friendly, energy efficient, fit for purpose facilities.
- Re-provisioning at Phoenix College and extra capacity at Katesgrove school
- The delivery of new and fit-for-purpose leisure facilities across all four of the Council's leisure centres including the reprovisioning of the Rivermead site to BREEAM excellence.
- £9m Investment in the Council's local highways infrastructure addressing feedback from the resident survey.
- Provisioning of Green Park station and Reading West Station and Dee Park Regeneration
- Re-development of the Hosier Street (ex Civic Centre) site and associated acquisitions to facilitate better overall redevelopment of the area.
- Vehicle replacement totalling £5.9m over the three-year planning period to ensure the Council's fleet assists in reducing CO2 emissions.
- £3.2m of expenditure on Disabled Facilities Grants to allow adaptations to housing for adults and children enabling them to remain in their home for as long as possible.
- Investment in the Council's IT systems and software to support service efficiency and channel-shift in how customers transact with the Council.

- Investment in the roll out of a new waste collection service to increase the Borough's recycling rate.

## **22. Housing Revenue Account Capital Programme**

- 22.1. The proposed HRA Capital Programme is contained within Appendix 5b and provides full details of the proposed HRA Capital Programme.
- 22.2. The Council's house building programme is well underway and most recently delivered 28 new modular units for temporary accommodation in Lowfield Road which were let in January 2018 to homeless households. The first 57 new affordable rented homes at Conwy Close were also handed over before Christmas 2018. The Council has made provision to invest a further £33.3m in its new build and acquisitions programme over the three years 2020/21 - 2022/23 providing additional new affordable homes, subject to approvals.
- 22.3. The Council also plans to continue to invest £32.7m in its existing housing stock over the next 3 years. This includes a £3.2m programme of Fire Safety works, with a particular focus on high-rise residential accommodation.
- 22.4. Following the Grenfell Tower fire the Council appointed an external, qualified Fire Engineer (FireSkills) to carry out a review of fire safety practices in respect of the management and maintenance of its Council housing stock, including whether additional fire precautions were advised in any of the building types surveyed, to improve safety standards in the context of recent incidents. Overall FireSkills noted that the Council's Housing Service has a 'forward facing and proactive fire safety strategy' and whilst the Council is fully compliant with current legislation, FireSkills have recommended that the Council consider implementing a number of additional measures.

## **23. Risk Implications impacting the Capital Programme**

- 23.1. The main risks to the Council's Capital Programme are summarised below:
- Cost overruns would impose additional borrowing costs (and associated financing charges to revenue) if unable to be met from scheme contingencies or other mitigating actions;
  - Slippage in realisation of capital receipts impacts on available financing sources, with the potential to lead to additional capital borrowing. In particular, significant slippage could leave insufficient receipts to fully finance the transformation costs - which impacts pound for pound on the revenue account;
  - Slippage in delivery of spend to save initiatives results in associated revenue savings not being delivered as anticipated; and
  - The cost of delivering the capital projects increases due to inflationary pressures.

## **24. Budget Next Steps**

- 24.1. Discussions are ongoing with Brighter Futures for Children regarding their Business Plan and contract sum. The Company will present its Business Plan to the Policy Committee as Shareholder in January. Based on discussions to date, it is anticipated the Draft Budget as set out above makes sufficient provision for the

Contract Sum and enables flexibility to provide a level of match funding for an additional transformation funding bid.

24.2. Statutory and wider consultation based on the budget proposals contained in this report will be undertaken and responses reported back to Policy Committee in February. Similarly, the implications of the Local Government Finance Settlement when it is announced will be reported to the Committee.

24.3. Policy Committee in February will receive an update on the budget position picking up the issues outlined above. The Committee will be asked to approve the 2020/21 budget and three-year MTFS and recommend adoption by Council at its meeting on 26<sup>th</sup> February.

## **25. Financial Implications**

25.1. These are as set out in the report

## **26. Legal Implications**

26.1. The Council must set the budget in accordance with the provisions of the Local Government Finance Act 1992 and approval of a balanced budget each year is a statutory responsibility of the Council.

26.2. The provisions of section 25, Local Government Act 2003 require that, when the Council is making the calculation of its budget requirement, it must have regard to the report of the Chief Finance (s.151) Officer as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves. The report will be formally made to the Council's budget setting meeting in February.

## **27. Risk**

27.1. These are set out in the body of this report.

## **28. Equalities Impact Assessment**

28.1. Under the Equality Act 2010, Section 149, a public authority must, in the exercise of its functions, have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

28.2. An initial Assessment of the proposals as set out in the MTFS has been undertaken and Appendix 8 sets out the individual savings proposals where specific equality impact assessments will need to be undertaken prior to their implementation.

28.3. Additionally, when considering changes to service provision, local authorities are under a duty to consult representatives of a wide range of local stakeholders. Authorities must consult representatives of council tax payers, those who use or are likely to use services provided by the authority and those appearing to the

authority to have an interest in any area within which the authority carries out functions. Consulting on the Draft Budget proposals assists with this requirement.

## 29. BACKGROUND PAPERS

- Final Local Government Finance Settlement 2019/20 - MHCLG (29th January 2019)
- 2019-2020 to 2021/22 Budget Setting and Medium Term Financial Strategy approved by Full Council (26th February 2019);
- Spending Round 2019 - HM Treasury (4th September 2019)
- Local Government Finance Settlement - Technical Consultation (3rd October 2019)



## Reading Borough Council Revenue Budget 2020-21 to 2022-23

Directorate/Service	Approved Budget 2019/20 £'000	Proposed Budget 2020/21 £'000	Proposed Budget 2021/22 £'000	Proposed Budget 2022/23 £'000
<b>Adult Social Care and Health</b>	<b>36,086</b>	<b>37,340</b>	<b>38,222</b>	<b>37,960</b>
Commissioning & Improvement	793	825	855	885
Adult Social Care Operations	33,839	34,911	35,681	35,317
Public Health Services	(292)	(506)	(506)	(506)
Preventative Services	713	722	727	733
Directorate Other	1,032	1,389	1,465	1,531
<b>Economic Growth &amp; Neighbourhood Services</b>	<b>18,162</b>	<b>16,603</b>	<b>12,593</b>	<b>8,493</b>
Transportation	650	(171)	(596)	(2,841)
Planning & Regulatory Services	1,901	2,052	1,886	1,756
Housing and Neighbourhood Services General Fund	1,417	1,409	1,423	1,453
Cultural Services	3,394	3,971	3,575	2,946
Environmental and Commercial Services	13,681	14,275	14,229	14,689
Regeneration and Assets	(3,468)	(5,544)	(8,568)	(10,345)
DEGNS Overhead Accounts	587	611	644	835
<b>Resources*</b>	<b>14,992</b>	<b>15,949</b>	<b>15,812</b>	<b>15,903</b>
Customer Services	2,649	2,744	2,682	2,657
Human Resources & Organisational Development	1,624	1,802	1,757	1,829
Internal Audit	1,608	1,607	1,652	1,669
Procurement Services	339	353	368	381
Financial Services	2,534	2,421	2,380	2,387
Legal & Democratic Services	1,677	1,966	2,094	2,170
Digital Transformation	4,015	4,344	4,189	4,184
Communications	456	712	691	626
<b>Children's Services</b>	<b>48,596</b>	<b>48,131</b>	<b>48,693</b>	<b>48,693</b>
Brighter Futures for Children**	47,900	47,421	47,969	47,969
Retained by Council	696	710	724	724
<b>Total Service Expenditure</b>	<b>117,836</b>	<b>118,023</b>	<b>115,321</b>	<b>111,049</b>
<b>Corporate Budgets</b>	<b>21,632</b>	<b>30,764</b>	<b>27,488</b>	<b>32,477</b>
Capital Financing Costs	13,680	14,731	18,979	22,988
Contingency	4,229	3,522	5,203	5,488
Other Corporate Budgets***	3,723	12,511	3,305	4,001
<b>Net budget Requirement</b>	<b>139,468</b>	<b>148,787</b>	<b>142,809</b>	<b>143,526</b>
<b>Financed By:</b>				
Council Tax Income	(90,936)	(96,014)	(99,239)	(102,350)
NNDR Local Share	(42,420)	(34,489)	(34,156)	(33,956)
New Homes Bonus	(3,739)	(2,936)	(3,000)	(3,244)
Section 31 Grant	(2,200)	(3,762)	(3,731)	(3,715)
Revenue Support Grant	0	(1,998)	(1,998)	(1,998)
One-off Collection Fund Surplus	(173)	(10,300)	0	0
<b>Total Funding</b>	<b>(139,468)</b>	<b>(149,500)</b>	<b>(142,125)</b>	<b>(145,263)</b>
(Over)/Under Budget	0	(712)	684	(1,737)

\* The 2019-20 budget for Resources includes a one-off virement of £90K from Corporate

\*\* The budget for Brighter Futures for Children includes £6.8m for service SLA charges on top of the contract cost

\*\*\* This includes Direct Revenue Contribution to Capital reserve utilising the Collection Fund surplus

## Reading Borough Council Revenue Budget at Service Level 2020-21

	Approved Budget 2019/20 * £'000	Contractual Inflation £'000	Pressures £'000	Efficiency Savings £'000	Invest to Save £'000	Income, Fees & Charges £'000	Proposed Budget 2020/21 £'000
<b>Adult Social Care and Health Directorate</b>	<b>36,086</b>	<b>1,439</b>	<b>1,393</b>	<b>(818)</b>	<b>(150)</b>	<b>(609)</b>	<b>37,340</b>
Commissioning and Improvement	793	31	0	0	0	0	825
Adult Social Care Operations	33,839	1,325	1,111	(818)	(150)	(395)	34,911
Public Health Service	(292)	0	0	0	0	(214)	(506)
Preventative Services	713	9	0	0	0	0	722
Directorate Other	1,032	75	282	0	0	0	1,389
<b>Economic Growth &amp; Neighbourhood Services Directorate</b>	<b>18,162</b>	<b>1,811</b>	<b>1,809</b>	<b>(827)</b>	<b>0</b>	<b>(4,353)</b>	<b>16,603</b>
Transportation	650	217	590	(210)	0	(1,418)	(171)
Planning & Regulatory Services	1,901	172	60	10	0	(91)	2,052
Housing and Neighbourhood Services General Fund	1,417	86	0	(91)	0	(3)	1,409
Cultural Services	3,394	367	457	(220)	0	(26)	3,971
Environmental and Commercial Services	13,681	751	395	(123)	0	(429)	14,275
Regeneration and Assets	(3,468)	181	307	(180)	0	(2,385)	(5,544)
DECS Overhead Accounts	587	38	0	(13)	0	0	611
<b>Resources Directorate</b>	<b>14,902</b>	<b>650</b>	<b>908</b>	<b>(422)</b>	<b>0</b>	<b>(89)</b>	<b>15,949</b>
Customer Services	2,649	125	278	(224)	0	(84)	2,744
Human Resources & Organisational Development	1,624	73	200	(94)	0	0	1,802
Internal Audit	1,608	77	0	(78)	0	0	1,607
Procurement Services	339	15	0	0	0	0	353
Financial Services	2,534	109	0	(222)	0	0	2,421
Legal & Democratic Services	1,677	115	113	61	0	0	1,966
IT Services	4,015	119	74	135	0	0	4,344
Communications	456	18	243	0	0	(5)	712
<b>Children's Services</b>	<b>48,596</b>	<b>1,251</b>	<b>2,412</b>	<b>(4,128)</b>	<b>0</b>	<b>0</b>	<b>48,131</b>
Brighter Futures for Children	47,900	1,237	2,412	(4,128)	0	0	47,421
Retained by Council	696	14	0	0	0	0	710
<b>Total Budget at Service Level</b>	<b>117,746</b>	<b>5,152</b>	<b>6,522</b>	<b>(6,195)</b>	<b>(150)</b>	<b>(5,051)</b>	<b>118,023</b>

\*Approved Budget 2019-20 includes in year budget virements

## Reading Borough Council Revenue Budget at Service Level 2021-22

	Recommended Budget 2020/21 £'000	Contractual Inflation £'000	Pressures £'000	Efficiency Savings £'000	Invest to Save £'000	Income, Fees & Charges £'000	Proposed Budget 2021/22 £'000
<b>Adult Social Care and Health Directorate</b>	<b>37,340</b>	<b>1,381</b>	<b>2,388</b>	<b>(1,713)</b>	<b>(1,034)</b>	<b>(140)</b>	<b>38,222</b>
Commissioning and Improvement	825	31	0	0	0	0	855
Adult Social Care Operations	34,911	1,268	2,388	(1,713)	(1,034)	(140)	35,681
Public Health Service	(506)	0	0	0	0	0	(506)
Preventative Services	722	6	0	0	0	0	727
Directorate Other	1,389	76	0	0	0	0	1,465
<b>Economic Growth &amp; Neighbourhood Services</b>	<b>16,603</b>	<b>1,706</b>	<b>(610)</b>	<b>(1,592)</b>	<b>0</b>	<b>(3,514)</b>	<b>12,593</b>
Transportation	(171)	201	0	(150)	0	(476)	(596)
Planning & Regulatory Services	2,052	162	(60)	(161)	0	(107)	1,886
Housing and Neighbourhood Services General Fund	1,409	77	0	(60)	0	(4)	1,423
Cultural Services	3,971	268	(435)	(200)	0	(30)	3,575
Environmental and Commercial Services	14,275	730	(15)	(221)	0	(540)	14,229
Regeneration and Assets	(5,544)	236	(100)	(800)	0	(2,359)	(8,568)
DEGIS Overhead Accounts	611	33	0	0	0	0	644
<b>Resources Directorate</b>	<b>15,949</b>	<b>598</b>	<b>68</b>	<b>(802)</b>	<b>0</b>	<b>0</b>	<b>15,812</b>
Customer Services	2,744	131	87	(279)	0	0	2,682
Human Resources & Organisational Development	1,802	79	0	(124)	0	0	1,757
Internal Audit	1,607	17	0	28	0	0	1,652
Procurement Services	353	15	0	0	0	0	368
Financial Services	2,421	109	0	(150)	0	0	2,380
Legal & Democratic Services	1,966	114	16	(2)	0	0	2,094
Digital Transformation	4,344	120	0	(275)	0	0	4,189
Communications	712	14	(35)	0	0	0	691
<b>Children's Services</b>	<b>48,131</b>	<b>1,415</b>	<b>3,209</b>	<b>(4,062)</b>	<b>0</b>	<b>0</b>	<b>48,693</b>
Brighter Futures for Children	47,421	1,401	3,209	(4,062)	0	0	47,969
Retained by Council	710	14	0	0	0	0	724
<b>Total Budget at Service Level</b>	<b>118,023</b>	<b>5,100</b>	<b>5,055</b>	<b>(8,169)</b>	<b>(1,034)</b>	<b>(3,654)</b>	<b>115,321</b>

## Reading Borough Council Revenue Budget at Service Level 2022-23

	Recommended Budget 2021/22 £'000	Contractual Inflation £'000	Pressures £'000	Efficiency Savings £'000	Invest to Save £'000	Income, Fees & Charges £'000	Proposed Budget 2022/23 £'000
<b>Adult Social Care and Health Directorate</b>	<b>38,222</b>	<b>1,351</b>	<b>1,335</b>	<b>(1,261)</b>	<b>(1,547)</b>	<b>(140)</b>	<b>37,960</b>
Commissioning and Improvement	855	29	0	0	0	0	885
Adult Social Care Operations	35,681	1,250	1,335	(1,261)	(1,547)	(140)	35,317
Public Health Service	(506)	0	0	0	0	0	(506)
Preventative Services	727	6	0	0	0	0	733
Directorate Other	1,465	66	0	0	0	0	1,531
<b>Economic Growth &amp; Neighbourhood Services</b>	<b>12,593</b>	<b>1,702</b>	<b>(506)</b>	<b>(894)</b>	<b>0</b>	<b>(4,402)</b>	<b>8,493</b>
Transportation	(596)	158	0	(150)	0	(2,253)	(2,841)
Planning & Regulatory Services	1,886	148	0	(114)	0	(165)	1,756
Housing and Neighbourhood Services General Fund	1,423	85	0	(50)	0	(4)	1,453
Cultural Services	3,575	245	(490)	(350)	0	(33)	2,946
Environmental and Commercial Services	14,229	682	(16)	(50)	0	(155)	14,689
Regeneration and Assets	(8,568)	195	0	(180)	0	(1,792)	(10,345)
DEGGS Overhead Accounts	644	191	0	0	0	0	835
<b>Resources Directorate</b>	<b>15,812</b>	<b>597</b>	<b>108</b>	<b>(615)</b>	<b>0</b>	<b>0</b>	<b>15,903</b>
Customer Services	2,682	124	240	(390)	0	0	2,657
Human Resources & Organisational Development	1,757	72	0	0	0	0	1,829
Internal Audit	1,652	17	0	0	0	0	1,669
Procurement Services	368	13	0	0	0	0	381
Financial Services	2,380	107	0	(100)	0	0	2,387
Legal & Democratic Services	2,094	132	(57)	0	0	0	2,170
Digital Transformation	4,189	121	0	(125)	0	0	4,184
Communications	691	10	(75)	0	0	0	626
<b>Children's Services</b>	<b>48,693</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>48,693</b>
Brighter Futures for Children	47,969						47,969
Retained by Council	724						724
<b>Total Budget at Service Level</b>	<b>115,321</b>	<b>3,650</b>	<b>937</b>	<b>(2,770)</b>	<b>(1,547)</b>	<b>(4,542)</b>	<b>111,049</b>

## Summary of General Fund Budget Changes 2020-2023

Directorate/Service	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Income, Fees & Charges	Total
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Adult Social Care and Health Directorate</b>	<b>4,171</b>	<b>5,116</b>	<b>(3,792)</b>	<b>(2,731)</b>	<b>(889)</b>	<b>1,874</b>
Commissioning and Improvement	91	0	0	0	0	91
Adult Social Care Operations	3,843	4,834	(3,792)	(2,731)	(675)	1,478
Public Health Service	0	0	0	0	(214)	(214)
Preventative Services	20	0	0	0	0	20
Directorate Other	217	282	0	0	0	499
<b>Economic Growth &amp; Neighbourhood Services Directorate</b>	<b>5,219</b>	<b>693</b>	<b>(3,313)</b>	<b>0</b>	<b>(12,269)</b>	<b>(9,669)</b>
Transportation	576	590	(510)	0	(4,147)	(3,491)
Planning & Regulatory Services	482	0	(265)	0	(362)	(146)
Housing and Neighbourhood Services General Fund	248	0	(201)	0	(11)	36
Cultural Services	879	(468)	(770)	0	(89)	(448)
Environmental and Commercial Services	2,163	364	(394)	0	(1,125)	1,008
Regeneration and Assets	611	207	(1,160)	0	(6,535)	(6,877)
DEGNS Overhead Accounts	261	0	(13)	0	0	248
<b>Resources Directorate</b>	<b>1,845</b>	<b>1,084</b>	<b>(1,839)</b>	<b>0</b>	<b>(89)</b>	<b>1,001</b>
Customer Services	379	605	(893)	0	(84)	7
Human Resources & Organisational Development	224	200	(218)	0	0	206
Internal Audit	111	0	(50)	0	0	61
Procurement Services	43	0	0	0	0	43
Financial Services	325	0	(472)	0	0	(147)
Legal & Democratic Services	362	72	59	0	0	493
IT Services	360	74	(265)	0	0	169
Communications	42	133	0	0	(5)	170
<b>Children's Services</b>	<b>2,666</b>	<b>5,621</b>	<b>(8,190)</b>	<b>0</b>	<b>0</b>	<b>97</b>
Brighter Futures for Children	2,638	5,621	(8,190)	0	0	69
Retained by Council	28	0	0	0	0	28
<b>Service Total</b>	<b>13,901</b>	<b>12,514</b>	<b>(17,134)</b>	<b>(2,731)</b>	<b>(13,247)</b>	<b>(6,697)</b>

**Directorate of Adult Social Care and Health Services****Summary of MTFS Position**

	<u>Service</u>
1	Commissioning & Improvement
2	Adult Social Care Operations
3	Public Health Services
4	Preventative Services
5	Directorate Other
6	<b>Directorate Total</b>

<b>Proposed Budget Changes</b>			
<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
31	31	29	91
1,073	769	(363)	1,478
(214)	0	-	(214)
9	6	6	20
356	76	66	499
<b>1,255</b>	<b>882</b>	<b>(262)</b>	<b>1,874</b>

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Proposed Budget Changes			Total £'000
			2020/21 £'000	2021/22 £'000	2022/23 £'000	
		<b><u>Commissioning and Improvement</u></b>				
13		Pay inflation 2%	22	23	23	68
14	DACHS-2021-14	Increments	9	8	6	23
15		<b>Total Contractual Inflation</b>	<b>31</b>	<b>31</b>	<b>29</b>	<b>91</b>
16		<b>Total</b>	<b>31</b>	<b>31</b>	<b>29</b>	<b>91</b>

Line	Bid Reference	Service	Proposed Budget Changes			Total £'000
			2020/21 £'000	2021/22 £'000	2022/23 £'000	
		<b><u>Adult Social Care Operations</u></b>				
17		Pay inflation 2%	189	195	202	586
18	DACHS-2021-14	Increments	97	90	65	252
19	DACHS-2021-01	Care Inflation	1,039	983	983	3,005
20		<b>Total Contractual Inflation</b>	<b>1,325</b>	<b>1,268</b>	<b>1,250</b>	<b>3,843</b>
21	DACHS-2021-02	Demographic Growth	300	295	236	831
22	DACHS-2021-03	Legacy Mental Health Placements	185	-	-	185
23	DACHS-2021-04	Transforming Care	102	-	42	144
24	DACHS-2021-05	Transitions	388	2,093	1,057	3,538
25	Capital Bids	Modernisation (e-marketplace, Reablement System and mobile working)	136	-	-	136
26		<b>Total Pressures</b>	<b>1,111</b>	<b>2,388</b>	<b>1,335</b>	<b>4,834</b>
27	DACHS-2021-06	Undeliverable Saving - Deputy's (prior year)	50	-	-	50
28	DACHS-2021-08	Undeliverable Saving - Reducing Adult Social Care contracts spend (Commissioning Delivery Model) (AS8)	(350)	-	-	(350)
29	DACHS01-B	Undeliverable Saving - Delivery Models for Commissioning, Prevention & Quality Services	750	-	-	750
30	DACHS-2021-25	Mitigated - Delivery Models for Commissioning, Prevention & Quality Services	(750)	-	-	(750)

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Proposed Budget Changes			
			2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
		<b>Adult Social Care Operations (Continued)</b>				
31	DACHS10-C	Mental Health and Locality Team Restructure	(145)	-	-	(145)
32	DACHS-AS9	Extension of Provider Services	(100)	-	-	(100)
33	DACHS-AS6	Additional Contract Deductions	-	(179)	-	(179)
34	DACHS-2021-11	Asset Review	-	(200)	(50)	(250)
35	DACHS-2021-17	Review of Non Staffing Expenditure Budgets	(273)	-	-	(273)
36	DACHS-2021-18	Removal of agreed 3 year Voluntary Care Service funding	-	-	(250)	(250)
37	DACHS-2021-19	Supporting young people into adulthood	-	(1,000)	(730)	(1,730)
38	DACHS-2021-20	Adult Social Care Day Service Reconfiguration	-	(150)	-	(150)
39	DACHS-2021-22	Additional DACHS Staffing Efficiencies	-	(184)	(231)	(415)
40		<b>Total Efficiency Savings</b>	<b>(818)</b>	<b>(1,713)</b>	<b>(1,261)</b>	<b>(3,792)</b>
41	DACHS-AS10/ DACHS-2021-10	Extension of Assistive Technology Project	(50)	(433)	(446)	(929)
42	DACHS7-C	Increased usage of Direct Payments	(100)	-	-	(100)
43	DACHS-2021-07	Development of the Personal Assistant Market	-	(209)	(209)	(418)
44	DACHS-2021-21	Outcome based delivery support	-	(317)	(317)	(634)
45	DACHS-2021-23	Enhanced Reablement for Mental Health & Learning Disability Service Users	-	-	(500)	(500)
46	DACHS-2021-24	Development of the Dementia Carers Offer	-	(75)	(75)	(150)
47		<b>Total Invest to Save</b>	<b>(150)</b>	<b>(1,034)</b>	<b>(1,547)</b>	<b>(2,731)</b>
48	DACHS-2021-09	Income Maximisation	(395)	(140)	(140)	(675)
49	DACHS-2021-12	£2.043m iBCF confirmed as ongoing funding stream	-	-	-	-
50	DACHS-2021-13	Winter Pressures and Social Care Grant ongoing funding	-	-	-	-
51		<b>Total Income, Fees &amp; Charges</b>	<b>(395)</b>	<b>(140)</b>	<b>(140)</b>	<b>(675)</b>
52		<b>Total</b>	<b>1,073</b>	<b>769</b>	<b>(363)</b>	<b>1,478</b>



Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Proposed Budget Changes			
			2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
		<b><u>Public Health Services</u></b>				
53		Pay inflation 2%	-	0	-	0
54	DACHS-2021-14	Increments	-	-	-	-
55		<b>Total Contractual Inflation</b>	-	<b>0</b>	-	<b>0</b>
56	DACHS04-B	Public Health Grant Reduction and Alternate Delivery Model	(214)	-	-	(214)
57	DACHS-2021-16	Review of Public Health Expenditure	(100)	(100)	(250)	(450)
58	DACHS-2021-16	Review of Public Health Expenditure	100	100	250	450
59		<b>Total Income, Fees &amp; Charges</b>	(214)	-	-	(214)
60		<b>Total</b>	(214)	<b>0</b>	-	(214)
		<b><u>Preventative Services</u></b>				
61		Pay inflation 2%	5	6	6	16
62	DACHS-2021-14	Increments	3	-	-	3
63		<b>Total Contractual Inflation</b>	<b>9</b>	<b>6</b>	<b>6</b>	<b>20</b>
64		<b>Total</b>	<b>9</b>	<b>6</b>	<b>6</b>	<b>20</b>
		<b><u>DACHS Directorate Other</u></b>				
65		Pay inflation 2%	38	38	39	115
66	DACHS-2021-14	Increments	37	38	27	102
67		Other Pay Adjustments	(0)	-	-	(0)
68		<b>Total Contractual Inflation</b>	<b>75</b>	<b>76</b>	<b>66</b>	<b>217</b>
69	DACHS-2021-15	Removal of staffing recharge line to delivery fund	282	-	-	282
70		<b>Total Budget Pressures</b>	<b>282</b>	-	-	<b>282</b>
71		<b>Total</b>	<b>356</b>	<b>76</b>	<b>66</b>	<b>499</b>
72		<b>Directorate Total</b>	<b>1,255</b>	<b>882</b>	<b>(262)</b>	<b>1,874</b>

**Directorate of Economic Growth and Neighbourhood Services**

## Summary of MTFS Position

	<u>Service</u>
1	Transportation
2	Planning & Regulatory Services
3	Housing and Neighbourhood Services General Fund
4	Cultural Services
5	Environmental and Commercial Services
6	Regeneration and Assets
7	DEGNS Overhead Accounts
8	<b>Directorate Total</b>

Proposed Budget Changes			
2020/21	2021/22	2022/23	Total
£'000	£'000	£'000	£'000
(822)	(424)	(2,245)	(3,491)
151	(166)	(131)	(146)
(8)	13	31	36
577	(397)	(628)	(448)
594	(46)	460	1,008
(2,076)	(3,023)	(1,778)	(6,877)
25	33	191	248
<b>(1,559)</b>	<b>(4,010)</b>	<b>(4,100)</b>	<b>(9,669)</b>

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Proposed Budget Changes			Total £'000
			2020/21 £'000	2021/22 £'000	2022/23 £'000	
		<b><u>Transportation</u></b>				
17		Pay Inflation	40	40	41	120
18		Increments	17	1	10	28
19		Contract Inflation - NSL Contract (Traffic Enforcement)	53	53	-	106
20		Contract Inflation - Intellifent Transport System maintenance (Urban Traffic Control, Traffic Signal & CCTV)	2	2	2	6
21		Contract Inflation - Business Rates (Car Parks)	70	70	70	211
22		Greenwave Fares (Reading Buses)	24	24	24	72
23		Fleet Services	11	11	11	33
24		<b>Total Contractual Inflation</b>	<b>217</b>	<b>201</b>	<b>158</b>	<b>576</b>
25	DEGNS-2021-21	Unachievable Capitalisation - Transport Management and Project Management	90	-	-	90
26	DEGNS-2021-23	Increased Compliance of moving Traffic Offences	500	-	-	500
27		<b>Total Budget Pressures</b>	<b>590</b>	<b>-</b>	<b>-</b>	<b>590</b>
28		Strategic Transportation Savings	(25)	-	-	(25)
29	DEGNS-2021-26	Fundamental Service Review - Parking	-	(150)	(150)	(300)
30	DEGNS-2021-28	Smart Cities - communications saving	(70)	-	-	(70)
31		Review of Enforcement Contracts (T&S13)	(50)	-	-	(50)
32		Car park management processes through IT improvements and staff reductions (T&S15)	(50)	-	-	(50)
33	DEGNS-2021-31	Bus Services Act - reduction in RBC requirement	(15)	-	-	(15)
34		<b>Total Efficiency Savings</b>	<b>(210)</b>	<b>(150)</b>	<b>(150)</b>	<b>(510)</b>

**Schedule of Detailed Budget Change Proposals**

Line	Bid Reference	Service	Proposed Budget Changes			Total £'000
			2020/21 £'000	2021/22 £'000	2022/23 £'000	
		<b>Transportation (continued)</b>				
35	DEGNS-2021-24	Increased revenue from on-street Pay and Display (T&S4)	(390)	(150)	(150)	(690)
36	DEGNS-2021-25	Increased income from Parking Enforcement	(220)	-	-	(220)
37		Increased provision of Red Routes - DENS43-AA (T&S5)	(50)	-	-	(50)
38		Extend Residents Parking permit areas	(200)	-	-	(200)
39		Increased income from Parking Permits	(53)	-	-	(53)
40		Review Public Car park provision borough wide	(200)	-	-	(200)
41	DEGNS-2021-37	Increase off street parking charges (T&S12)	(300)	(300)	(300)	(900)
42	DEGNS-2021-22	Borough wide Car Parking and Air Quality Management Strategy (BCAMS) (T&S2 & 3)	-	-	(1,800)	(1,800)
43	See Capital Bid	Electric Vehicle Charging	(3)	(23)	-	(26)
44		Increase in fees and charges	(2)	(3)	(3)	(8)
45		<b>Total Income, Fees and Charges</b>	<b>(1,418)</b>	<b>(476)</b>	<b>(2,253)</b>	<b>(4,147)</b>
46		<b>Total</b>	<b>(822)</b>	<b>(424)</b>	<b>(2,245)</b>	<b>(3,491)</b>

**Schedule of Detailed Budget Change Proposals**

Line	Bid Reference	Service	Proposed Budget Changes			Total £'000
			2020/21 £'000	2021/22 £'000	2022/23 £'000	
		<b><u>Planning &amp; Regulatory Services</u></b>				
47		Pay Inflation	99	102	106	307
48		Increments	73	60	42	175
49		<b>Total Contractual Inflation</b>	<b>172</b>	<b>162</b>	<b>148</b>	<b>482</b>
50	DEGNS-2021-19	Tall Buildings Safety Programme	60	(60)	-	-
51		<b>Total Budget Pressures</b>	<b>60</b>	<b>(60)</b>	-	-
52	DEGNS-2021-18	Mandatory HMO Licensing	75	(30)	(50)	(5)
53	DEGNS-2021-20	Discretionary HMO Licensing (PDRS3)	(65)	(65)	-	(130)
54	DEGNS-2021-33	Fundamental Service Review - Planning and Regulatory Services	-	(66)	(64)	(130)
55		<b>Total Efficiency Savings</b>	<b>10</b>	<b>(161)</b>	<b>(114)</b>	<b>(265)</b>
56	DEGNS-2021-38	Increase in charges for pre-planning application and planning fees (PDRS10)	(25)	(25)	(110)	(160)
57	DEGNS-2021-36	Proposed Fee Income Reading Festival	(25)	(25)	(25)	(75)
58		Reforecast income Licensing income budget (PDRS6&9)	(25)	(39)	(10)	(74)
59		Increase in fees and charges	(16)	(18)	(20)	(53)
60		<b>Total Income, Fees and Charges</b>	<b>(91)</b>	<b>(107)</b>	<b>(165)</b>	<b>(362)</b>
61		<b>Total</b>	<b>151</b>	<b>(166)</b>	<b>(131)</b>	<b>(146)</b>

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Proposed Budget Changes			Total £'000
			2020/21 £'000	2021/22 £'000	2022/23 £'000	
		<b><u>Housing and Neighbourhood Services</u></b>				
62		Pay Inflation	65	67	69	201
63		Increments	21	10	16	47
64		<b>Total Contractual Inflation</b>	<b>86</b>	<b>77</b>	<b>85</b>	<b>248</b>
65	DEGNS-2021-38	Reduce expenditure on homelessness B&B and temporary accommodation (Dens39B)	(200)	-	-	(200)
66		Reducing use of nightly paid emergency accommodation including B&B (HNS8)	200	-	-	200
67	DEGNS-2021-40	Housing - Fundamental Service Review	-	-	(50)	(50)
68		Housing Property Services - income generation to General Fund (HNS9)	(60)	(60)	-	(120)
69		Housing Building Maintenance Income	(31)	-	-	(31)
70		<b>Total Efficiency Savings</b>	<b>(91)</b>	<b>(60)</b>	<b>(50)</b>	<b>(201)</b>
71	DEGNS-2021-39	Flexible Homelessness Support Grant to be used against existing budgets (originally assumed one-off for 2019-2020) (HNS4)	-	-	-	-
72		Increase in fees and charges	(3)	(4)	(4)	(11)
73		<b>Total Income, Fees and Charges</b>	<b>(3)</b>	<b>(4)</b>	<b>(4)</b>	<b>(11)</b>
74		<b>Total</b>	<b>(8)</b>	<b>13</b>	<b>31</b>	<b>36</b>

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Proposed Budget Changes			Total £'000
			2020/21 £'000	2021/22 £'000	2022/23 £'000	
75		<b><u>Cultural Services</u></b>				
76		Pay Inflation	138	117	121	375
77		Increments	95	82	55	232
78		Book stock and Business rates in Libraries	23	-	-	23
79		Contract Inflation	111	69	69	249
80		<b>Total Contractual Inflation</b>	<b>367</b>	<b>268</b>	<b>245</b>	<b>879</b>
81		Reduced income in Play Service for one year (dependent on reshape) (ECD1)	(80)	-	-	(80)
82	DEGNS-2021-17	Revenue impact of new contract for borough leisure facilities	537	(435)	(490)	(388)
83		<b>Total Budget Pressures</b>	<b>457</b>	<b>(435)</b>	<b>(490)</b>	<b>(468)</b>
84	See DACHS-2021-16	Contribution from Public Health Grant	(100)	(100)	(250)	(450)
85		Additional Fees & Charges from Schools (ECD6)	(110)	-	-	(110)
86		Theatre Fees and Charges (ECD5)	(10)	-	-	(10)
87	DEGNS-2021-16	In-house management restructuring of Cultural Services (ECD4/5)	-	(100)	(100)	(200)
88		<b>Total Efficiency Savings</b>	<b>(220)</b>	<b>(200)</b>	<b>(350)</b>	<b>(770)</b>
89		Increase in fees and charges	(26)	(30)	(33)	(89)
90		<b>Total Income, Fees and Charges</b>	<b>(26)</b>	<b>(30)</b>	<b>(33)</b>	<b>(89)</b>
91		<b>Total</b>	<b>577</b>	<b>(397)</b>	<b>(628)</b>	<b>(448)</b>

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Proposed Budget Changes			Total £'000
			2020/21 £'000	2021/22 £'000	2022/23 £'000	
		<b><u>Environmental and Commercial Services</u></b>				
92		Pay Inflation	144	149	154	447
93		Increments	105	89	61	255
94	DEGNS-2021-10	Contract Inflation - Fomento de Construcciones y Contratas (FCC) Waste Management Contract (RE3)	383	384	359	1,126
95		Business Rates - Small Mead	19	8	8	35
96		Payments to Grundon	2	2	2	6
97		Street Lighting Energy	58	58	58	174
98		Street Cleansing Materials	12	12	12	36
99		Waste Collection Materials / Tipping charges	28	28	28	84
100		<b>Total Contractual Inflation</b>	<b>751</b>	<b>730</b>	<b>682</b>	<b>2,163</b>
101	DEGNS-2021-06	Recycling and Enforcement Team	145	(15)	(16)	114
102	DEGNS-2021-41	Public Realm Improvements	250	-	-	250
103		<b>Total Budget Pressures</b>	<b>395</b>	<b>(15)</b>	<b>(16)</b>	<b>364</b>
104		Increase in Savings - Waste Operations	(31)	-	-	(31)
105	DEGNS-2021-07	Food Waste and Smaller Bins	(171)	(171)	-	(342)
106	DEGNS-2021-09	Remove unachievable Commercial income target	150	-	-	150
107	DEGNS-2021-11	New kit and vehicles for commercial services development	(21)	-	-	(21)
108	DEGNS-2021-13	Fundamental Service review of Highways	(50)	(50)	(50)	(150)
109		<b>Total Efficiency Savings</b>	<b>(123)</b>	<b>(221)</b>	<b>(50)</b>	<b>(394)</b>
110		Increase in trading through Reading Commercial Services	(50)	-	-	(50)
111	DEGNS-2021-12	Increased income on green waste due to additional uptake in years 1-3 and fee increase in years 2-3	(103)	(68)	(50)	(221)
112	DEGNS-2021-35	Fundamental Service Review - Parks and Street Cleansing	-	(100)	(100)	(200)
113		Commercialisation Direct Services	(253)	(290)	-	(543)
116		Gross up budget for capital cost on recycling bins	(19)	(77)	-	(96)
114		Increase in fees and charges	(4)	(5)	(5)	(15)
115		<b>Total Income Fees and Charges</b>	<b>(429)</b>	<b>(540)</b>	<b>(155)</b>	<b>(1,125)</b>
116		<b>Total</b>	<b>594</b>	<b>(46)</b>	<b>460</b>	<b>1,008</b>



Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Proposed Budget Changes			Total £'000
			2020/21 £'000	2021/22 £'000	2022/23 £'000	
		<b><u>Regeneration and Assets</u></b>				
117		Pay Inflation	87	92	95	273
118		Increments	50	54	10	114
119		Contract Inflation	45	90	90	225
120		<b>Total Contractual Inflation</b>	<b>181</b>	<b>236</b>	<b>195</b>	<b>611</b>
121		Compliance works building regulations	207	-	-	207
122	DEGNS-2021-02	Cleaning Service Budget Review	100	(100)	-	-
123		<b>Total Budget Pressures</b>	<b>307</b>	<b>(100)</b>	<b>-</b>	<b>207</b>
124		Savings arising from the closure of Darwin Close, Hamilton Centre and more efficient use of Bennet Road (DENS66-C)	(230)	-	-	(230)
125	DEGNS-2021-05	Increase income From Commercial Property Acquisitions	50	(800)	-	(750)
126	DEGNS-2021-34	Building Cleaning - Fundamental Service Review	-	-	(180)	(180)
127		<b>Total Efficiency Savings</b>	<b>(180)</b>	<b>(800)</b>	<b>(180)</b>	<b>(1,160)</b>
128	DEGNS-2021-04	Review of Rents on Garages and Shops	(25)	(5)	(5)	(35)
129		Gross up budget for capital cost on commercial property	(2,340)	(2,332)	(1,763)	(6,435)
129		Increase in fees and charges	(20)	(22)	(24)	(65)
130		<b>Total Income, Fees and Charges</b>	<b>(2,385)</b>	<b>(2,359)</b>	<b>(1,792)</b>	<b>(6,535)</b>
131		<b>Total</b>	<b>(2,076)</b>	<b>(3,023)</b>	<b>(1,778)</b>	<b>(6,877)</b>
		<b><u>DEGNS Overhead Accounts</u></b>				
132		Pay Inflation	16	17	17	50
133	DEGNS-2021-30	Increments	22	16	24	62
134		Business Rates on Council Properties	-	-	150	150
135		<b>Total Contractual Inflation</b>	<b>38</b>	<b>33</b>	<b>191</b>	<b>261</b>
136		Reductions on Training Budget	(13)	-	-	(13)
137		<b>Total Efficiency Savings</b>	<b>(13)</b>	<b>-</b>	<b>-</b>	<b>(13)</b>
138		<b>Total</b>	<b>25</b>	<b>33</b>	<b>191</b>	<b>248</b>
139		<b>Directorate Total</b>	<b>(1,559)</b>	<b>(4,010)</b>	<b>(4,100)</b>	<b>(9,669)</b>

**Directorate of Resources****Summary of MTFS Position**

	<b><u>Service</u></b>
1	Customer Services
2	Human Resources & Organisational Development
3	Internal Audit
4	Procurement Services
5	Financial Services
6	Legal & Democratic Services
7	IT Services
8	Communications
9	<b>Portfolio Total</b>

<b>Proposed Budget Changes</b>			
<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
95	(62)	(26)	7
179	(45)	72	206
(1)	45	17	61
15	15	13	43
(113)	(41)	7	(147)
289	128	75	493
328	(155)	(5)	169
256	(21)	(65)	170
<b>1,047</b>	<b>(136)</b>	<b>90</b>	<b>1,001</b>

**Schedule of Detailed Budget Change Proposals**

			Proposed Budget Changes			
Line	Bid Reference	Service	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
19		<b>Customer Services</b>				
20		Pay inflation 2%	80	83	87	250
21		Increments	35	37	27	99
22		Business Rates inflation (Crematorium and Register Office)	9	10	10	30
23		<b>Total Contractual Inflation</b>	<b>125</b>	<b>131</b>	<b>124</b>	<b>379</b>
24		Delivery Fund Staff (CS1)	78	87	-	165
25	DOR-2021-03	Corporate Programme and customer experience improvement plan - phase 1 *	-	-	240	240
26	DOR-2021-05	Crematoriums - shortfall of income	200	-	-	200
27		<b>Total Budget Pressures</b>	<b>278</b>	<b>87</b>	<b>240</b>	<b>605</b>
29		Customer Services savings (Call Centre/Hub) (CCS-17C)	(24)	(24)	-	(48)
30		Reduction of cheque payments (CSS-1C)	(50)	-	-	(50)
31	DOR-2021-06	New customer services model	(150)	(255)	(390)	(795)
32		<b>Total Efficiency Savings</b>	<b>(224)</b>	<b>(279)</b>	<b>(390)</b>	<b>(893)</b>
28		HRA share of contribution to Narrowing the Gap **	(84)	-	-	(84)
33		<b>Total Income, Fees and Charges</b>	<b>(84)</b>	-	-	<b>(84)</b>
		<b>Total</b>	<b>95</b>	<b>(62)</b>	<b>(26)</b>	<b>7</b>
		* This assumes the improvement plan can be funded from the Delivery Fund for two years (£480k in total)				
		** Additional funding for social care purposes means there is a net increase in overall funding for VCS groups				
		<b>Human Resources &amp; Organisational Development</b>				
34		Pay inflation 2%	52	54	55	161
35		Increments	19	23	17	59
36		Contract Inflation (Health and Safety Team - Software licenses)	2	2	-	4
37		<b>Total Contractual Inflation</b>	<b>73</b>	<b>79</b>	<b>72</b>	<b>224</b>
38	DOR-2021-01	Increase budgets for training and development	200	-	-	200
39		<b>Total Budget Pressures</b>	<b>200</b>	-	-	<b>200</b>
40		Apprentice Levy savings	(14)	-	-	(14)
41	DOR-2021-13	Exec Recruitment	(56)	-	-	(56)
42	DOR-2021-10	Review of SLA with Schools	(24)	(24)	-	(48)
43	DOR-2021-12	Re-procurement of agency contract	-	(100)	-	(100)
44		<b>Total Efficiency Savings</b>	<b>(94)</b>	<b>(124)</b>	-	<b>(218)</b>
45		<b>Total</b>	<b>179</b>	<b>(45)</b>	<b>72</b>	<b>206</b>

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Proposed Budget Changes			
			2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
46		<b><u>Internal Audit</u></b>				
47		Pay inflation 2%	14	14	14	42
48		Increments	3	3	3	9
49		Insurance	60	-	-	60
50		<b>Total Contractual Inflation</b>	<b>77</b>	<b>17</b>	<b>17</b>	<b>111</b>
51	DOR-2021-11	Flexible retirement	(28)	28	-	-
52	DOR-2021-17	Savings from reprocurring insurance	(50)	-	-	(50)
53		<b>Total Efficiency Savings</b>	<b>(78)</b>	<b>28</b>	<b>-</b>	<b>(50)</b>
54		<b>Total</b>	<b>(1)</b>	<b>45</b>	<b>17</b>	<b>61</b>
55		<b><u>Procurement Services</u></b>				
56		Pay inflation 2%	12	12	10	34
57		Increments	3	3	3	9
58		<b>Total Contractual Inflation</b>	<b>15</b>	<b>15</b>	<b>13</b>	<b>43</b>
59		<b>Total</b>	<b>15</b>	<b>15</b>	<b>13</b>	<b>43</b>
60		<b><u>Financial Services</u></b>				
61		Pay inflation 2%	77	75	73	225
62		Increments	26	24	24	74
63		Contract Inflation for Systems	6	10	10	26
64		<b>Total Contractual Inflation</b>	<b>109</b>	<b>109</b>	<b>107</b>	<b>325</b>
65	DOR-2021-09	Review consultancy budget and CIPFA subscription	(35)	-	-	(35)
66	DOR-2021-07	Efficiencies from procuring new finance system	-	-	(100)	(100)
67		Realignment of Revenues and Benefits Transformation Target (CSS11-C/RB1/CSS01-B)	(187)	(150)	-	(337)
68		<b>Total Efficiency Savings</b>	<b>(222)</b>	<b>(150)</b>	<b>(100)</b>	<b>(472)</b>
69		<b>Total</b>	<b>(113)</b>	<b>(41)</b>	<b>7</b>	<b>(147)</b>

Schedule of Detailed Budget Change Proposals

			Proposed Budget Changes			
Line	Bid Reference	Service	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
		<b><u>Legal &amp; Democratic Services</u></b>				
		Pay inflation 2%	77	80	82	240
70		Increments	38	34	50	122
71		<b>Total Contractual Inflation</b>	<b>115</b>	<b>114</b>	<b>132</b>	<b>362</b>
72		Staffing pressures within the Joint Legal Team	38	-	-	38
73		Review of Ward boundaries (one off project - reversal of 2019/20 pressure)	(25)	-	-	(25)
74	DOR-2021-15	Flexible Retirement	57	-	(57)	-
75		Ward boundaries - additional two councillors	-	16	-	16
76	DOR-2021-02	Additional 1.0 FTE for Committee Services	43	-	-	43
77		<b>Total Budget Pressures</b>	<b>113</b>	<b>16</b>	<b>(57)</b>	<b>72</b>
78		Income generation from charging for services (CSS-L&D2)	88	(2)	-	86
79	DOR-2021-14	Legal Services Efficiencies & Income	(12)	-	-	(12)
80	DOR-2021-08	Savings within Democratic Services including greater use of IT in response to climate change	(15)	-	-	(15)
81		<b>Total Efficiency Savings</b>	<b>61</b>	<b>(2)</b>	<b>-</b>	<b>59</b>
82		<b>Total</b>	<b>289</b>	<b>128</b>	<b>75</b>	<b>493</b>

Schedule of Detailed Budget Change Proposals

			Proposed Budget Changes			
Line	Bid Reference	Service	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
		<u>IT Services</u>				
83		Pay inflation 2%	13	14	15	42
84		Increments	6	6	6	18
85	DOR-2021-18	Contract Inflation	100	100	100	300
86		<b>Total Contractual Inflation</b>	<b>119</b>	<b>120</b>	<b>121</b>	<b>360</b>
87		Reprofiling of IT Programme (one-off saving in 19/20)	74	-	-	74
88		<b>Total Budget Pressures</b>	<b>74</b>	<b>-</b>	<b>-</b>	<b>74</b>
89		Additional savings will be made across the ICT service including reducing spend on applications (CSS24-C)	(20)	-	-	(20)
90		Re-procurement of IT Contract (CSS-IT2)	215	(275)	(125)	(185)
91	DOR-2021-16	Savings arising from software applications review	(60)	-	-	(60)
92		<b>Total Efficiency Savings</b>	<b>135</b>	<b>(275)</b>	<b>(125)</b>	<b>(265)</b>
93		<b>Total</b>	<b>328</b>	<b>(155)</b>	<b>(5)</b>	<b>169</b>
		<u>Communications</u>				
94		Pay inflation 2%	10	10	10	30
95		Increments	8	4	-	12
96		<b>Total Contractual Inflation</b>	<b>18</b>	<b>14</b>	<b>10</b>	<b>42</b>
97	CEX-2021-01	Communications - staff survey, publications and supporting transformation	175	(35)	-	140
98	CEX-2021-02	Resident Engagement	68	-	(75)	(7)
99		<b>Total Budget Pressures</b>	<b>243</b>	<b>(35)</b>	<b>(75)</b>	<b>133</b>
100		Income from event sponsorship and selling advertising within event publications/e-publications/email bulletins (CSS2b-C )	(5)	-	-	(5)
101		<b>Total Income, Fees and Charges</b>	<b>(5)</b>	<b>-</b>	<b>-</b>	<b>(5)</b>
102		<b>Total</b>	<b>256</b>	<b>(21)</b>	<b>(65)</b>	<b>170</b>
103		<b>Directorate Total</b>	<b>1,047</b>	<b>(136)</b>	<b>90</b>	<b>1,001</b>

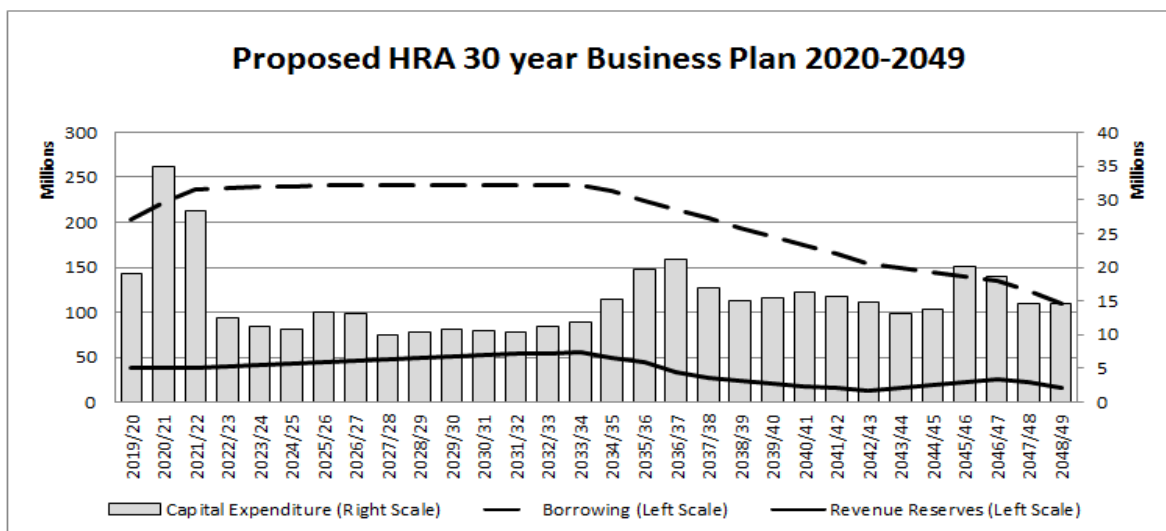
# HOUSING REVENUE ACCOUNT - REVENUE BUDGET AND RESERVES

# APPENDIX 4

	2020/21 (£,000's)	2021/22 (£,000's)	2022/23 (£,000's)
(1) Housing Management	8,549	8,795	9,047
Special Services	2,933	3,018	3,105
Revenue Repairs	5,216	5,425	5,364
(2) PFI costs	7,238	7,369	7,505
(3) Bad debt Provision	956	987	1,020
(4) depreciation	8,317	8,582	8,947
(5) Debt Costs	7,633	8,232	8,536
Other Expenditure	77	79	81
	<b>40,919</b>	<b>42,486</b>	<b>43,606</b>
(6) Dwelling Rents	(35,604)	(37,229)	(38,792)
(7) Service Charges	(1,104)	(1,135)	(1,166)
PFI Credit	(3,997)	(3,997)	(3,997)
Other Income	(181)	(186)	(191)
Interest on Balances	(201)	(200)	(209)
	<b>(41,087)</b>	<b>(42,747)</b>	<b>(44,355)</b>
Net (Surplus) / Deficit	<b>(168)</b>	<b>(261)</b>	<b>(749)</b>
Forecast Opening HRA Balances	(38,847)	(39,015)	(39,276)
Net Surplus/Deficit ( )	(168)	(261)	(749)
Forecast Closing HRA Balances	<b>(39,015)</b>	<b>(39,276)</b>	<b>(40,025)</b>

### Notes:

- (1) Housing Management Costs relate to staff and operational costs and are assumed to increase in line with RPI 2.4%
- (2) PFI costs are index linked under the contract; a smoothing reserve covers any increases over 2.5%
- (3) The bad debt provision is based on 2.5% of rental income
- (4) Depreciation is calculated annually on the Assets of the HRA and charged to revenue. The funding can be used for investment in the stock repayment of debt under statute
- (5) The debt costs are based upon the assumption that new housing is funded through a increase in borrowing at 3.5%
- (6) Dwelling rents are assumed to increase by 2.7% in line with the Rent Regulation determination
- (7) Service charges are assumed to increase in line with inflation
- (8) The HRA accounts for 2017-18 and 2018-19 are still subject to audit and therefore the HRA reserves are provisional and may be subject to further changes



## General Fund Capital Programme

## Appendix 5a

Scheme Name	2019/20 Forecast			2020/21 Forecast			2021/22 Forecast			2022/23 Forecast		
	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)
Delivery Fund (incl Equal Pay)	7,070	-	7,070	1,320	-	1,320	685	-	685	-	-	-
<b>Corp Total</b>	<b>7,070</b>	<b>-</b>	<b>7,070</b>	<b>1,320</b>	<b>-</b>	<b>1,320</b>	<b>685</b>	<b>-</b>	<b>685</b>	<b>-</b>	<b>-</b>	<b>-</b>
e-Marketplace & Equipment Renewal Portal Software	-	-	-	170	(93)	77	-	-	-	-	-	-
Mobile Working and Smart Device	-	-	-	150	-	150	-	-	-	-	-	-
Replacement of Community Re-ablement Software	-	-	-	85	-	85	-	-	-	-	-	-
Social Care Premises	150	-	150	1,000	-	1,000	5,000	-	5,000	1,000	-	1,000
<b>DACHS Total</b>	<b>150</b>	<b>-</b>	<b>150</b>	<b>1,405</b>	<b>(93)</b>	<b>1,312</b>	<b>5,000</b>	<b>-</b>	<b>5,000</b>	<b>1,000</b>	<b>-</b>	<b>1,000</b>
Additional School Places - Contingency	-	-	-	500	(500)	-	500	(500)	-	500	(500)	-
Avenue Expansion	184	(184)	-	9	(9)	-	-	-	-	-	-	-
Blessed Hugh Faringdon - Asperger Unit 30 place expansion (SEN)	218	(218)	-	99	(99)	-	-	-	-	-	-	-
Civitas- Synthetic Sports Pitch	329	(329)	-	-	-	-	-	-	-	-	-	-
Cranbury College at JMA	850	(850)	-	45	(45)	-	-	-	-	-	-	-
Crescent Road Playing Field Improvements	314	(314)	-	-	-	-	-	-	-	-	-	-
Critical Reactive Contingency: Health and safety (Schools)	520	(520)	-	507	(507)	-	536	(536)	-	585	(585)	-
Foster Carer Extensions	167	-	167	100	-	100	100	-	100	-	-	-
Green Park Primary School	2,906	(2,906)	-	-	-	-	-	-	-	-	-	-
Heating and Electrical Programme - Manor Pry Power	157	(157)	-	-	-	-	-	-	-	-	-	-
Heating and Electrical Renewal Programme	821	(821)	-	507	(507)	-	545	(545)	-	585	(585)	-
Initial Viability work for the Free School at Richfield Avenue	260	(260)	-	-	-	-	-	-	-	-	-	-
Katesgrove Primary Trooper Potts Building	2,632	(2,632)	-	4,359	(4,359)	-	736	(736)	-	-	-	-
Meadway Early Years Building Renovation	148	(148)	-	100	(100)	-	5	(5)	-	-	-	-
New ESFA funded schools - Phoenix College	500	(500)	-	6,300	(6,300)	-	1,300	(1,300)	-	-	-	-
New ESFA funded schools - St Michaels	2,517	(2,517)	-	101	(101)	-	-	-	-	-	-	-
Primary Schools Expansion Programme - 2013-2017	400	(400)	-	340	(340)	-	-	-	-	-	-	-
Schools - Fire Risk Assessed remedial Works	199	(199)	-	203	(203)	-	210	(210)	-	200	(200)	-
Thameside SEN Expansion	66	(66)	-	-	-	-	-	-	-	-	-	-
The Heights Permanent Site Mitigation	984	(758)	226	918	(801)	117	268	(268)	-	-	-	-
The Heights Temporary School	71	(71)	-	-	-	-	-	-	-	-	-	-
<b>DCEEHS Total</b>	<b>14,243</b>	<b>(13,850)</b>	<b>393</b>	<b>14,088</b>	<b>(13,871)</b>	<b>217</b>	<b>4,200</b>	<b>(4,100)</b>	<b>100</b>	<b>1,870</b>	<b>(1,870)</b>	<b>-</b>
Abbey Quarter	332	(332)	-	178	(178)	-	-	-	-	-	-	-
Accommodation Review - Henley Road Cemetery	39	-	39	-	-	-	-	-	-	-	-	-
Accommodation Review - Phase 2A & B	133	-	133	-	-	-	-	-	-	-	-	-
Accommodation Review - Phase 2C (19 Bennet Road)	4,387	-	4,387	1,667	-	1,667	98	-	98	-	-	-
Accommodation Review - Town Hall	298	-	298	-	-	-	-	-	-	-	-	-
Additional Storage Capacity at Mortuary	15	-	15	-	-	-	-	-	-	-	-	-
Air Quality Monitoring	97	(97)	-	-	-	-	-	-	-	-	-	-



## General Fund Capital Programme

## Appendix 5a

Scheme Name	2019/20 Forecast			2020/21 Forecast			2021/22 Forecast			2022/23 Forecast		
	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)
Bridges and Carriageways	2,443	(1,623)	820	1,669	(1,259)	410	-	-	-	-	-	-
Car Park Investment Programme	242	(242)	-	226	(226)	-	-	-	-	-	-	-
Car Parking - P&D, Red Routes, Equipment	100	(100)	-	200	(100)	100	-	-	-	-	-	-
Cattle Market Car Park	523	(523)	-	-	-	-	-	-	-	-	-	-
CCTV	50	(50)	-	-	-	-	-	-	-	-	-	-
Cemeteries and Crematorium	60	-	60	100	-	100	-	-	-	-	-	-
Central Library - Reconfiguration/Refurbishment Feasibility	-	-	-	50	-	50	-	-	-	-	-	-
Central Pool Regeneration	675	(483)	192	-	-	-	-	-	-	-	-	-
Chestnut Walk Improvements	120	(38)	82	40	(25)	15	-	-	-	-	-	-
Christchurch Meadows Paddling Pool	-	-	-	35	-	35	-	-	-	-	-	-
CIL Local Funds - Community	2	(2)	-	50	(50)	-	-	-	-	-	-	-
CIL Local Funds - Heritage and Culture	70	(70)	-	45	(45)	-	-	-	-	-	-	-
CIL Local Funds - Leisure and Play	353	(353)	-	250	(250)	-	-	-	-	-	-	-
CIL Local Funds - Transport	165	(165)	-	270	(270)	-	-	-	-	-	-	-
CIL Local Funds -Neighbourhood Allocation	239	(239)	-	238	(238)	-	-	-	-	-	-	-
Corporate Office Essential Works	-	-	-	50	-	50	50	-	50	652	-	652
Dee Park Regeneration - Housing Infrastructure Fund (school)	600	(600)	-	5,400	(5,400)	-	-	-	-	-	-	-
Defra Air Quality Grant - Bus Retrofit	1,191	(1,191)	-	-	-	-	-	-	-	-	-	-
Defra Air Quality Grant - Go Electric Reading	5	(5)	-	50	(50)	-	-	-	-	-	-	-
Transport Demand Management Scheme	-	-	-	-	-	-	500	-	500	-	-	-
Development of facilities at Prospect Park/Play	496	(475)	21	54	-	54	-	-	-	-	-	-
Disabled Facilities Grants (Private Sector)	1,104	(1,104)	-	1,055	(1,055)	-	1,055	(1,055)	-	1,055	(1,055)	-
Eastern Area Access Works	100	(100)	-	100	(100)	-	140	(140)	-	-	-	-
Electric Vehicle Charging Points	-	-	-	200	-	200	50	-	50	-	-	-
Food Waste and Smaller Bins	-	-	-	1,489	-	1,489	-	-	-	-	-	-
Green Park Station	8,500	(8,500)	-	9,500	(9,500)	-	777	(777)	-	-	-	-
Grounds Maintenance Workshop Equipment	20	-	20	30	-	30	-	-	-	-	-	-
Homes for Reading - Share Redemption Loan	7,000	-	7,000	-	-	-	-	-	-	-	-	-
Invest in Corporate buildings/Health & safety works	2,268	-	2,268	1,000	-	1,000	1,000	-	1,000	1,000	-	1,000
Invest to save energy savings - Street lighting	204	-	204	54	-	54	-	-	-	-	-	-
Leisure Procurement	30	-	30	14,000	(750)	13,250	18,000	(750)	17,250	11,000	-	11,000
Local Traffic Management and Road Safety Schemes	292	(292)	-	197	(197)	-	-	-	-	-	-	-
LTP Development	200	(200)	-	200	(200)	-	200	(200)	-	-	-	-
NCN Route 422	423	(423)	-	-	-	-	-	-	-	-	-	-
New Kit/Vehicles for Commercial Services Dvlpt	-	-	-	122	-	122	-	-	-	-	-	-
Oxford Rd Community Centre	40	-	40	-	-	-	-	-	-	-	-	-
Oxford Road Corridor Works	200	(200)	-	122	(122)	-	-	-	-	-	-	-
Playground equipment and Refreshment: Boroughwide	200	-	200	294	(44)	250	250	-	250	891	-	891

## General Fund Capital Programme

## Appendix 5a

Scheme Name	2019/20 Forecast			2020/21 Forecast			2021/22 Forecast			2022/23 Forecast		
	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)
Private Sector Renewals	406	-	406	300	-	300	300	-	300	300	-	300
Provision of Gypsy & Traveller Accommodation	50	-	50	-	-	-	-	-	-	3,580	-	3,580
Pumping Station Upgrade Scheme (new)	12	-	12	238	-	238	-	-	-	-	-	-
Purchase of Police Station	-	-	-	5,000	-	5,000	-	-	-	-	-	-
re3 extending range of recyclables	94	(61)	33	-	-	-	-	-	-	-	-	-
Reading Football Club Social Inclusion Unit to SRLC	-	-	-	1,496	(1,496)	-	38	(38)	-	-	-	-
Reading Town Centre Design Framework	86	(86)	-	-	-	-	-	-	-	-	-	-
Reading West Station	399	(399)	-	3,200	(3,200)	-	-	-	-	-	-	-
Renewable Energy	-	-	-	500	-	500	2,000	(700)	1,300	2,000	-	2,000
Replacement Vehicles	398	-	398	176	-	176	3,231	-	3,231	2,523	-	2,523
Rogue Landlord Enforcement	75	(75)	-	-	-	-	-	-	-	-	-	-
S106 individual schemes list	150	(150)	-	184	(184)	-	-	-	-	-	-	-
Salix Decarbonisation Fund	-	-	-	600	-	600	600	-	600	600	-	600
Small Leisure Schemes	140	(140)	-	272	(272)	-	150	(50)	100	300	(50)	250
Smart City Cluster project and C-ITS	1,230	(1,230)	-	647	(647)	-	-	-	-	-	-	-
South Reading MRT (Phases 1 & 2)	362	(362)	-	-	-	-	-	-	-	-	-	-
South Reading MRT (Phases 3 & 4)	5,815	(5,815)	-	3,668	(3,668)	-	-	-	-	-	-	-
South Reading MRT (Phases 5 & 6)	-	-	-	1,000	(1,000)	-	1,000	(1,000)	-	5,000	(5,000)	-
St George's Church Affordable Housing scheme	315	(315)	-	-	-	-	-	-	-	-	-	-
The Keep	-	-	-	-	-	-	-	-	-	188	(94)	94
Town Centre Improvements	-	-	-	450	-	450	-	-	-	-	-	-
Town Centre Street Trading Infrastructure	-	-	-	40	-	40	-	-	-	-	-	-
Town Hall Equipment	-	-	-	205	-	205	-	-	-	-	-	-
Traffic Management Schools	190	(190)	-	200	(200)	-	100	(100)	-	-	-	-
Tree Planting	23	-	23	50	-	50	50	-	50	50	-	50
Waste Operations - In Cab Waste Management System	70	-	70	-	-	-	-	-	-	-	-	-
West Reading Transport Study - Southcote/Coley Improvements	72	-	72	-	-	-	-	-	-	-	-	-
Western Area Access Works	128	(128)	-	-	-	-	-	-	-	-	-	-
Highway Infrastructure Works	-	-	-	3,000	-	3,000	3,000	-	3,000	3,000	-	3,000
Harden Public Open Spaces to Prevent Incursion	30	-	30	35	-	35	25	-	25	25	-	25
Salix Re-Circulation Fund	411	-	411	250	-	250	250	-	250	250	-	250
Sun Street - Final Phase	674	(454)	220	60	-	60	-	-	-	-	-	-
<b>DEGNS Total</b>	<b>44,346</b>	<b>(26,812)</b>	<b>17,534</b>	<b>60,506</b>	<b>(30,726)</b>	<b>29,780</b>	<b>32,864</b>	<b>(4,810)</b>	<b>28,054</b>	<b>32,414</b>	<b>(6,199)</b>	<b>26,215</b>

## General Fund Capital Programme

## Appendix 5a

Scheme Name	2019/20 Forecast			2020/21 Forecast			2021/22 Forecast			2022/23 Forecast		
	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)
Customer Digital Experience	-	-	-	750	-	750	1,000	-	1,000	750	-	750
Future ICT Operating Model	(520)	-	(520)	4,411	-	4,411	1,018	-	1,018	839	-	839
ICT Infrastructure (Invest to save)	2,520	-	2,520	147	-	147	-	-	-	-	-	-
Loan To RTL (Bus replacement programme)	1,500	-	1,500	5,000	-	5,000	5,000	-	5,000	5,000	-	5,000
Loan To RTL (Project Voyager)	5,200	-	5,200	-	-	-	-	-	-	-	-	-
Oracle Capital Works - financed through reduced rental	247	-	247	100	-	100	100	-	100	100	-	100
Purchase of Commercial Property	35,205	-	35,205	75,000	-	75,000	50,000	-	50,000	50,000	-	50,000
Re-Procurement / Reimplementation of Finance System	-	-	-	100	-	100	100	-	100	-	-	-
Universal Digital Systems	941	-	941	1,005	-	1,005	910	-	910	910	-	910
<b>DoR Total</b>	<b>45,093</b>	<b>-</b>	<b>45,093</b>	<b>86,513</b>	<b>-</b>	<b>86,513</b>	<b>58,128</b>	<b>-</b>	<b>58,128</b>	<b>57,599</b>	<b>-</b>	<b>57,599</b>
<b>Grand Total</b>	<b>110,902</b>	<b>(40,662)</b>	<b>70,240</b>	<b>163,832</b>	<b>(44,690)</b>	<b>119,142</b>	<b>100,877</b>	<b>(8,910)</b>	<b>91,967</b>	<b>92,883</b>	<b>(8,069)</b>	<b>84,814</b>

### Funded By

Capital Receipts	(12,077)	(11,004)	(9,750)	(4,101)
Community Infrastructure Levy Receipts (80%)	(3,000)	(3,000)	(3,000)	(3,000)
	(15,077)	(14,004)	(12,750)	(7,101)
Prudential Borrowing	(55,163)	(105,138)	(79,217)	(77,713)

# HRA Capital Programme

## Appendix 5b

Scheme Name	2019/20 Forecast			2020/21 Forecast			2021/22 Forecast			2022/23 Forecast		
	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)
Major Repairs	9,540	(437)	9,103	9,392		9,392	9,500		9,500	9,618		9,618
Hexham Road	1,400		1,400	950		950			-			-
Disabled Facilities Grants	670		670	500		500	500		500	500		500
Fire Safety Works	1,495		1,495	610		610	1,250		1,250	1,385		1,385
New Build & Acquisitions - Phase 1	1,225		1,225	163		163			-			-
New Build & Acquisitions - Phase 2	3,056		3,056	11,878	(1,111)	10,767	5,892	(1,112)	4,780			-
New Build & Acquisitions - Phase 3	1,270		1,270	7,680	(3,601)	4,079	7,680	(3,621)	4,059			-
New Build & Acquisitions - (Ex General Fund)	210		210			-			-			-
Housing Mngt System	111		111	604		604			-			-
<b>Grand Total</b>	<b>18,977</b>	<b>(437)</b>	<b>18,540</b>	<b>31,777</b>	<b>(4,712)</b>	<b>27,065</b>	<b>24,822</b>	<b>(4,733)</b>	<b>20,089</b>	<b>11,503</b>	<b>-</b>	<b>11,503</b>
Funded By												
Capital Receipts			(1,264)			(2,300)			(456)			-
Revenue Funding (Major Repairs Reserve)			(9,264)			(8,064)			(8,064)			(8,064)
Direct Revenue Financing			(111)			(604)			-			-
			<u>(10,639)</u>			<u>(10,968)</u>			<u>(8,520)</u>			<u>(8,064)</u>
Prudential Borrowing			<u>(7,901)</u>			<u>(16,097)</u>			<u>(11,569)</u>			<u>(3,439)</u>

## 1. Background

- 1.1 Local authorities are limited in their ability to utilise capital receipts (the disposal proceeds from the sale of fixed assets or repayment of loans for capital purposes). Statutory guidance issued under s15(1) of the Local Government Act 2003 by the Ministry of Housing, Communities and Local Government (as amended) generally precludes capital receipts being used to fund revenue expenditure and requires them to be applied to either fund capital expenditure or repay debt. The Act also requires local authorities to have regard to other guidance as directed by the Secretary of State – this currently includes the following guidance issued by the Chartered Institute of Public Finance and Accountancy [CIPFA]:
- The Prudential Code for Capital Finance in Local Authorities; and
  - The Code of Practice on Local Authority Accounting.
- 1.2 The Spending Review 2015 included a relaxation to the above regulations allowing the use of capital receipts for a limited period; between 2016/17 and 2018/19, to fund revenue expenditure “*that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs or improve the quality of service delivery in future years*”. This announcement was implemented by the issuing of regulations in March 2016. The period over which these amended regulations applied was extended to 2021/22 in the 2018/19 Local Government Finance Settlement.
- 1.3 In order for revenue expenditure to be funded from the flexible use of capital receipts, a strategy is required for each financial year that:
- Lists each project that plans to make use of the capital receipts flexibility, listing any element of funding towards the project that is funded from other sources;
  - Contains details on projects approved in previous years, including commentary on whether the planned savings or service transformation have been /are being realised in line with the initial cost-benefit analysis;
  - Be approved by Full Council prior to the start of the relevant financial year; and
  - Identify any subsequent changes during the year subject to approval by Full Council.
- 1.4 This document sets out the Council’s Flexible Capital Receipts Strategy, updating the plan since last considered by Council in February 2019 and details the individual projects which have and are planned to be funded from the flexible use of capital receipts in accordance with the above requirements.

## **2. Savings**

- 2.1. The draft budget for consultation (to which this Strategy is attached as an appendix) contains details of the £33.1m of savings proposed to be delivered over the forthcoming three years and readers should refer to that document for full details of these.
- 2.2. This strategy and investment proposals support the delivery of those savings or mitigate future additional spending pressures that would otherwise materialise. The cost of investing in making these savings is included within the General Fund Capital Programme set out in Appendix 5 of the main report and is, under regulations, fully funded from the use of capital receipts.

## **3. Delivery Fund**

- 3.1 A report to Council on 26 June 2018 set out in detail how the £13.6m Delivery Fund would be invested. It included:
  - Capacity to set up and deliver the Council's programme of change and transformation; and
  - Resources to deliver specific savings.
- 3.2 A further report to Council on 26 February 2019 described how the Delivery Fund had been invested to date, and provided a summary of Delivery Fund allocation for the period 2017/18 - 2021/22.
- 3.3 At the time of approving the 2019/20 budget and MTFs, potential calls on the Delivery Fund exceeded the approved budget - £14.4m against an approved allocation of £13.6m. However, projected underspends and savings on some projects were included within the contingency/unallocated line which balanced the overall spend back to the funding envelope.
- 3.4 Slippage in calls on the Delivery Fund saw an outturn for 2018/19 of £3.2m compared to the budgeted spend of £5.9m. This report updates latest projected project budgets to include that slippage together with further proposals being brought forward as well as changes in estimated future costs. Annexe A sets out the latest proposals for 2019/20 to 2021/22 (the final year the current capital receipts flexibility can be applied), whilst Annexe B shows the budgets agreed in February 2019 and the changes proposed since that date that lead the current proposals.
- 3.5 The table below summarises the forecast budgets and historic actual spend by the Delivery Fund from positions previously presented to members in June 2018 and February 2019.

**Table 1: Summary of Delivery Fund Spend-to-Date / future spend**

	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	Total (£,000's)
<u>June 2018</u>						
Capital Receipts Strategy	2,095	5,661	3,734	836	-	12,326
Contingency / Unallocated	-	250	500	500	-	1,250
	2,095	5,911	4,234	1,336	-	13,576
<u>February 2019</u>						
Capital Receipts Strategy	1,319	6,405	6,098	615	-	14,437
Contingency / Unallocated	-	(494)	(1,864)	1,497	-	(861)
	1,319	5,911	4,234	2,112	-	13,576
<u>December 2019</u>						
Capital Receipts Strategy	1,319	3,182	7,070	1,012	377	12,960
Contingency / Unallocated	-	-	-	308	308	616
	1,319	3,182	7,070	1,320	685	13,576
<b>Bordered Figures are Actuals</b>						

- 3.6 The change in forecast spend between February 2019 and December 2019 includes the roll forward of underspends from 2018/19, and further re-phasing of 2019/20 budgets together with new spend proposals being approved and others being identified as no longer required. Annex B shows changes against all projects between February and December and colour-coding highlights those budgets where funding requirements are proposed to be completely removed or added.
- 3.7 A number of bids against the Delivery Fund contingency have already been agreed since February 2019. These are listed in Table 2 below.

**Table 2: New Delivery Fund Requests since February 2019**

Direct- orate	Project	Saving Identified (£,000's)	2019/20 Budget (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	Total Spend (£,000's)
DOR	Maximise contributions through NNDR (business rates)	(124)	19			19
DOR	New Customer Service Model	(795)	120	245	125	490
DOR	Thoughtonomy		55	108	102	265
DEGNS	Food Waste Project	(342)	110	260	-	370
	Total	(1,261)	304	613	227	1,144

- 3.8 A number of new Delivery Fund Requests have been received as part of the MTFs refresh to meet new income/savings, see Table 3 below. These are subject to more detailed business case requests and sign off by the Council's S151 Officer. Requests approved by the S151 Officer will be reported to the February and June 2020 Policy Committee's (including requesting approval from Councillors at February Full Council).

**Table 3: New Delivery Fund Requests**

Directorate	Project	Saving Identified (£,000's)	2019/20 (£,000's)	2020/21 (£,000's)	2021/22 (£,000's)	Total Spend (£,000's)
DOR	Making the Customer Service and Corp Improvement more efficient	(795)	-	390	240	630
DOR	Executive Recruitment Search Fees	(56)	-	20	-	20
DACHS	Direct Payments	(718)	-	94	-	94
DACHS	Investment in Technology Enabled Care at home	(1,129)	-	139	-	139
DACHS	Outcome-based Service Delivery	(634)	-	148	-	148
DACHS	Enhanced reablement for mental health and learning disability service users	(500)	-	300	-	300
DACHS	Development of a Dementia Carers Offer	(150)	-	25	-	25
DACHS	Review and Rightsizing	(200)	133	-	-	133
DEGNS	New kit and vehicles for commercial services development	(21)	-	158	-	158
DEGNS	Highways FSR	(150)	7	-	-	7
		<b>(4,353)</b>	<b>140</b>	<b>1,274</b>	<b>240</b>	<b>1,654</b>

Directorate	Project	Saving Identified (£,000's)	2019/20 (£,000's)	2020/21 (£,000's)	2021/22 (£,000's)	Total Spend (£,000's)
DOR	Making the Customer Service and Corp Improvement more efficient	(581)	-	390	240	630
DOR	Executive Recruitment Search Fees	(56)	-	20	-	20
DACHS	Direct Payments	(718)	-	94	-	94
DACHS	Investment in Technology Enabled Care at home	(1,129)	-	139	-	139
DACHS	Outcome-based Service Delivery	(634)	-	148	-	148
DACHS	Enhanced reablement for mental health and learning disability service users	(500)	-	300	-	300
DACHS	Development of a Dementia Carers Offer	(150)	-	25	-	25
DACHS	Review and Rightsizing	(200)	133	-	-	133
DEGNS	New kit and vehicles for commercial services development	(21)	-	158	-	158
DEGNS	Highways FSR	(150)	7	-	-	7
		<b>(4,139)</b>	<b>140</b>	<b>1,274</b>	<b>240</b>	<b>1,654</b>



3.9 Annexe A to this Strategy contains a list of all Delivery Fund projects and Annexe B illustrates the changes to Delivery Fund allocations between those agreed in February 2019 and the latest projections.

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests  
Actual (17/18 & 18/19) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Housing Benefit Overpayment Recovery	Housing Benefit Overpayment Recovery Officer	12	39	56	-	-	107
Service restructure and reconfiguration	Recruitment Costs	42	19	-	-	-	61
Supporting delivery of directorate savings and improving Accounts Payable processes	Accounts Payable Assistant. Improving efficiency of AP process to deliver ongoing efficiency and savings	27	27	-	-	-	54
Process improvements and more efficient accounts production	CIPFA Big Red Button	16	-	-	-	-	16
Improve Corporate Debt Collection - centralisation of invoices and transformation of service delivery	Improve Corporate Debt Collection - centralisation of invoices	-	-	96	-	-	96
Digitisation - cross cutting savings and redesign of Council-wide services	Firmstep Developer x2	-	-	92	-	-	92
Service restructure and reconfiguration	SOLACE Recruitment Fees For Future Finance Function	17	28	-	-	-	45
Engagement of transformation partner to drive process efficiency and cost reduction in parallel with market testing of service	External Support to undertake Market Testing (outsourcing) of the Revenue and Benefits Services	-	102	-	-	-	102
	Additional legal and TUPE advice	-	81	43	-	-	124
	Associated project costs, supplies and services	-	2	8	-	-	10
Revenues and Benefits market testing							
Charging Financial Analysts to transformation pot to support commercialisation work	One Finance Analyst (plus one interim for 4 months in 18/19)	-	63	47	48	-	158
Corporate Approach to Reducing Fraud	IT Costs	-	8	-	-	-	8
Management and Staffing Review	Change Management	-	-	31	-	-	31
Management and Staffing Review	Organisational Development (OD) Consultant	-	-	19	-	-	19
Single Person Discount Council Tax Recovery	Specialist Officer and provision for data matching	-	-	14	-	-	14

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests**  
**Actual (17/18 & 18/19) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Capacity and leadership to deliver change and savings across programme	Corporate Programme Manager	130	62	75	-	-	267
Working across Corporate Programme. Capacity and leadership to deliver change and savings across programme	NMT - Corporate Support	18	34	35	-	-	87
HR support to deliver Corporate Programme and associated savings. Supporting recruitment and retention of social workers as part of improvement and to deliver savings	HR Support 1	14	-	-	-	-	14
Contract Management Savings	V4S Procurement Consultancy Support. Payments due as percentage of savings delivered	88	200	-	-	-	288
	Reporting and Performance	76	-	-	-	-	76
	Senior Consultant to act as System Owner	91	-	-	-	-	91
	Process review and MOSAIC improvement for Children's Services	23	-	-	-	-	23
	Interim reporting post in Children's Services	43	-	-	-	-	43
Improvements to Electronic Social Care Record and Reporting (MOSAIC) and provision for improvement of other IT systems over term of Programme	Corporate Systems Owner	84	44	-	-	-	128
	Finance Specialist	74	87	-	-	-	161
	Project Manager on Business Objects Implementation	-	31	-	-	-	31
	Adult's Business Objects Implementation	-	-	34	-	-	34
	MOSAIC & FUSION Commitments Interface - implementation costs	-	-	11	-	-	11
	Business Objects Developer	-	30	-	-	-	30

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests  
Actual (17/18 & 18/19) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
	Provision for application management improvements in other systems (includes. 18/19 i-trent review)	-	24	244	-	-	268
Capacity to support delivery of change and savings across programme	Programme Officer x1	-	27	46	46	-	119
Capacity to manage and support HR and workforce change associated with Corporate Programme	HR Capacity	-	-	150	150	150	450
<b>Total: Director of Resources (DOR)</b>		<b>755</b>	<b>908</b>	<b>1,001</b>	<b>244</b>	<b>150</b>	<b>3,058</b>
Working across workstream of Corporate Programme to deliver savings and transformation	Programme Manager	52	266	-	-	-	318
Workstream A: Improving Practice Standards	Practice Improvement leadership. 18/19 start up	-	127	-	-	-	127
Work stream B: Developing Workforce Excellence	Achieve a stable workforce by recruiting more permanent staff in Social Care	-	8	10	-	-	18
	Training for Safety Standards Model. 18/9 project start up training	-	105	-	-	-	105
Work stream C: Building Community Capacity	Pre Birth Support Team. 18/19 start up	-	4	-	-	-	4
	Family Reunification Team. 18/19 start up	-	-	-	-	-	-
	Edge of Care Team, Adolescents. 18/19 start up	-	37	-	-	-	37
	Revised under 5 offer to make best use of Early Years and Children's Centre provision	-	-	10	-	-	10
	Re-imaging Foster Care. 18/19 start up	-	77	-	-	-	77

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests  
Actual (17/18 & 18/19) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Work stream D: Stronger Stability for Children	Placement Solutions Team. 19/20 start up	-	10	-	-	-	10
	Education, therapeutic & support to ensure placement stability for YP moving within 20 miles. Linked to D12 solutions team savings of £1.8M. 18/19 start up	-	-	255	-	-	255
Work stream E: Consolidating Corporate Resilience	Strengthen Commissioning Function (provide senior Commissioning and Contract Management capacity) 18/19 start up. Savings linked to Improved Contract Management	-	-	239	-	-	239
	Design & implementation of supported lodgings for 16+	-	-	50	-	-	50
	Review of Continued Health Contribution (CHC). 18/19 start up	-	-	60	-	-	60
	Enhanced utilisation of capacity at Pinecroft & Cressingham Children's Homes. 18/19 capital equipment	-	-	50	-	-	50
	Potential use of RBC property for additional childrens home or respite care. Funding for feasibility study if required	-	6	150	-	-	156
	SEND Commissioner. 18/19 start up	-	64	100	-	-	164
	Development of traded services	-	213	350	-	-	563
	Transformation Programme Team	-	177	550	-	-	727
	Contingency for restructure if required	-	-	-	-	-	-
	Funds to be allocated to projects in	-	-	692	-	-	692
<b>Total: Childrens (BFFC)</b>		<b>52</b>	<b>1,094</b>	<b>2,516</b>	<b>-</b>	<b>-</b>	<b>3,662</b>
Resources used for the facilitation of the delivery of the Programme wide savings	Strategic Lead for Transformation	32	102	109	-	-	243
	Project Support	16	-	-	-	-	16
	Programme Officer	19	39	45	-	-	103

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests**  
**Actual (17/18 & 18/19) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Changes to Adult Social Care Front Door; Group Home Rental Increase. Also supports delivery of CSS Digitisation savings and Review and Right Sizing Care Packages & Stretch Targets	Transformation Project Manager 1	63	68	71	-	-	202
Transformation of wellbeing; ASC Restructure	Transformation Project Manager 2	-	55	57	-	-	112
Effective Utilisation of Extra Care; Learning Disabilities (Operations Team); Development of Home Care; VCS Development and Commissioning. Also supports wider digitisation & efficiency and Changes to the Adult Social Care Front Door	Transformation Project Manager 3	27	58	61	-	-	146
Deputies - Review the charging policy; FAB Team Fees & Charges & Stretch Target; Increased usage of Assistive Technology and Equipment; Increased usage of Direct Payments	Transformation Project Manager 4	20	47	54	-	-	121
Review and Right Sizing Care Packages & Stretch Targets Investment to secure ongoing savings	Social Workers X6 (S117, LDX2, MH, OP, PD)	236	239	201	-	-	676
Reducing Adult Social Care contracts spend	Commissioning Capacity at Senior Level	49	139	84	-	-	272
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice - accommodation pathway	-	-	45	-	-	45
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice for service shaping	-	2	6	-	-	8
Delivery Models for Commissioning, Prevention & Quality Services	Senior Transformation Manager	-	-	71	36	-	107

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests**  
**Actual (17/18 & 18/19) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
The resource supports restructures, wider remodelling of the workforce, and learning & development. Associated savings: Commissioning Team Realignment; Implementation of Business Support restructure; Locality Team Realignment	Workforce consultancy & Training Programmes (Partners for change)	-	52	50	-	-	102
<b>Total: Directorate of Adults Social Care and Health (DACHS)</b>		<b>462</b>	<b>801</b>	<b>854</b>	<b>36</b>	<b>-</b>	<b>2,153</b>
Working across workstream of Corporate Change Programme to deliver savings and transformation	Project Officer 1	8	21	22	-	-	51
Review of waste collection delivery models. Also connected to Waste Operations-optimising collection routes; Increase Trade Waste Collection and Disposal service turn over by 100% (£650,000pa to £1.3m)	Specialist advice and support, administration resource, Contract manager costs, Procurement of IT systems, Introduction of revised collection schedule	22	54	124	-	-	200
Review option of trust model for Arts	Consultancy costs	-	29	271	-	-	300
Maximising Income from the Town Hall & Museum	Consultancy support to provide commercial advice on business plan and associated staffing structures	-	26	-	-	-	26
Extend residents parking permit areas	Consultant support	-	18	262	-	-	280
Introduce Bus Lane Enforcement on Kings Road and Forbury Road bus lanes	DLO support to introduce new parking schemes	-	1	-	-	-	1
Close half of public conveniences - costs related to carrying out a review of the provision	Consultancy costs and costs to improve remaining facilities	-	9	16	-	-	25
Undertake a review of existing provision to inform the closure of a number of public conveniences		-	-	25	-	-	25
Develop and implement a new	Project Manager	-	37	63	-	-	100
	Communications Officer	-	-	10	-	-	10

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests  
Actual (17/18 & 18/19) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Develop and implement a new borough-wide Car Parking Strategy and associated action plan	Consultant Support	-	-	33	-	-	33
	Consultant Support (Car park surveys / database set-up)	-	20	88	-	-	108
	Project Delivery	-	127	750	-	-	877
Make theatres break even through working with other operators	Independent consultants to market Project management (consultant) of procurement process (if it goes ahead based on 1st stage)	-	-	25	-	-	25
		-	-	50	-	-	50
Alternative delivery models - identify and prioritise those services that are most likely to yield a significant saving. The project will focus on delivery of the former Civic Site and other key sites achieving capital receipts	Project Manager	-	37	-	-	-	37
	Cost Consultant	-	-	90	44	-	134
	Consultancy - report writing	20	-	-	-	-	20
Car Park management processes through IT improvements and staff reductions	Strategic Project Manager	-	-	75	75	-	150
Review Enforcement Contracts	Car parking equipment and capital	-	-	400	-	-	400
Maximising Income from the Town Hall & Museum	Consultancy support	-	-	50	-	-	50
	One-off investment - equipment, marketing, consultancy	-	-	41	-	-	41
<b>Total: Directorate of Economic Growth and Neighbourhoods (DEGNS)</b>		<b>50</b>	<b>379</b>	<b>2,395</b>	<b>119</b>	<b>-</b>	<b>2,943</b>
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	Managing Change - unallocated funding	-	-	-	308	308	616
<b>Total: Unallocated / Contingency</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>308</b>	<b>308</b>	<b>616</b>
Maximise contributions through NNDR (business rates)	Consultancy support	-	-	19	-	-	19
New Customer Service Model	Senior Project Manager x2, Business Analyst and Project Support	-	-	120	245	125	490



**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests  
Actual (17/18 & 18/19) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Food Waste	Project Manager, Project Admin, consultancy, marketing and communications	-	-	110	260	-	370
New Customer Service Model	Pilot Thoughtonomy - Robotic Process Automation. Training, Virtual workers and Develop role	-	-	55	108	102	265
<b>Total: New Projects</b>		<b>-</b>	<b>-</b>	<b>304</b>	<b>613</b>	<b>227</b>	<b>1,144</b>
<b>Total: All Projects</b>		<b>1,319</b>	<b>3,182</b>	<b>7,070</b>	<b>1,320</b>	<b>685</b>	<b>13,576</b>

## Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

## Changes to Delivery Fund Projects Since February 2019

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Budget (£,000's)	2018/19 Change (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Total (£,000's)
Housing Benefit Overpayment Recovery	Housing Benefit Overpayment Recovery Officer	12	54	(15)	56	-	-	-	-	-	107
Service restructure and reconfiguration	Recruitment Costs	42	-	19	-	-	-	-	-	-	61
Supporting delivery of directorate savings and improving Accounts Payable processes	Accounts Payable Assistant. Improving efficiency of AP process to deliver ongoing efficiency and savings	27	27	-	-	-	-	-	-	-	54
Process improvements and more efficient accounts production	CIPFA Big Red Button	16	3	(3)	-	-	-	-	-	-	16
Improve Corporate Debt Collection - centralisation of invoices and transformation of service delivery	Improve Corporate Debt Collection - centralisation of invoices	-	64	(64)	32	64	-	-	-	-	96
Digitisation - cross cutting savings and redesign of Council-wide services	Firmstep Developer x2	-	92	(92)	-	92	-	-	-	-	92
Service restructure and reconfiguration	SOLACE Recruitment Fees For Future Finance Function	17	15	13	0	-	0	-	-	-	45
Engagement of transformation partner to drive process efficiency and cost reduction in parallel with market testing of service	External Support to undertake Market Testing (outsourcing) of the Revenue and Benefits Services	-	116	(14)	50	(50)	-	-	-	-	102
	Additional legal and TUPE advice	-	90	(9)	100	(57)	-	-	-	-	124
	Associated project costs, supplies and services	-	10	(8)	-	8	-	-	-	-	10
Revenues and Benefits market testing											
Charging Financial Analysts to transformation pot to support commercialisation work	One Finance Analyst (plus one interim for 4 months in 18/19)	-	69	(6)	47	-	48	-	-	-	158
Corporate Approach to Reducing Fraud	IT Costs	-	25	(17)	-	-	-	-	-	-	8
	Contingency	-	20	(20)	-	-	-	-	-	-	-
Management and Staffing Review	Change Management	-	50	(50)	-	31	-	-	-	-	31
Management and Staffing Review	Organisational Development (OD) Consultant	-	-	-	-	19	-	-	-	-	19
Single Person Discount Council Tax Recovery	Specialist Officer and provision for data matching	-	-	-	-	14	-	-	-	-	14
Capacity and leadership to deliver change and savings across programme	Corporate Programme Manager	130	72	(10)	73	2	-	-	-	-	267
Working across Corporate Programme. Capacity and leadership to deliver change and savings across programme	NMT - Corporate Support	18	34	-	35	-	-	-	-	-	87
Legal support to deliver Corporate Programme and associated savings	Contracts Solicitor	-	28	(28)	27	(27)	-	-	-	-	-
	Employment Solicitor	-	13	(13)	13	(13)	-	-	-	-	-
	Conveyancing/Contracts Solicitor	-	23	(23)	24	(24)	-	-	-	-	-

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2019

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Budget (£,000's)	2018/19 Change (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Total (£,000's)
HR support to deliver Corporate Programme and associated savings. Supporting recruitment and retention of social workers as part of improvement and to deliver savings	HR Support 1	14	6	(6)	-	-	-	-	-	-	14
Contract Management Savings	V4S Procurement Consultancy Support. Payments due as percentage of savings delivered	88	162	38	150	(150)	0	-	-	-	288
Improvements to Electronic Social Care Record and Reporting (MOSAIC) and provision for improvement of other IT systems over term of Programme	Reporting and Performance	76	149	(149)	-	-	-	-	-	-	76
	Senior Consultant to act as System Owner	91	-	-	-	-	-	-	-	-	91
	Process review and MOSAIC improvement for Children's Services Programme Management funding to complete current phase (16/17 Programme)	23	-	-	-	-	-	-	-	-	23
	Early Help Implementation	-	20	(20)	-	-	-	-	-	-	-
	Interim reporting post in Children's Services	43	5	(5)	-	-	-	-	-	-	43
	Corporate Systems Owner	84	-	-	-	-	-	-	-	-	128
	Finance Specialist	74	23	21	-	-	-	-	-	-	161
	Project Manager on Business Objects Implementation	-	82	5	-	-	-	-	-	-	31
	Adult's Business Objects Implementation	-	16	15	-	-	-	-	-	-	34
	MOSAIC & FUSION Commitments Interface - implementation costs	-	34	(34)	-	34	-	-	-	-	34
	Business Objects Developer	-	11	(11)	-	11	-	-	-	-	11
	Provision for application management improvements in other systems (includes. 18/19 i-trent review)	-	35	(5)	-	-	-	-	-	-	30
Capacity to support delivery of change and savings across programme	Programme Officer x1	-	122	(98)	146	98	-	-	-	268	
Capacity to manage and support HR and workforce change associated with Corporate Programme	HR Capacity	-	92	(65)	92	(46)	92	(46)	-	-	119
		-	150	(150)	150	-	150	-	-	150	450
<b>Total: Director of Resources (DOR)</b>		<b>755</b>	<b>1,712</b>	<b>(804)</b>	<b>995</b>	<b>6</b>	<b>290</b>	<b>(46)</b>	<b>-</b>	<b>150</b>	<b>3,058</b>

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2019

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Budget (£,000's)	2018/19 Change (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Total (£,000's)
Working across workstream of Corporate Programme to deliver savings and transformation	Programme Manager	52	-	266		-		-	-	-	318
Workstream A: Improving Practice Standards	Practice Improvement leadership. 18/19 start up	-	80	47		-		-	-	-	127
Work stream B: Developing Workforce Excellence	Achieve a stable workforce by recruiting more permanent staff in Social Care	-	85	(77)	10	-		-	-	-	18
	Training for Safety Standards Model. 18/9 project start up training	-	10	95		-		-	-	-	105
Work stream C: Building Community Capacity	Pre Birth Support Team. 18/19 start up	-	40	(36)		-		-	-	-	4
	Family Reunification Team. 18/19 start up	-	40	(40)		-		-	-	-	-
	Edge of Care Team, Adolescents. 18/19 start up	-	40	(3)		-		-	-	-	37
	Revised under 5 offer to make best use of Early Years and Children's Centre provision	-	-	-	10	-		-	-	-	10
Work stream D: Stronger Stability for Children	Re-imaging Foster Care. 18/19 start up	-	20	57		-		-	-	-	77
	Placement Solutions Team. 19/20 start up	-	50	(40)		-		-	-	-	10
	Education, therapeutic & support to ensure placement stability for YP moving within 20 miles. Linked to D12 - solutions team savings of £1.8M. 18/19 start up	-	30	(30)	255	-		-	-	-	255
Work stream E: Consolidating Corporate Resilience	Strengthen Commissioning Function (provide senior Commissioning and Contract Management capacity) 18/19 start up. Savings linked to Improved Contract Management	-	55	(55)	239	-		-	-	-	239
	Design & implementation of supported lodgings for 16+	-	50	(50)	50	-		-	-	-	50
	Review of Continued Health Contribution (CHC). 18/19 start up	-	15	(15)	60	-		-	-	-	60
	Enhanced utilisation of capacity at Pineroft & Cressingham Children's Homes. 18/19 capital equipment	-	175	(175)	50	-		-	-	-	50
	Potential use of RBC property for additional childrens home or respite care. Funding for feasibility study if required	-	40	(34)	150	-		-	-	-	156

## Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

## Changes to Delivery Fund Projects Since February 2019

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Budget (£,000's)	2018/19 Change (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Total (£,000's)
	SEND Commissioner. 18/19 start up	-	25	39	100	-		-	-	-	164
	Development of traded services	-	145	68	350	-		-	-	-	563
	Transformation Programme Team	-	300	(123)	550	-		-	-	-	727
	Contingency for restructure if required	-	400	(400)		-		-	-	-	-
	Funds to be allocated to projects in April 2019 post further diagnostics and completion of detailed business planning process	-		-	360	332		-	-	-	692
<b>Total: Childrens (BFFC)</b>		<b>52</b>	<b>1,600</b>	<b>(506)</b>	<b>2,184</b>	<b>332</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>3,662</b>
Resources used for the facilitation of the delivery of the Programme wide savings	Strategic Lead for Transformation	32	115	(13)	98	11	-	-	-	-	243
	Project Support	16	1	(1)		-		-	-	-	16
	Programme Officer	19	26	13	30	15		-	-	-	103
Changes to Adult Social Care Front Door; Group Home Rental Increase. Also supports delivery of CSS Digitisation savings and Review and Right Sizing Care Packages & Stretch Targets	Transformation Project Manager 1	63	64	4	65	6		-	-	-	202
Transformation of wellbeing; ASC Restructure	Transformation Project Manager 2	-	105	(50)	54	3		-	-	-	112
Effective Utilisation of Extra Care; Learning Disabilities (Operations Team); Development of Home Care; VCS Development and Commissioning. Also supports wider digitisation & efficiency and Changes to the Adult Social Care Front Door	Transformation Project Manager 3	27	88	(30)	54	7		-	-	-	146
Deputies - Review the charging policy; FAB Team Fees & Charges & Stretch Target; Increased usage of Assistive Technology and Equipment; Increased usage of Direct Payments	Transformation Project Manager 4	20	88	(41)	54	-		-	-	-	121
Review and Right Sizing Care Packages & Stretch Targets Investment to secure ongoing savings	Social Workers X6 (S117, LDX2, MH, OP, PD)	236	582	(343)		201		-	-	-	676
Reducing Adult Social Care contracts spend	Commissioning Capacity at Senior Level	49	174	(35)	84	-		-	-	-	272

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2019

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Budget (£,000's)	2018/19 Change (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Total (£,000's)
ASC Mobile Working	Adult Social Care mobile working (Underpins the ability to achieve process efficiency and staffing restructures)		80	(80)		-		-			-
Review of alternative delivery models for Public Health	Public Health Specialist		30	(30)		-		-			-
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice			-		-		-			-
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice - accommodation pathway	-		-		45		-	-	-	45
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice for service shaping	-	100	(98)	50	(44)	50	(50)	-	-	8
Delivery Models for Commissioning, Prevention & Quality Services	Senior Transformation Manager	-		-		71		36	-	-	107
Informs all commissioning projects to ensure demand is understood and markets are shaped accordingly	Specialist Needs Analysis		30	(30)		-		-			-
The resource supports restructures, wider remodelling of the workforce, and learning & development. Associated savings: Commissioning Team Realignment; Implementation of Business Support restructure; Locality Team Realignment	Workforce consultancy & Training Programmes			-		-		-			-
	Workforce consultancy & Training Programmes (Partners for change)	-	300	(248)	100	(50)	100	(100)	-	-	102
Various projects	Market shaping consultancy, Project Management staff (Investment to secure ongoing savings)		75	(75)	100	(100)	100	(100)			-
<b>Total: Directorate of Adults Social Care and Health (DACHS)</b>		<b>462</b>	<b>1,858</b>	<b>(1,057)</b>	<b>689</b>	<b>165</b>	<b>250</b>	<b>(214)</b>	<b>-</b>	<b>-</b>	<b>2,153</b>
Working across workstream of Corporate Change Programme to deliver savings and transformation Review of waste collection delivery models. Also connected to Waste Operations-optimising collection routes; Increase Trade Waste Collection and Disposal service turn over by 100% (£650,000pa to £1.3m)	Project Officer 1	8	21	-	22	-		-	-	-	51
	Specialist advice and support, administration resource, Contract manager costs, Procurement of IT systems, Introduction of revised collection schedule	22	127	(73)	51	73		-	-	-	200
Review option of trust model for Arts	Consultancy costs	-	150	(121)	150	121		-	-	-	300

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2019

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Budget (£,000's)	2018/19 Change (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Total (£,000's)
Maximising Income from the Town Hall & Museum	Consultancy support to provide commercial advice on business plan and associated staffing structures	-	30	(4)	-	-	-	-	-	-	26
Review existing Parking Permit	Comms Support, IT Support	-	50	(50)	-	-	-	-	-	-	-
Extend residents parking permit areas	Consultant support	-	150	(132)	150	112	-	-	-	-	280
Introduce Bus Lane Enforcement on Kings Road and Forbury Road bus lanes	DLO support to introduce new parking schemes	-	70	(69)	-	-	-	-	-	-	1
Close half of public conveniences - costs related to carrying out a review of the provision	Consultancy costs and costs to improve remaining facilities	-	-	9	-	16	-	-	-	-	25
Undertake a review of existing provision to inform the closure of a number of public conveniences		-	50	(50)	-	25	-	-	-	-	25
Develop and implement a new borough-wide Car Parking Strategy and associated action plan	Project Manager	-	68	(31)	56	7	-	-	-	-	100
	Communications Officer	-	11	(11)	10	-	-	-	-	-	10
	Consultant Support	-	37	(37)	33	-	-	-	-	-	33
	Consultant Support (Car park surveys / database set-up)	-	52	(32)	56	32	-	-	-	-	108
	Technical Support Officers x5	-	-	-	175	(175)	-	-	-	-	-
	Project Delivery	-	120	7	750	-	-	-	-	-	877
Make theatres break even through working with other operators	Independent consultants to market test (establish feasibility / business case)	-	25	(25)	-	25	-	-	-	-	25
	Project management (consultant) of procurement process (if it goes ahead based on 1st stage)	-	-	-	50	-	-	-	-	-	50
Alternative delivery models - identify and prioritise those services that are most likely to yield a significant saving with the 3-year MTES period	General resource	-	-	-	-	-	-	-	-	-	-
	Project Manager	-	180	(143)	50	(50)	-	-	-	-	37
	Cost Consultant	-	-	-	-	90	44	-	-	-	134
	Consultancy - report writing	20	-	-	-	-	-	-	-	-	20
Introduction of discretionary HMO Licensing	New IT system (£25k), required if discretionary regime needs to be introduced (£50k) & on going software maintenance (£20k)	-	75	(75)	-	-	-	-	-	-	-
The project will focus on delivery of the former Civic Site and other key sites achieving capital receipts	Strategic Project Manager	-	19	(19)	75	-	75	-	-	-	150
Introduction of discretionary HMO Licensing	Resource to support the delivery of additional discretionary houses in multiple occupancy(HMO) scheme as detailed in the draft Corporate Plan	-	-	-	50	(50)	-	-	-	-	-

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2019

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Budget (£,000's)	2018/19 Change (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Total (£,000's)
Car Park management processes through IT improvements and staff reductions	Car parking equipment and capital	-		-	350	50		-	-	-	400
Increase Public Parking Charges			-	-	50	(50)		-			
Review Enforcement Contracts				-	50	(50)		-			
Single Person Discount Council Tax Recovery				-	61	(61)		-			
Review Enforcement Contracts	Consultancy support	-		-		50		-	-	-	50
Maximising Income from the Town Hall & Museum	One-off investment - equipment, marketing, consultancy	-		-	41	-		-	-	-	41
<b>Total: Directorate of Economic Growth and Neighbourhoods (DEGNS)</b>		<b>50</b>	<b>1,235</b>	<b>(856)</b>	<b>2,230</b>	<b>165</b>	<b>75</b>	<b>44</b>	<b>-</b>	<b>-</b>	<b>2,943</b>
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	Managing Change - unallocated funding	-	(494)	494	(1,864)	1,864	1,497	(1,189)	-	308	616
<b>Total: Unallocated / Contingency</b>		<b>-</b>	<b>(494)</b>	<b>494</b>	<b>(1,864)</b>	<b>1,864</b>	<b>1,497</b>	<b>(1,189)</b>	<b>-</b>	<b>308</b>	<b>616</b>
Maximise contributions through NNDR (business rates)	Consultancy support	-		-		19		-	-	-	19
New Customer Service Model	Senior Project Manager x2, Business Analyst and Project Support	-		-		120	245	-	125		490
Food Waste	Project Manager, Project Admin, consultancy, marketing and communications	-		-		110	260	-	-		370
New Customer Service Model	Pilot Thoughtonomy - Robotic Process Automation. Training, Virtual workers and Develop role	-		-		55	108	-	102		265
<b>Total: New Projects</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>304</b>	<b>613</b>	<b>-</b>	<b>227</b>	<b>-</b>	<b>1,144</b>
<b>Total: All Projects</b>		<b>1,319</b>	<b>5,911</b>	<b>(2,729)</b>	<b>4,234</b>	<b>2,836</b>	<b>2,112</b>	<b>(792)</b>	<b>-</b>	<b>685</b>	<b>13,576</b>
<b>Adjusted Budget after Change</b>		<b>1,319</b>		<b>3,182</b>		<b>7,070</b>		<b>1,320</b>		<b>685</b>	

Key:  2019/20 Onwards Proposal Fully Removed

2019/20 Onwards New Proposals



## Proposed Fees and Charges from 1st April 2020 - Directorate of Adults Care and Health Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>LEARNING DISABILITY SERVICES</b>						
Whitley Wood Hostel - Respite (External)	Weekday - 1:1 Bed	Night	£543.61		£10.66	2%
	Weekday - 1:4 Bed	Night	£246.08		£4.83	2%
	Weekend - 1:1 Bed	Night	£658.05		£12.90	2%
	Weekend - 1:4 Bed	Night	£297.59		£5.83	2%
Whitley Wood Hostel - Respite (Internal)	Weekday - 1:1 Bed	Night	£446.25		£8.75	2%
	Weekday - 1:4 Bed	Night	£196.04		£3.84	2%
	Weekend - 1:1 Bed	Night	£543.71		£10.66	2%
	Weekend - 1:4 Bed	Night	£340.22		£6.67	2%
Day Services (External)	1:6 Service	Day	£62.99		£1.24	2%
	1:4 Service	Day	£80.12		£1.57	2%
	1:2 Service	Day	£125.92		£2.47	2%
	1:1 Service	Day	£217.46		£4.26	2%
Day Services (Internal)	1:4 Service	Day	£57.94		£1.14	2%
	1:2 Service	Day	£95.32		£1.87	2%
	1:1 Service	Day	£170.09		£3.34	2%
<b>OLDER PEOPLE SERVICES</b>						
Non-Reading Borough Council Resident		Day	£44.78		£0.88	2%
Day Centre Meals		Meal	£4.59	£5.51	£0.09	2%
Home Care Services	Use of Reading Borough Council services after reablement period	Hour	£18.78		£0.37	2%
	Use of Reading Borough Council services after reablement period Rate 2	Hour	£38.30		£0.75	2%
<b>OTHER CHARGES</b>						
Self Funder	Set up charge	Once	£300.00		£0.00	0%
	Annual Fee	Year	£250.00		£0.00	0%
Deferred Payment Agreement (DPA)	Set-up Fees (excluding Land Registry fees, property valuation fees if required, cost of specialist legal/financial advice if required, which are recharged at actual cost to the Council on a case by case basis).	Once	£400.00		£0.00	0%
	Admin set up Fee (Other administrative set-up costs)	Once	£151.70		£0.00	0%
Deferred Payment Agreement (DPA) & Interim Funding Arrangement	Annual Fee (excluding property valuation fees, Land Registry fees, cost of specialist legal/financial advice which are recharged at actual cost to the Council on a case by case basis if required).	Year	£242.90		£0.00	0%

## Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>CONCESSIONARY FARES</b>						
Concessionary Fares Replacement Pass	Market Rate	Each	£10.21	£12.25	£0.21	2%
Car Park Charge at Mere oak Park & Ride Site	Concession Rate	Each	£0.83	£1.00	£0.00	0%
Greenwave Park & Ride Bus Ticket - Return	Concession Rate	Each	£4.50		£0.00	0%
Access Fee for the Reading Transport Model	Market Rate	Each	£425.00	£510.00	£8.33	2%
<b>PARKS</b>						
Mooring	Standard	24 hrs	£7.92	£9.50	£0.00	0%
	Standard	up to 4hrs	£3.33	£4.00	£0.00	0%
Allotments	Site Category A Standard	Per year Per 25 sqm	£7.60		£0.24	3%
	Site Category A Concession	Per year Per 25 sqm	£6.85		£0.22	3%
	Site Category B Standard	Per year Per 25 sqm	£5.70		£0.19	3%
	Site Category B Concession	Per year Per 25 sqm	£5.20		£0.16	3%
	Site Category C Standard	Per year Per 25 sqm	£3.80		£0.12	3%
	Site Category C Concession	Per year Per 25 sqm	£3.45		£0.10	3%
	Start Up Fees Standard	Each	£34.90		£1.00	3%
	Start Up Fees Your Reading Passport General	Each	£27.10		£0.80	3%
	Start Up Fees Your Reading Passport Concession	Each	£8.75		£0.25	3%
	Shed Rental	Each	£14.10		£0.40	3%
Chickens	Per year Per 25 sqm	£14.10		£0.40	3%	
<b>HIGHWAYS</b>						
Drainage Works	Rodding - Daytime	Each				
	Rodding - Out of Hours	Each				
	Jetting - Daytime	Each				
	Jetting - Out of Hours	Each				
	Cesspools & Septic Tanks	per 1000 gallons				
	CCTV Surveys	Each				
	Recovery of property from gullies	Each				
Out of Hours Call Out	Fixed fee for standby and vehicle costs	Per call out				
Accident Reclaims	Administration Fee	Each				
	Inspectors Visit	Each				
Administration Charges	Reproduction of Agreements	Each				
	Reproduction of plan	Each				
Footway Crossings	Application Fee	Each				
	Inspectors Visit And Measure Up	Each				
	Site supervision and quality control (min 2 visits)	Each				

Price on Application

## Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>HIGHWAYS</b>						
Solicitor Enquiries	Map Reproduction	first plan	£52.08	£62.50	£1.08	2%
	Map Reproduction	Each additional plan	£23.50	£28.20	£0.50	2%
	Supervision Of Works (Project <£250k)	cost of works	Price on Application			
	Design Check & Admin (Project <£250k)	cost of works				
	Supervision Of Works (Project >£250k)	cost of works				
	Design Check & Admin (Project >£250k)	cost of works				
A-Boards	Application fee	Each	£110.00	£132.00	£49.00	80%
	Annual Licence fee	Each	£80.00	£96.00	£29.00	57%
	Recovery of A board from store	Each	£57.50	£69.00	£1.50	3%
Miscellaneous Income	Scaffold / Hoarding Licence Fee	Up to 4 weeks	£196.00	£235.20	£4.00	2%
		Further period of up to 4 weeks.	£130.50	£156.60	£5.10	4%
	Stopping up of the public highway	Each	£800.00	£960.00	£18.50	2%
	S171 Licence (e.g. works on highway or store building material on the highway)	Up to 4 weeks	£415.00	£498.00	£9.00	2%
		each additional week or part week	£26.00	£31.20	£0.50	2%
	S142 Licence to plant on highway	Each	£196.00	£235.20	£4.00	2%
	Consenting on ordinary waterCourse	Each	£52.00	£62.40	£1.00	2%
	Swapouts	Each	£389.00	£466.80	£8.00	2%
	Application fee for access protection markings to existing footway crossings	Each	Price on Application			
	Provision of new access protection marking up to 5m long	Each				
	Provision of new access protection marking each additional metre over 5m	Metre				
	Refreshing access protection marking up to 5m long	Each				
	Refreshing access protection marking each additional metre	Metre				
Access control/Key for lockable bollard fee	Each					

## Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>STREETCARE</b>						
Special Collections	Collection of 3 Items	Each	£50.00		£1.50	3%
	Your Reading Passport Concession	Each	£37.50		£1.20	3%
	Each additional item	Each	£8.00		New Fee - April 2020	
	Fridge freezers - Domestic fridge/freezer (tall)	Each	£48.00		£1.60	3%
	Your Reading Passport Concession	Each	£36.00		£1.20	3%
	Cancellation charge (less than 3 days before collection)	Each	£11.20		£0.20	2%
	- Half load	1/2 load	Price on Application			
- Full load	1 Load					
Trade Waste	Trade General sack in multiples of 25	Per 25	Price on Application			
	Trade General sack in multiples of 100	Per 100				
	Trade recycling sack	Each				
Wheeled Bin	240 litre new (plastic) - Domestic residual	Each	£48.50		£1.00	2%
	240 litre replacement - recycling (new developments)	Each	£48.50		£1.00	2%
	240 litre replacement - recycling (Resident)	Each	£0.00		New Fee - April 2020	
	360 litre new (plastic) - Domestic	Each	£71.40		£1.40	2%
	1100 litre (steel) - Trade Waste	Each	Price on Application			
	1100 litre (Plastic) - Trade Waste	Each				
	Bin delivery charge - per bin	Each	£15.30		£0.30	2%
Green Waste	Green Waste Service Bin	Per annum	£60.00		£0.00	0%
	Green Waste Service Bin (Concession)	Per annum	£45.00		£0.00	0%
	Green Waste Service Bag	Per annum	£20.00		£0.00	0%
	Green Waste Service Bag (Concession)	Per annum	£15.00		£0.00	0%
	New/Replacement Green Waste Bin	Each	£38.00		£0.00	0%
	New/Replacement Green Waste Bag	Each	£12.00		£0.00	0%
	Bin delivery charge - per bin	Each	£15.00		£0.00	0%
Skip Licences	Skip permit application and first 2 weeks	Each	£80.00		New Fee - April 2020	
	Skip permit fee for each additional week	Each	£36.00		£1.00	3%
	Labour cost (clean up team) per hour	Each	Price on Application			
	Tipping waste (transportation and disposal cost) per tonne	Each				
	Hazardous Clinical Waste Collections - per property per collection	Each	£7.65		£0.15	2%
Exterior Cleansing and Graffiti Removal	Graffiti removal - call out and first sqm	Each	£76.50	£91.80	£11.50	18%
	Each additional hour of graffiti removal	Each	£76.50	£91.80	New Fee - April 2020	
	Emergency biohazard clearance	minimum per job	Price on Application			
	Machine sweeping	minimum per job + tipping				
	Fly tip removal	minimum per job + tipping				
	+ additional labour	minimum per job				

## Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>HOUSING</b>						
Temporary Accommodation Charges - B&B	One Room	Each	£221.97		£0.00	0%
	Two Room	Each	£297.58		£0.00	0%
Temporary Accommodation charges - New Tenants only Base Rent - non B&B	One Room/One Bedroom	Each	£132.41		£0.00	0%
	Two Bedrooms	Each	£164.19		£0.00	0%
	Three Bedrooms	Each	£194.31		£0.00	0%
Temporary Accommodation charges - New Tenants only Service Charge - non B&B	One Room/One Bedroom	Each	£21.85		£0.00	0%
	Two Bedrooms	Each	£27.51		£0.00	0%
	Three Bedrooms	Each	£27.72		£0.00	0%
Garage Rentals	Various	Each	Increased by CPI plus 1%			
<b>LIBRARIES</b>						
Overdue Charges	Adult Book - daily (to a maximum of £10.00)	Item	£0.28		£0.01	4%
	Children's Book - Daily (to a maximum of £3.00)	Item	£0.11		£0.00	0%
	Children's CD - Story/Teen (to a maximum of £4.00)	Item	£0.10		£0.00	0%
	CD - SINGLE (to a maximum of £12.00)	Item	£0.50		-£0.05	(9%)
	CD - Set (to a maximum of £15.00)	Item	£0.60		£0.05	9%
	DVD (to a maximum of £15.00)	Item	£1.20		£0.00	0%
Hire Charges	Children's CD - Story/Teen	21 Days	£0.00		£0.00	0%
	CD - Single	21 Days	£0.50		£0.00	0%
	CD Set 2-6	21 Days	£2.00		£0.00	0%
	CD Set 7+	21 Days	£3.00		£0.00	0%
	DVD - 1-2	7 Days	£2.50		£0.00	0%
	DVD Set 3-6	7 Days	£4.00		£0.00	0%
	DVD Set 7+	7 Days	£4.00		£0.00	0%
	Children's DVDS	7 Days	£1.00		£0.00	0%
Audio Visual Subscription (unlimited)	per year	£50.00		£0.00	0%	
Children's activity Sessions	Cost recovery fee	Per child	£1.00		£0.00	0%
Note: A 10% discount on the regular Hire charge of these items is given to customers holding a general Your Reading Passport.						
Note: A 50% discount on the regular Hire charge of these items is given to customers holding a concessionary Your Reading Passport.						
Reservations	Not in Stock	Item	£3.00		£0.00	0%
	In stock	Item	£0.60		£0.00	0%
	From the British Library	Item	£9.00		£1.00	13%
	Periodical Articles (+ photocopying charge per sheet)	Item	£9.00		£4.00	80%
Photocopies	A4	per sheet	£0.15		£0.00	0%
	A3	per sheet	£0.30		£0.00	0%
Printing from Public Computers	A4 - Black & White	per sheet	£0.15		£0.00	0%
	A4 - Colour	per sheet	£0.30		£0.00	0%
Replacement Cards	Library Card Replacement or Provision of pin for Library Card	Item	£3.00		£0.00	0%
Reading Groups	Membership fee	per year	£20.00		£0.00	0%
Local Studies Camera Licence		per day	£5.00		£0.00	0%
Local Studies High Res Scanning		per image	£2.00		£0.00	0%
Fee for postal item lost notice		per letter	£1.00		£0.00	0%
Admin fee for lost/damaged stock		per item	£5.00		£0.00	0%

## Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>LIBRARIES</b>						
Overdue Charges	Toy - Small - Daily (To a max of 6.00)	Item	£0.15		£0.00	0%
	Toy - Large - Daily (To a max of 15.00)	Item	£0.40		£0.00	0%
Vocal Sets Service (RBC Residents)	Borrowing from Reading stock	Set	£5.00		£0.00	0%
	Overdue charges	Set	£5.00		£0.00	0%
Vocal Sets Service (Non-RBC Residents)	Borrowing from Reading stock	Set	£10.00		£0.00	0%
Orchestral Set Service	Booking fee	Set	£7.00		£0.00	0%
	Overdue charges	Set	£7.00		£0.00	0%
Drama Sets Service (Non-RBC Residents)	Borrowing from Reading stock	Set	£5.00		£0.00	0%
	Overdue charges	Set	As per Adult Book			
Book Club Service (RBC Residents)	Borrowing from Reading stock	Set	£0.00		£0.00	0%
	Overdue charges	Set	As per Adult Book			
Book Club Service (Non-RBC Residents)	Borrowing from Reading stock	Set	£7.50		£0.00	0%
	Overdue charges	Set	As per Adult Book			
Lost (in print items)	Full cost of replacement + £5 admin fee	Item	Full cost of replacement + £5 admin fee			
Lost (out of print items)	£15 + £5 Admin fee	Item	£20.00		£0.00	0%
Damaged Items	Varies by item	Item	Varies by item			
Withdrawn Stock	Varies by item	Item	Varies by item			
Photocopying (serviced)	A4 black and white	Sheet	£0.50		£0.00	0%
Photocopying (serviced)	A4 colour	Sheet	£0.50		£0.00	0%
	A3 black and white	Sheet	£0.50		£0.00	0%
	Service charge (does not include postage)	Transaction	£6.00		£1.00	20%
Printing from microform	A4 print	Sheet	£1.00		£0.50	100%
	A3 print	Sheet	£1.00		£0.50	100%
Printing from microform (serviced)	A4 print	Sheet	£1.00		£0.00	0%
	A3 print	Sheet	£1.00		£0.00	0%
	Service charge (does not include postage)	Film	£5.00		£0.00	0%
Copies of Local Studies Images	Email	Image	£3.00		£0.00	0%
	Printed - glossy paper	Image	£5.00		£0.00	0%
	Postage	Transaction				
Charges for publication of images						
Research for local history (more than 30 mins)						
Study Carrels	10:00-13:00	Session	£2.00		£0.00	0%
	13:00-closing time (17:00/19:00)	Session	£2.00		£0.00	0%
Library Display Panels		Booking	£6.00		£0.00	0%
Toy Library	Membership childminders/playgroups	Annual	£15.00		£0.00	0%
	Membership parents	Annual	£5.00		£0.00	0%
	Membership schools/nurseries/providers	Annual	£75.00		£0.00	0%
Hire Charges	Toy Small item	Item	£0.50		£0.00	0%
	Toy Large item	Item	£1.50		£0.00	0%
	Toy Large/Very large item	Item	£3.00		£0.00	0%
Libraries - gallery fee	Libraries	fortnight	£50.00		£0.00	0%
Libraries - room hire	Hire of a library space	Per Hour	£25.00		£5.00	25%

## Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>PRIVATE SECTOR HOUSING</b>						
Licence for house in multiple occupancy	Band A Licence Fee (Accredited Landlord)	per application	£690.00		£0.00	0%
	Band B Licence Fee (New HMOs only - proof required)	per application	£770.00		£0.00	0%
	Band C Licence Fee (All other applications)	per application	£1,485.00		£0.00	0%
	Charge per additional sleeping room over 5	per application	£25.00		£0.00	0%
	Band A Renewal Fee	per application	£395.00		£0.00	0%
	Band B Renewal Fee	per application	£475.00		£0.00	0%
	Band C Renewal Fee	per application	£815.00		£0.00	0%
Non Statutory Inspection Charge	Fee HMO inspection, report, drawing up plans and assisting with the completion of the licence application form	up to 6 hours	£456.00	£547.20	£0.00	0%
Non Statutory Inspection Charge	Fee for non statutory inspection to provide advice and a report. Charge for up to 2 hours and does not include drawing up plans or completing HMO licence application	up to 2 hours	£152.00	£182.40	£0.00	0%
Administration Charges	Fee for bounced cheque, copy of notices, copy of HMO licence, landlord information pack , HMO licence register	per transaction	£28.33	£34.00	£0.00	0%
Provision of Factual Statement	Factual Statement	per statement	£313.33	£376.00	£0.00	0%
Reading Rent with Confidence Scheme	inspection of each dwelling	per application	£180.00	£216.00	£0.00	0%
Non Statutory Inspection Charge	Inspection and schedule of works for empty homes	up to 4 hours	£304.00	£364.80	£0.00	0%

## Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>LICENSING</b>						
<b>PREMISES LICENCES</b>						
Gambling - Adult Gaming Centre Premises Licence	new	per licence	£1,391.00		£0.00	0%
	annual fee	per licence	£1,391.00		£0.00	0%
	variation	per licence	£988.00		£0.00	0%
	transfer	per licence	£1,200.00		£0.00	0%
	re-instatement	per licence	£1,000.00		£0.00	0%
	provisional statement	per statement	£1,350.00		£0.00	0%
	provisional statement - holder	per licence	£1,000.00		£0.00	0%
	copy of licence	per licence	£22.00		£0.00	0%
Gambling - Betting Premises licence	notification of change	per licence	£22.00		£0.00	0%
	new	per licence	£1,236.00		£0.00	0%
	annual fee	per licence	£494.00		£0.00	0%
	variation	per licence	£824.00		£0.00	0%
	transfer	per licence	£876.00		£0.00	0%
	re-instatement	per licence	£876.00		£0.00	0%
	provisional statement	per statement	£1,236.00		£0.00	0%
	provisional statement - holder	per licence	£824.00		£0.00	0%
Gambling - Bingo Premises licence	copy of licence	per licence	£22.00		£0.00	0%
	notification of change	per licence	£22.00		£0.00	0%
	new	per licence	£2,287.00		£0.00	0%
	annual fee	per licence	£876.00		£0.00	0%
	variation	per licence	£1,133.00		£0.00	0%
	transfer	per licence	£1,236.00		£0.00	0%
	re-instatement	per licence	£1,236.00		£0.00	0%
	provisional statement	per statement	£2,266.00		£0.00	0%
Gambling - Casino Premises licence	provisional statement - holder	per licence	£1,133.00		£0.00	0%
	copy of licence	per licence	£22.00		£0.00	0%
	notification of change	per licence	£22.00		£0.00	0%
	new	per licence	£1,183.00		£0.00	0%
	annual fee	per licence	£1,442.00		£0.00	0%
	variation	per licence	£1,545.00		£0.00	0%
	transfer	per licence	£1,350.00		£0.00	0%
	re-instatement	per licence	£1,300.00		£0.00	0%
Gambling - Family Entertainment Centre Premises Licence	copy of licence	per licence	£22.00		£0.00	0%
	notification of change	per licence	£22.00		£0.00	0%
	new	per licence	£1,751.00		£0.00	0%
	annual fee	per licence	£773.00		£0.00	0%
	variation	per licence	£876.00		£0.00	0%
	transfer	per licence	£876.00		£0.00	0%
	re-instatement	per licence	£876.00		£0.00	0%
	provisional statement	per statement	£1,854.00		£0.00	0%
	provisional statement - holder	per licence	£824.00		£0.00	0%
	copy of licence	per statement	£22.00		£0.00	0%
	notification of change	per statement	£22.00		£0.00	0%



## Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>LICENSING</b>						
Gambling - Track premises licence	new	per statement	£1,751.00		£0.00	0%
	annual fee	per statement	£1,030.00		£0.00	0%
	variation	per statement	£876.00		£0.00	0%
	transfer	per licence	£876.00		£0.00	0%
	re-instatement	per licence	£876.00		£0.00	0%
	provisional statement	per statement	£1,854.00		£0.00	0%
	provisional statement - holder	per licence	£824.00		£0.00	0%
	copy of licence	per licence	£22.00		£0.00	0%
	notification of change	per licence	£22.00		£0.00	0%
Sex Shop Licence	Grant/Renewal of Licence	per licence	£1,082.00		£0.00	0%
Sex Entertainment Licence (SEV)	Grant of Licence	per licence	£2,575.00		£0.00	0%
	Renewal of Licence	per licence	£1,947.00		£0.00	0%
	Variation	per licence	£1,011.00		£0.00	0%
	Transfer	per licence	£124.00		£0.00	0%
Film Classification	Film Classification (local film festivals)	per 15 mins or part thereof (of the film)	£15.00		£0.00	0%
Street Trading Outside Town Centre	OUT OF TOWN - Grant/ Renewal (Fast Food)	per stall/per application	£2,421.00		£0.00	0%
	OUT OF TOWN - Grant/Renewal (sandwich/Ice cream/retail food)	per stall/per application	£901.00		£0.00	0%
	OUT OF TOWN - Grant/Renewal (Non Food)	per stall/per application	£464.00		£0.00	0%
	OUT OF TOWN - Occasional (1-8 days per year) with alcohol/food trader up 3m (Trading dates listed on licence)	up to 3 x3 m single trader stall per day	£129.00		£0.00	0%
	OUT OF TOWN - Occasional (1-8 days per year) no alcohol/food trader up 3m (Trading dates listed on licence)	up to 3 x3 m single trader stall per day	£98.00		£0.00	0%
	OUT OF TOWN - Occasional (1-8 days per year) with alcohol/food trader up to 6 m (Trading dates listed on licence)	up to 6 x6 m single trader stall per day	£206.00		£0.00	0%
	OUT OF TOWN - Occasional (1-8 days per year) no alcohol/food trader up to 6 m (Trading dates listed on licence)	up to 6 x6 m single trader stall per day	£144.00		£0.00	0%
	OUT OF TOWN - Occasional (9-14 days per year) (Trading dates listed on licence)	Single trader	£26.00		£0.00	0%
	OUT OF TOWN - Occasional (15-45 days per year) (Trading dates listed on licence)	Single trader	£15.00		£0.00	0%
	OUT OF TOWN - Occasional (46-60 days per year) (Trading dates listed on licence)	Single trader	£8.00		£0.00	0%

## Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>LICENSING</b>						
Street Trading Town Centre	Town Centre - Grant/ Renewal (Broad Street)	per stall	£6,129.00		£0.00	0%
	Town Centre - Grant/ Renewal (Bridge Street)	per stall	£6,129.00		£0.00	0%
	Town Centre - Grant/ Renewal (Reading Station)	per stall	£6,129.00		£0.00	0%
	Town Centre - Market not under charter 1-14 days per yr	up to 3 x3 m single trader stall per day	£12.00		£0.00	0%
	Town Centre - Market not under charter 15-60 days per yr	up to 3 x3 m single trader stall per day	£4.00		£0.00	0%
	Town Centre - Market not under charter 1-14 days per yr	>over3x3m single trader stall per day	£15.00		£0.00	0%
	Town Centre - Market not under charter 15-60 days per yr	>over3x3m single trader stall per day	£6.00		£0.00	0%
	All Street Traders - Variation	per stall	£247.00		£0.00	0%
	All Street Traders - Additional Street Trading Assistant	per assistant	£15.00		£0.00	0%
	All Street Traders - fee for paying by direct debit - no other instalment system allowed	per application	£52.00		£0.00	0%
Scrap Metal	Site Licence - new/renewal	per 3 year licence	£876.00		£0.00	0%
	Collectors Licence -new/renewal	per 3 year licence	£577.00		£0.00	0%
	Variation of Site Licence /Collectors Licence	per licence	£260.00		£0.00	0%
	Simple Variation (ie. admin changes) for site Licence or Collector	per licence	£76.00		£0.00	0%
	Replacement Licence or badge for collector	per licence	£15.00		£0.00	0%
Pavement Café	Town Centre/Out of Town - Initial Charge	per annum	£268.00		£0.00	0%
	Town Centre - Plus payment per table	per annum	£77.00		£0.00	0%
	Out of Town - Plus payment per table	per annum	£39.00		£0.00	0%
Caravan Site Licence	Grant	per site	£714.00		£0.00	0%
	Transfer	per site	£328.00		£0.00	0%
	Variation	per site	£489.00		£0.00	0%
	Annual Fee (less than 10 units)	per site	£258.00		£0.00	0%
	Annual fee (less than 30 units)	per site	£288.00		£0.00	0%
	Annual fee (more than 30 Units)	per site	£1,298.00		£980.00	308%
	copies of site licence	per site	£15.00		£0.00	0%
Other Fees	Check & Submit Service	Each	£98.00		£0.00	0%
	Pre-application advice and site visit	Each	£157.00		£0.00	0%
	DBS Standard	per person	£32.00		£0.00	0%
	Door Safe log Book	per book	£15.00		£0.00	0%

## Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>LICENSING</b>						
<b>TRANSPORT LICENCES</b>						
Hackney Carriage	Hackney carriage Vehicle grant or renewal	per operator	£360.00	£400.00	-£40.00	(10%)
	3 Year Hackney carriage driver new/ renewal (not including disclosure fee)	per operator	£328.00	£328.00	£0.00	0%
Private Hire Operators - 1 Year Grant	Each additional applicant	per operator	£245.00		£0.00	0%
	1 -3 Vehicles	per operator	£806.00		£0.00	0%
	4-10 Vehicles	per operator	£1,292.00		£0.00	0%
	11-40 Vehicles	per operator	£2,572.00		£0.00	0%
	41-100 Vehicles	per operator	£4,314.00		£0.00	0%
	101+ Vehicles	per operator	£5,181.00		£0.00	0%
Private Hire Operators - 1 Year Renewal	Each additional applicant	per operator	£185.00		£0.00	0%
	1 -3 Vehicles	per operator	£561.00		£0.00	0%
	4-10 Vehicles	per operator	£892.00		£0.00	0%
	11-40 Vehicles	per operator	£1,977.00		£0.00	0%
	41-100 Vehicles	per operator	£3,583.00		£0.00	0%
Private Hire Operators - 5 Year Grant	Each additional applicant	per operator	£245.00		£0.00	0%
	1 -3 Vehicles	per operator	£2,125.00		£0.00	0%
	4-10 Vehicles	per operator	£3,150.00		£0.00	0%
	11-40 Vehicles	per operator	£8,020.00		£0.00	0%
	41-100 Vehicles	per operator	£15,241.00		£0.00	0%
Private Hire Operators - 5 Year Renewal	Each additional applicant	per operator	£185.00		£0.00	0%
	1 -3 Vehicles	per operator	£2,065.00		£0.00	0%
	4-10 Vehicles	per operator	£3,092.00		£0.00	0%
	11-40 Vehicles	per operator	£7,917.00		£0.00	0%
	41-100 Vehicles	per operator	£15,191.00		£0.00	0%
Private Hire Vehicle and Driver	Private Hire Vehicle grant or renewal	per application	£315.00		£8.00	3%
	Executive vehicle grant or renewal	per application	£352.00		£9.00	3%
	3 Year driver new/renewal (not including disclosure fee)	per application	£319.00		£0.00	0%
	School Transport	per application	£100.00		£2.00	2%
	3 year ST driver grant/renewal (not incl disclosure fee)	per application	£240.00		£0.00	0%
School Transport - 1 Year Grant	Each additional applicant	per operator	£245.00		£0.00	0%
	1 -3 Vehicles	per operator	£445.00		£0.00	0%
	4-10 Vehicles	per operator	£836.00		£0.00	0%
	11-40 Vehicles	per operator	£1,727.00		£0.00	0%
	41-100 Vehicles	per operator	£2,251.00		£0.00	0%
School Transport - 1 Year Renewal	Each additional applicant	per operator	£145.00		£0.00	0%
	1 -3 Vehicles	per operator	£345.00		£0.00	0%
	4-10 Vehicles	per operator	£570.00		£0.00	0%
	11-40 Vehicles	per operator	£1,132.00		£0.00	0%
	41-100 Vehicles	per operator	£1,513.00		£0.00	0%
School Transport - 5 Year Grant	Each additional applicant	per operator	£245.00		£0.00	0%
	1 -3 Vehicles	per operator	£1,245.00		£0.00	0%
	4-10 Vehicles	per operator	£2,324.00		£0.00	0%
	11-40 Vehicles	per operator	£4,955.00		£0.00	0%
	41-100 Vehicles	per operator	£6,763.00		£0.00	0%
School Transport - 5 Year Renewal	Each additional applicant	per operator	£245.00		£0.00	0%
	1 -3 Vehicles	per operator	£1,245.00		£0.00	0%
	4-10 Vehicles	per operator	£2,324.00		£0.00	0%
	11-40 Vehicles	per operator	£4,955.00		£0.00	0%
	41-100 Vehicles	per operator	£6,763.00		£0.00	0%

## Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>LICENSING</b>						
<b>TRANSPORT LICENCES</b>						
School Transport - 5 Year Renewal	Each additional applicant	per operator	£145.00		£0.00	0%
	1 -3 Vehicles	per operator	£1,145.00		£0.00	0%
	4-10 Vehicles	per operator	£2,058.00		£0.00	0%
	11-40 Vehicles	per operator	£4,620.00		£0.00	0%
	41-100 Vehicles	per operator	£6,333.00		£0.00	0%
	101+ Vehicles	per operator	£9,890.00		£0.00	0%
Other Charges - Vehicle	Vehicle Transfer of ownership -(admin only + issue licence)	per application	£48.00		£0.00	0%
	Replace vehicle plate (4 new tags+plate+30 mins)	per vehicle	£58.00		£0.00	0%
	temporary replacement Hackney Carriage or Private Hire Vehicle Plate	per application	£47.00		£0.00	0%
	HC Taxi livery design + 1 vehicle	per application	£136.00		£0.00	0%
	HC Livery - Additional vehicle check	per vehicle	£38.00		£0.00	0%
	HC Taxi livery renewal +1 vehicle	per application	£89.00		£0.00	0%
	<3 YEAR COMPLIANCE TEST - PH, EXEC, HC OR ST	per application	£35.00		£0.00	0%
	AGED VEHICLE CHECK - PH, ST or Executive Vehicles over age 10 years +	per vehicle	£35.00		£0.00	0%
	ULEV VEHICLE	per vehicle	25% of Standard fee for a HC, PH, EXEC, ST vehicle as appropriate			
	100% ELECTRIC VEHICLE	per vehicle	50% of Standard fee for a HC, PH, EXEC, ST vehicle as appropriate			
	Other Charges - Driver	Driver knowledge test	per driver	£43.00		£0.00
Rescheduled new driver interview/ (no shows)		per driver	£15.00		£0.00	0%
Change of Application HC to PH or PH to HC		per application	£33.00		£0.00	0%
Replacement badge or licence (incl change of address)		per driver	£15.00		£0.00	0%
Basic DBS (PHO, STO)		per	£34.40		£0.00	0%
DBS Enhanced (HC, PH, ST driver)		per driver	£52.40		£2.40	5%
Driver - Visa Expiry (2 Badges, 1 cert+admin fee)		per driver	£77.00		£0.00	0%
Other Charges - Operator	Operator logbook	Per logbook	£3.50		£0.00	0%
	Admin charge + copy of the licence	per operator	£48.00		£0.00	0%
	Copy of the licence	Per Operator	£15.00		£0.00	0%
Other Charges - General	Bounced Cheque	Each	£33.00		£0.00	0%
	Admin Charge	Each	£33.00		£0.00	0%
	Factual Statement	Each	£140.00		£0.00	0%
	Check and submit taxi application form	Each	£98.00		£0.00	0%

## Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>FOOD &amp; SAFETY</b>						
Courses	Level 2 Food Safety & Hygiene Course (One day)	per candidate	£72.00		£0.00	0%
	Level 2 Food Safety in Catering Exam- re-sit fee	per candidate	£41.00		£0.00	0%
	Level 2 Food Safety - replacement certificate	Each	£84.00		£0.00	0%
	Level 2 Food Safety & Hygiene Course - on clients premises	Each	£803.00		£0.00	0%
	Level 2 Food Safety & Hygiene Course - on clients premises	Each	£1,044.00		£0.00	0%
	Additional candidates for level 2 Course on clients premises	Each	£80.00		£0.00	0%
	Level 3 Supervising food hygiene & safety (min 6 candidates)	Each	£324.00		£0.00	0%
	Level 3 Supervising food hygiene & safety (2 or more candidates)	Each	£292.00		£0.00	0%
	Level 3 Supervising food hygiene & safety (up to 10 candidates)	Each	£2,575.00		£0.00	0%
	Preparation & delivery of bespoke Training	Each	£148.00		£0.00	0%
	Food Hygiene Visits	Fee for missed Food Hygiene premises inspection visit where appointment made	Each	£37.00	£44.40	£0.00
Food Hygiene Rating Scheme re-inspection		Each	£170.00	£204.00	£0.00	0%
Food Hygiene Miscellaneous	Fishery Product Inspections per tonne (set by statute) - 1 Euro/ £0.90	Each	£0.90		£0.00	0%
	Approved Cold Store inspection per hour per Officer	Each	£78.00		£0.00	0%
	Export Food Certificate + additional fee based on hourly rate for food inspection	Each	£165.00		£0.00	0%
	Fridge/Freezer thermometer	Each	£3.00		£0.00	0%
	Condemned Food Certificate	Each	£138.00		£0.00	0%
	Administration Fee/Cancellation Fee	Each	£33.00		£0.00	0%
	Factual Statement to solicitors & others	Each	£157.00		£0.00	0%
Special treatments	Additional documents	Each	£103.00		£0.00	0%
	Single treatment Premises (premises +1 operator) One Off payment. (Fee for each treatment - cosmetic piercing, tattooist, acupuncture, electrolysis, cosmetic micro pigmentation)	per premises +1 operator	£268.00		£0.00	0%
	Single treatment Operator (Fee for each treatment - cosmetic piercing, tattooist, acupuncture, electrolysis, cosmetic micro pigmentation)	per operator - One Off payment	£46.00		£0.00	0%
	Special Treatment Operator/premises Replacement Certificate (no changes)	per certificate	£31.00		£0.00	0%
Safety at Sports Ground	Issue of Safety of Sports Grounds Safety Certificate/amendment to safety certificate/issue of Special Safety Certificate + newspaper advert cost + additional fee for risk based system checks. Fee invoiced quarterly.	certificate	£206.00	£247.20	£0.00	0%

## Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>PRIMARY AUTHORITY AND BUSINESS ADVICE</b>						
Primary Authority Business Advice	Commercial property search		£74.00		£0.00	0%
	Mini Primary Authority fee / minimum annual PA fee	less than 3 hours advice per year	£500.00		£0.00	0%
	Medi Primary Authority Fee	less than 25 hours advice per year	£1,700.00		£0.00	0%
	Pay as You Go standing charge (PAYG)	per profession	£1,500.00		£0.00	0%
	Primary Authority Advice (Admin Officer)	per hour	£64.00		£0.00	0%
	Primary Authority Partnership advice (EHO, TSO, Lice Officer)	per hour	£72.00		£0.00	0%
	Primary Authority Set up fee	per business	£250.00		£0.00	0%
	Additional Services outside RBC (ie Wales, Fire)	per service	£145.00		£0.00	0%
	Emergency Primary Authority Advice	per hour	£120.00		£0.00	0%
Business Advice - Regulation Services	Start Up advisory /Reg Services Health Check (Option 2)	per premises	£152.00		£0.00	0%
	Bespoke Service (Option 3) then hourly rate	per business	£800.00		£0.00	0%
Business Advice	Outside a Primary Authority Partnership	per hour	£76.00		£0.00	0%
<b>TRADING STANDARDS &amp; Coroners</b>						
Petroleum Spirits (set by statute)	Up to 2500 litres	per licence	£44.00		£0.00	0%
	2500-50,000 litres	per licence	£60.00		£0.00	0%
	Over 50,000 litres	per licence	£125.00		£0.00	0%
	Transfer of Licence	per licence	£8.00		£0.00	0%
	Petroleum Search	per search	£74.00		£0.00	0%
Weights and Measures Verification Fees	Technical Officer Hourly Rate	Per Hour	£36.74		£0.00	0%
	Weights and Measures Inspector Hourly Rate	Per Hour	£61.32		£0.00	0%
Explosives (Set by statute)	Licence to store explosives no min separation					
	1 year	per Licence	£109.00		£0.00	0%
	2 year	per Licence	£141.00		£0.00	0%
	3 Year	per Licence	£173.00		£0.00	0%
	4 Year	per Licence	£206.00		£0.00	0%
	5 Year	per Licence	£238.00		£0.00	0%
	Renewal to store explosives no minimum separation					
	1 Year	per Licence	£54.00		£0.00	0%
	2 Year	per Licence	£86.00		£0.00	0%
	3 Year	per Licence	£120.00		£0.00	0%
	4 Year	per Licence	£152.00		£0.00	0%
	5 Year	per Licence	£185.00		£0.00	0%
	Licence to store explosives with min separation					
	1 Year	per Licence	£185.00		£0.00	0%
	2 Year	per Licence	£243.00		£0.00	0%
	3 Year	per Licence	£304.00		£0.00	0%
	4 Year	per Licence	£374.00		£0.00	0%
	5 Year	per Licence	£423.00		£0.00	0%
	Renewal to store explosives with minimum separation					
	1 Year	per Licence	£86.00		£0.00	0%
2 Year	per Licence	£147.00		£0.00	0%	
3 Year	per Licence	£206.00		£0.00	0%	
4 Year	per Licence	£266.00		£0.00	0%	
5 Year	per Licence	£326.00		£0.00	0%	
Variation/Transfer/Replacement	per Licence	£36.00		£0.00	0%	
Year round to sell fireworks	per Licence	£500.00		£0.00	0%	
Courses British Institute of Inn keeping Awarding Body Courses		per person	£75.00		£0.00	0%

## Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>TRADING STANDARDS &amp; Coroners</b>						
Coroner (Set by Statute)	Paper copy of document under 10 pages	First 10	£5.00		£0.00	0%
	Additional pages	Each	£0.50		£0.00	0%
	Document other than email or paper	Each	£5.00		£0.00	0%
	Inquest transcript of not more than 360 words	Each	£6.20		£0.00	0%
	for a copy of 361 to 1440 words	Each	£13.10		£0.00	0%
	for a of the first 1440 of a document exceeding 1440 words	Each	£13.10		£0.00	0%
	for each 72 words after the first 1440 words or part thereof	Each	£0.70		£0.00	0%
<b>ENVIRONMENTAL PROTECTION</b>						
Environmental Protection & Nuisance Team	Contaminated Land/Environmental Information Request (Residents)	per hour	£42.92	£51.50	£0.00	0%
	Contaminated Land/Environmental Information Request (Commercial)	per hour	£61.83	£74.20	£0.00	0%
	Sound check consultancy	per hour	£61.83	£74.20	£0.00	0%
	Officer charge	per hour	£61.83	£74.20	£0.00	0%
Dog Warden	Statutory Stray Fee	Each	£25.00		£0.00	0%
	Dog picked up but not kennelled	Each	£62.00		£10.50	20%
	Up to One day in Kennels	Period	£153.00		£39.67	35%
	Up to two days in kennels	Period	£176.00		£43.50	33%
	Up to three days in kennels	Period	£199.00		£48.00	32%
	Up to four days in kennels	Period	£222.00		£52.00	31%
	Up to five days in kennels	Period	£245.00		£56.17	30%
	Up to six days in kennels	Period	£268.00		£60.25	29%
	Up to seven days in kennels	Period	£291.00		£64.33	28%
	Up to eight days in kennels	Period	£314.00		£68.50	28%
	Additional days over 8	Each	£18.92	£22.70	£0.00	0%
		Veterinary fees will be charged on a cost basis	Fee	At cost		
Animal Establishments	Animal Boarding annual licence (exclusive of vets' fees) Catteries and Kennels	Per Licence	£350.00	£420.00	£0.00	0%
	Pet Shop small annual licence (exclusive of vets' fees)	Per Licence	£168.33	£202.00	£0.00	0%
	Pet Shop large (exclusive of vets' fees) - more than 75m2	Per Licence	£473.00	£567.60	£0.00	0%
	Pet shop/boarding/breeding licence amendment	Per Licence	£99.75	£119.70	£0.00	0%
	small home boarder (annual fee)	Per Licence	£91.50	£109.80	£0.00	0%
	medium home boarder (annual fee)	Per Licence	£121.92	£146.30	£0.00	0%
	larger home boarder (annual fee)	Per Licence	£195.67	£234.80	£0.00	0%
	small home boarder (min fee)	Per Licence	£51.92	£62.30	£0.00	0%
	medium home boarder (min fee)	Per Licence	£69.25	£83.10	£0.00	0%
	larger home boarder (min fee)	Per Licence	£109.58	£131.50	£0.00	0%
	small home boarder (Pro rata fee)	Per Licence	£7.42	£8.90	£0.00	0%
	medium home boarder (pro rata fee)	Per Licence	£9.92	£11.90	£0.00	0%
	larger home boarder (pro rata fee)	Per Licence	£15.67	£18.80	£0.00	0%
	small home boarder (late payment fee)	Per Licence	£105.50	£126.60	£0.00	0%
	medium home boarder (late payment fee)	Per Licence	£139.25	£167.10	£0.00	0%
	larger home boarder (late payment fee)	Per Licence	£205.17	£246.20	£0.00	0%
	Animal Breeding Establishments (exclusive of vets' fees)	Per Licence	£288.42	£346.10	£0.00	0%
	Horse Riding Establishment Licence	Per Licence	£335.42	£402.50	£0.00	0%
	Dangerous Wild Animals Licence or Zoo Licence	Per Licence	£370.83	£445.00	£0.00	0%
	Performing Animals Registration	Per Licence	£463.50	£556.20	£0.00	0%
Performing Animals Licence	Per Animal Licence	£41.17	£49.40	£0.00	0%	

## Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %	
<b>LOCAL AIR POLLUTION PREVENTION AND CONTROL (LAPPC)</b>							
Annual Subsistence Charge	Standard process Low	per Licence	£772.00	£772.00	£0.00	0%	
	Standard process Medium	per Licence	£1,161.00	£1,161.00	£0.00	0%	
	Standard process High	per Licence	£1,747.00	£1,747.00	£0.00	0%	
	Permit for Vapour Recovery Part I and Dry Cleaners L	per Licence	£79.00	£79.00	£0.00	0%	
	Permit for Vapour Recovery Part I and Dry Cleaners M	per Licence	£158.00	£158.00	£0.00	0%	
	Permit for Vapour Recovery Part I and Dry Cleaners H	per Licence	£237.00	£237.00	£0.00	0%	
	Permit for Vapour Recovery Part I & II combined L	per Licence	£113.00	£113.00	£0.00	0%	
	Permit for Vapour Recovery Part I & II combined M	per Licence	£226.00	£226.00	£0.00	0%	
	Permit for Vapour Recovery Part I & II combined H	per Licence	£341.00	£341.00	£0.00	0%	
	Vapour Recovery and other Reduced Fees L	per Licence	£228.00	£228.00	£0.00	0%	
	Vapour Recovery and other Reduced Fees M	per Licence	£365.00	£365.00	£0.00	0%	
	Vapour Recovery and other Reduced Fees H	per Licence	£548.00	£548.00	£0.00	0%	
	<b>PLANNING</b>						
<b>PLANNING - PRE APPLICATION FEES</b>							
Level 1	Householders advice on house extensions	Each	£145.00	£174.00	-£12.30	(8%)	
	Follow up Meetings	Each	£85.00	£102.00	-£5.75	(6%)	
	Small business and developers: advice on building works and change of use where the floor area involved is up to 200sqm.	Each	£145.00	£174.00	£0.00	0%	
	Follow up Meetings	Each	£85.00	£102.00	£0.00	0%	
	Proposals for community uses - (Free of charge for up to 200sqm)	Each	£145.00	£174.00	£0.00	0%	
	Follow up Meetings	Each	£85.00	£102.00	£0.00	0%	
	Advertisements	Each	£250.00	£300.00	£0.00	0%	
	Follow up Meetings	Each	£90.00	£108.00	£5.00	6%	
	Telecommunication installations	Each	£150.00	£180.00	£5.00	3%	
	Follow up Meetings	Each	£90.00	£108.00	£5.00	6%	
	Listed Building consent /conservation area consent.	Each	£145.00	£174.00	£0.00	0%	
	Follow up Meetings	Each	£90.00	£108.00	£5.00	6%	
	Trees and Landscaping	Each	£145.00	£174.00	£0.00	0%	
	Follow up Meetings	Each	£90.00	£108.00	£5.00	6%	
	Works to trees covered by tree preservation orders.	Each	£145.00	£174.00	£0.00	0%	
	Follow up Meetings	Each	£90.00	£108.00	£5.00	6%	
	Level 2	201 - 499sqm	Each	£360.00	£420.00	£10.00	3%
500 - 1000sqm		Each	£670.00	£804.00	£10.00	2%	
Business, commercial or other development of 201 sqm to 1000 or up to 19 dwellings.		1 - 3 dwellings	Each	£360.00	£420.00	£10.00	3%
		4 - 9 dwellings	Each	£510.00	£612.00	£10.00	2%
		10 - 15 dwellings	Each	£835.00	£1,002.00	£10.00	1%
		15 - 19 dwellings	Each	£1,100.00	£1,320.00	£100.00	10%
One Meeting included in above fee, additional Meetings charged by hour.	Each	£115.00	£138.00	£5.00	5%		
Level 3	Introductory Meeting fee	Each	£230.00	£276.00	£10.00	5%	
Development > 1,001 sqm or 20+ dwellings or other proposals	Additional Meetings and advice thereafter by negotiation.	Each	By negotiation				
Responses to Enquiries Involving Research	e.g. enquiries about legal status of land or property, enforcement notices, planning history, etc., by negotiation based on an estimate of the time needed.	Each	By negotiation based on an estimate of the time needed				



## Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>PLANNING ADMINISTRATION CHARGES</b>						
Planning History Search	Where more complicated or several addresses	per application	£25.00		£2.08	9%
Copies of Section 106 Agreements	per agreement	per application	£25.00		£2.08	9%
Copies of Planning Decision Notices	A list given of decision notices required	per application	£12.50		£1.67	15%
	One decision notice from Microfiche slide	per application	£12.50		£1.67	15%
	One decision notice from Microfiche slide plus plans (all on One slide)	per application	£25.00		£2.08	9%
	Scanning more than One slide	per application	£25.00		£2.08	9%
	Plans and documents for an application that need redacting	per application	£12.50		£1.67	15%
Enquiries for evidence that conditions have been discharged (statutory Fee)	Householders	per application	£34.00		-£3.40	(9%)
	All others	per application	£116.00		-£11.60	(9%)
S106 and Community Infrastructure Levy obligation enquiries		per application	£25.00		£2.10	9%
Returning Invalid	Refunds processed and advice given	per application	10% - 20%			
Tree Preservation Order Documents		per application	£25.00		£2.08	9%
<b>PUBLIC CONVENIENCES</b>						
	charge for entry to automated toilets	Each	£0.40		£0.00	0%
<b>COMMUNITY SAFETY</b>						
Town Safe Radio Membership daytime		Annual membership	£450.00	£540.00	£0.00	0%
Town Safe Associate member		Annual membership	£225.00	£270.00	£0.00	0%
Town Safe External member		Annual membership	£250.00	£300.00	£0.00	0%
Town Safe Night-time full membership		Annual membership	£400.00	£480.00	£0.00	0%
Internal partners		Annual membership	£250.00	£250.00	£0.00	0%

## Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>Leisure</b>						
<b>Swimming</b>						
Pool	Adult (Peak / Off Peak)	Session	£4.17	£5.00	£0.00	0%
	Adult Your Reading Passport General	Session	£3.67	£4.40	£0.00	0%
	Adult Your Reading Passport Concession	Session	£2.71	£3.25	£0.00	0%
	Adult Your Reading Passport Concession Off Peak	Session	£0.00	£0.00	£0.00	0%
	Junior / Student	Session	£2.50	£3.00	£0.00	0%
	Junior / Student Your Reading Passport General	Session	£2.17	£2.60	£0.00	0%
	Junior / Student Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0%
	Under 3 all pools	Session	£0.00	£0.00	£0.00	0%
	Holiday Swim Activity	Session	£0.83	£1.00	£0.00	0%
	Family Swim Activity	Session	£9.92	£11.90	£0.00	0%
Pool Hire - Sports/community use	Meadway Pool	Per Hour	£70.38	£84.45	£0.00	0%
	South Reading Leisure Centre (Whole Pool)	Per Hour	£70.42	£84.50	£0.00	0%
	South Reading Leisure Centre (Per lane)	Per Hour	£12.50	£15.00	£0.00	0%
Membership Charges	Bronze Gym	per person	£14.17	£17.00	£0.00	0%
	Bronze Gym Your Reading Passport	per person	£13.33	£16.00	£0.00	0%
	Bronze Gym Pathway	per person	£13.33	£16.00	£0.00	0%
	Silver Swim & Gym	per person	£18.75	£22.50	£0.00	0%
	Silver Swim & Gym Your Reading Passport	per person	£17.08	£20.50	£0.00	0%
	Silver Swim & Gym Pathway	per person	£17.08	£20.50	£0.00	0%
	Silver Swim & Class	per person	£18.75	£22.50	£0.00	0%
	Silver Swim & Class Your Reading Passport	per person	£17.08	£20.50	£0.00	0%
	Silver Swim & Class Pathway	per person	£17.08	£20.50	£0.00	0%
	Silver Gym & Class	per person	£18.75	£22.50	£0.00	0%
	Silver Gym & Class Your Reading Passport	per person	£17.08	£20.50	£0.00	0%
	Silver Gym & Class Pathway	per person	£17.08	£20.50	£0.00	0%
	Gold Swim, Gym & Class	per person	£24.17	£29.00	£0.00	0%
	Gold Swim, Gym & Class Your Reading Passport	per person	£22.08	£26.50	£0.00	0%
	Gold Swim, Gym & Class Pathway	per person	£22.08	£26.50	£0.00	0%
	Plat All facilities	per person	£29.17	£35.00	£0.00	0%
	Plat All facilities Your Reading Passport	per person	£26.67	£32.00	£0.00	0%
Plat All facilities Pathway	per person	£26.67	£32.00	£0.00	0%	
Replacement	Single fee	per person	£4.17	£5.00	£0.00	0%
Badminton	Adult	Session	£10.33	£12.40	£0.00	0%
	Adult Your Reading Passport General	Session	£8.83	£10.60	£0.00	0%
	Adult Your Reading Passport Concession	Session	£6.13	£7.35	£0.00	0%
	Adult/Junior weekdays 9.00am - 5.00pm Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0%
	Junior	Session	£5.13	£6.15	£0.00	0%
	Junior Your Reading Passport General	Session	£4.46	£5.35	£0.00	0%
	Junior Your Reading Passport Concession	Session	£3.13	£3.75	£0.00	0%
Table Tennis	Adult	Session	£9.33	£11.20	£0.00	0%
	Adult Your Reading Passport General	Session	£7.17	£8.60	£0.00	0%
	Adult Your Reading Passport Concession	Session	£5.13	£6.15	£0.00	0%
	Adult/Junior weekdays 9.00am - 5.00pm Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0%
	Junior	Session	£4.17	£5.00	£0.00	0%
	Junior Your Reading Passport General	Session	£3.58	£4.30	£0.00	0%
	Junior Your Reading Passport Concession	Session	£2.50	£3.00	£0.00	0%
Squash 40 minutes	Adult	Session	£9.33	£11.20	£0.00	0%
	Adult Your Reading Passport General	Session	£7.17	£8.60	£0.00	0%
	Adult Your Reading Passport Concession	Session	£5.13	£6.15	£0.00	0%
	Adult/Junior weekdays 9.00am - 5.00pm Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0%
	Junior	Session	£4.17	£5.00	£0.00	0%
	Junior Your Reading Passport General	Session	£3.58	£4.30	£0.00	0%
	Junior Your Reading Passport Concession	Session	£2.50	£3.00	£0.00	0%

## Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>Leisure</b>						
Area Hire - Sports community use	Meadway Hall Hire - Sporting booking	Per Hour	£48.08	£57.70	£0.00	0%
	Meadway / South Reading Leisure Centre Hall Hire - Non - Sporting Events	Per Hour	£81.83	£98.20	£0.00	0%
	Meadway Sports 1/2 Hall	Per Hour	£19.21	£23.05	£0.00	0%
	South Reading Leisure Centre Hall Hire	Per Hour	£40.00	£48.00	£0.00	0%
	South Reading Leisure Centre 1/2 Hall	Per Hour	£20.00	£24.00	£0.00	0%
	Meadway Studio Hire	Per Hour	£12.83	£15.40	£0.00	0%
	South Reading Leisure Centre Studio Hire	Per Hour	£29.58	£35.50	£0.00	0%
	Palmer Studio Hire	Per Hour	£29.75	£35.70	£0.00	0%
	Palmer Track/Cycle Hire	Per Hour	£39.17	£47.00	£0.00	0%
	Palmer Stadium Pitch Lights	Per Hour	£259.00	£310.80	£0.00	0%
	Palmer Stadium pitch without lights	Per Match	£171.25	£205.50	£0.00	0%
	Palmer event cycling / Athletics per additional out of hours	Per Match	£76.75	£92.10	£0.00	0%
	Palmer Adult RBC Athletics Meet	Per Hour	£60.08	£72.10	£0.00	0%
	Palmer Junior RBC Athletics Meet	Per Hour	£30.63	£36.75	£0.00	0%
	Palmer Adult Athletics Meet	Per Hour	£65.96	£79.15	£0.00	0%
Palmer Junior Athletics Meet	Per Hour	£34.17	£41.00	£0.00	0%	
Cycling / Athletics	Adult Cycling	Session	£4.92	£5.90	£0.00	0%
	Adult Athletics	Session	£4.92	£5.90	£0.00	0%
	Adult Your Reading Passport General	Session	£4.08	£4.90	£0.00	0%
	Adult Your Reading Passport Concession	Session	£2.71	£3.25	£0.00	0%
	Junior Athletic	Session	£2.25	£2.70	£0.00	0%
	Junior Cycling	Session	£3.08	£3.70	£0.00	0%
	Junior Your Reading Passport General	Session	£2.00	£2.40	£0.00	0%
	Junior Your Reading Passport Concession	Session	£1.46	£1.75	£0.00	0%
	Adult Tuesday & Thursday Cycling	Session	£5.00	£6.00	£0.00	0%
	Junior Tuesday & Thursday Cycling	Session	£2.38	£2.85	£0.00	0%
	Cycle Racing	Session	£3.33	£4.00	£0.00	0%
	Wheelie Fun	Session	£2.58	£3.10	£0.00	0%
	Everybody Active Cycling	Session	£2.92	£3.50	£0.00	0%
	Cycling for health	Session	£2.50	£3.00	£0.00	0%
Cricket - Weekend	Adult One Off Game	Session	£131.08	£157.30	£0.00	0%
	Adult Block 10+ Games	Session	£111.75	£134.10	£0.00	0%
	Junior One Off Game	Session	£65.67	£78.80	£0.00	0%
	Junior Block 10+ Games	Session	£56.08	£67.30	£0.00	0%
Tennis	Adult Standard	Session	£5.13	£6.15	£0.00	0%
	Adult Your Reading Passport General	Session	£4.08	£4.90	£0.00	0%
	Adult Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0%
	Junior Standard	Session	£2.58	£3.10	£0.00	0%
	Junior Your Reading Passport General	Session	£2.17	£2.60	£0.00	0%
	Junior Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0%
Tennis (Artificial-turf)	Adult Standard	Session	£7.33	£8.80	£0.00	0%
	Adult Your Reading Passport General	Session	£5.83	£7.00	£0.00	0%
	Adult Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0%
	Junior Standard	Session	£3.67	£4.40	£0.00	0%
	Junior Your Reading Passport General	Session	£2.92	£3.50	£0.00	0%
	Junior Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0%
Bowls	Adult Standard	Session	£3.92	£4.70	£0.00	0%
	Adult Your Reading Passport General	Session	£2.67	£3.20	£0.00	0%
	Adult Your Reading Passport Concession	Session	£1.96	£2.35	£0.00	0%
	Junior Standard	Session	£1.96	£2.35	£0.00	0%
	Junior Your Reading Passport General	Session	£1.38	£1.65	£0.00	0%
	Junior Your Reading Passport Concession	Session	£1.13	£1.35	£0.00	0%
	Hire of woods and mats	Session	£3.17	£3.80	£0.00	0%

## Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %	
<b>Leisure</b>							
Football	Adult One Off Game Standard	Match	£98.42	£118.10	£0.00	0%	
	Adult Block 10+ Games Standard	Match	£83.83	£100.60	£0.00	0%	
	Adult Block 5+ Teams Standard	Match	£75.13	£90.15	£0.00	0%	
	Senior League discounts	Match	£20.46	£24.55	£0.00	0%	
	Senior League discounts	Match	£15.38	£18.45	£0.01	0%	
	Senior League discounts	Match	£10.25	£12.30	£0.00	0%	
	Junior One Off Game Standard	Match	£53.63	£64.35	£0.01	0%	
	Junior Block 10+ Games Standard	Match	£38.96	£46.75	£0.00	0%	
	Junior Block 5+ Teams standard	Match	£34.04	£40.85	£0.00	0%	
	Mini Soccer per Game	Match	£16.04	£19.25	£0.00	0%	
	Mini Soccer 10+ Games	Match	£13.67	£16.40	£0.00	0%	
	Mini Soccer 5+ Teams	Match	£12.21	£14.65	£0.00	0%	
Australian Rules & Gaelic	One Off	Match	£88.00	£105.60	£0.00	0%	
	Block 10+ Games	Match	£73.33	£88.00	£0.00	0%	
5-a-side football	Adult Peak - single	Per Hour	£45.17	£54.20	£0.00	0%	
	Adult Peak - Block	Per Hour	£37.64	£45.17	£0.00	0%	
	Junior Peak - single	Per Hour	£23.79	£28.55	£0.00	0%	
	Junior Peak - Block	Per Hour	£19.83	£23.79	£0.00	0%	
Casual Fitness	Adult - Peak Training	Session	£6.67	£8.00	£0.00	0%	
	Adult - Peak Training Your Reading Passport General	Session	£5.83	£7.00	£0.00	0%	
	Adult - Peak Training Your Reading Passport Concession	Session	£4.33	£5.20	£0.00	0%	
	Junior/Student - Peak Training	Session	£3.33	£4.00	£0.00	0%	
	Junior/Student - Peak Training Your Reading Passport General	Session	£2.92	£3.50	£0.00	0%	
	Junior/Student - Peak Training Your Reading Passport Concession	Session	£2.17	£2.60	£0.00	0%	
	Junior/Student Fitness Session	Session	£3.33	£4.00	£0.00	0%	
Courses	Junior Swimming 30 mins	Per Lesson	£5.38	£6.45	£0.00	0%	
	Junior Swimming 30 mins Your Reading Passport General	Per Lesson	£5.17	£6.20	£0.00	0%	
	Adult Swimming 30 mins	Per Lesson	£6.25	£7.50	£0.00	0%	
	Adult Swimming 30 mins Your Reading Passport General	Per Lesson	£6.00	£7.20	£0.00	0%	
	Trampolining 1hr	Per Lesson	£5.96	£7.15	£0.00	0%	
	Trampolining 1hr Your Reading Passport General	Per Lesson	£5.54	£6.65	£0.00	0%	
	Gymnastics 1hr	Per Lesson	£5.96	£7.15	£0.00	0%	
	Gymnastics 1hr Your Reading Passport General	Per Lesson	£5.54	£6.65	£0.00	0%	
	Gymnastics (Pre School) 45mins	Per Lesson	£5.00	£6.00	£0.00	0%	
	Badminton	Per Lesson	£5.63	£6.75	£0.00	0%	
	Badminton Your Reading Passport General	Per Session	£5.29	£6.35	£0.00	0%	
	Cardio Care 1hr General	Per Session	£3.75	£4.50	£0.00	0%	
	Cardio Care 1hr Your Reading Passport	Per Session	£3.50	£4.20	£0.00	0%	
	Cardio Care Course 6wk	Per Session	£21.08	£25.30	£0.00	0%	
	Cardio Care Course 6 wk Your Reading Passport	Per Session	£20.75	£24.90	£0.00	0%	
	Cardio Care Course 5wk	Per Session	£17.58	£21.10	£0.00	0%	
	Cardio Care Course 5 wk Your Reading Passport	Per Session	£17.29	£20.75	£0.00	0%	
	Administration charge for registration on to Courses Direct Debit	One Off	£3.58	£4.29	£0.00	0%	
	Group Training Sessions	Class A	Session	£6.25	£7.50	£0.00	0%
		Class B	Session	£5.46	£6.55	£0.00	0%
Class C		Session	£4.71	£5.65	£0.00	0%	
Class D		Session	£4.46	£5.35	£0.00	0%	
Class E		Session	£3.75	£4.50	£0.00	0%	
Class F		Session	£3.13	£3.75	£0.00	0%	
Pool Party		Session	£71.67	£86.00	£0.00	0%	
Tots		Session	£55.00	£66.00	£0.00	0%	
Disco		Session	£59.58	£71.50	£0.00	0%	
Cycling		Session	£91.67	£110.00	£0.00	0%	

## Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>Leisure</b>						
3G Hire	South Reading Leisure Centre 3G pitch (full)	Per Hour	£140.00	£168.00	£0.00	0%
	South Reading Leisure Centre 3G pitch (half)	Per Hour	£70.00	£84.00	£0.00	0%
	South Reading Leisure Centre 3G Pitch (quarter)	Per Hour	£35.00	£42.00	£0.00	0%
Tennis	South Reading Leisure Centre	Per Hour	£5.00	£6.00	£0.00	0%
Parties	Soft Play	Session	£66.67	£80.00	£0.00	0%
	Bouncy Castle (Half Hall)	Session	£66.67	£80.00	£0.00	0%
	Sporty	Session	£100.00	£120.00	£0.00	0%
	Pool Inflatable	Session	£108.33	£130.00	£0.00	0%
	Traditional Pool	Session	£66.67	£80.00	£0.00	0%
Club Charges	Reading Athletics Club	Session	£35.00	£42.00	£0.00	0%
	Reading Road Runners Friday	Session	£27.79	£33.35	£0.00	0%
	Reading Road Runners Wednesday	Session	£47.58	£57.10	£0.00	0%
	Reading Track Cycle	Session	£32.33	£38.80	£0.00	0%
	Palmer Park Velo Club Use	Session	£17.00	£20.40	£0.00	0%
	Palmer Park Velo Club Event	Session	£23.33	£28.00	£0.00	0%
	Aikido	Session	£18.88	£22.65	£0.00	0%
<b>MUSEUM</b>						
School Sessions	(Session, loan, membership, talk etc)	per event	£149.00	£178.80	£0.00	0%
Welcome and wow talks	(Session, loan, membership, talk etc)	per event	£35.00	£42.00	£0.00	0%
Membership 5 boxes RBC non academy		membership	£385.00	£462.00	£0.00	0%
Membership 3 boxes RBC non academy		membership	£330.00	£396.00	£0.00	0%
Membership 5 boxes academy schools		membership	£412.00	£494.40	£0.00	0%
Membership 3 boxes RBC academy		membership	£357.00	£428.40	£0.00	0%
Membership 5 boxes non RBC schools		membership	£459.00	£550.80	£0.00	0%
Membership 3 boxes non rbc schools		membership	£409.00	£490.80	£0.00	0%
Individual box loan		per box	£45.00	£54.00	£0.00	0%
Curious curator packs and welcome and wow talks		per occasion	£35.00	£42.00	£0.00	0%
Reminiscence		membership	£90.00	£102.00	£5.00	6%
Museum introduction		per occasion	£45.00	£54.00	£0.00	0%
Talks - Booked privately		per talk	£75.00	£90.00	£0.00	0%
Long talks - booked privately		per talk	£150.00	£180.00	£0.00	0%
photography/filming		per image/hour				
Archaeology		per deposit	From £110	From £132	£0.00	0%
Corporate loans		membership	£1,000.00	£1,200.00	£0.00	0%
Family activities		per event	From 50p		£0.00	0%
Talks - Public		per event	£5.00		£0.00	0%
<b>BERKSHIRE ARCHEOLOGY</b>						
Charges for provision of Historic Environment Record data to commercial users	Berkshire Archaeology, DENS	Per Hour	£45.00	£52.80	£1.00	2%
<b>ARTS VENUES</b>						
Reading Arts - per transaction postage fee for ticket bookings	Across all price points for tickets available from Reading Arts and Venues	Per Transaction	£1.46	£1.75	£0.00	0%
Reading Arts - Membership scheme for The Hexagon	Charged at the discretion of customers, and along the booking pathway.	Per Transaction	£25.00	£30.00	£0.00	0%

## Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>BUSINESS DEVELOPMENT</b>						
Lamp Column Banner Advertising (Broad Street West)	Single (3 months)	each	£750.00	£900.00	£0.00	0%
	Renewal (additional 3 months)	each	£650.00	£780.00	£0.00	0%
	Pair (3 Months)	each	£1,300.00	£1,560.00	£0.00	0%
	Renewal (additional 3 months)	each	£1,000.00	£1,200.00	£0.00	0%
	Single (6 months)	each	£1,300.00	£1,560.00	£0.00	0%
	Renewal (additional 6 months)	each	£1,000.00	£1,200.00	£0.00	0%
	Pair (6 months)	each	£2,300.00	£2,760.00	£0.00	0%
	Renewal (additional 6 months)	each	£2,000.00	£2,400.00	£0.00	0%
Roundabout Advertising	Imperial Way - A33	each	£6,000.00	£7,200.00	£0.00	0%
	Castle Street - IDR	each	£6,000.00	£7,200.00	£0.00	0%
	Caversham Road - Richfield Ave	each	£5,200.00	£6,240.00	£0.00	0%
	Chatham Street - IDR	each	£8,000.00	£9,600.00	£0.00	0%
	Forbury Reservation	each	£2,000.00	£2,400.00	£0.00	0%
	Forbury / Kenavon Drive	each	£4,500.00	£5,400.00	£0.00	0%
	Hartland / Northumberland	each	£4,000.00	£4,800.00	£0.00	0%
	Honiton / Northumberland	each	£2,000.00	£2,400.00	£0.00	0%
	Norcot / Oxford Road	each	£8,000.00	£9,600.00	£0.00	0%
	Liebenrood / Tilehurst Rd	each	£3,600.00	£4,320.00	£0.00	0%
	Queens Road reservation	each	£2,000.00	£2,400.00	£0.00	0%
	Vastern / Caversham road	each	£3,600.00	£4,320.00	£0.00	0%
	Vastern / Forbury Road	each	£4,500.00	£5,400.00	£0.00	0%
	Vastern / George Street	each	£8,000.00	£9,600.00	£0.00	0%
	Whitley / Christchurch	each	£4,000.00	£4,800.00	£0.00	0%
	Whitley Wood Lane/Road	each	£4,000.00	£4,800.00	£0.00	0%
	Circuit / Southcote Lane	each	£2,000.00	£2,400.00	£0.00	0%
	Southcote Lane / Virginia Way	each	£3,000.00	£3,600.00	£0.00	0%
	Gillette Way / Rosekiln	each	£4,000.00	£4,800.00	£0.00	0%
		Discretionary discount <25%				
Welcome to Reading Signage	Single 12 months	each	£1,200.00	£1,440.00	£0.00	0%
	Single 6 months	each	£800.00	£960.00	£0.00	0%
	All 6 months	each	£3,600.00	£4,320.00	£0.00	0%
	All 12 months	each	£6,000.00	£7,200.00	£0.00	0%
<b>TOWN HALL</b>						
Reading Arts - per transaction postage fee for ticket bookings	Across all price points for tickets available from Reading Arts and Venues	Per Transaction	£1.46	£1.75	£0.00	0%
Reading Arts - Membership scheme for The Hexagon	Charged at the discretion of customers, and along the booking pathway.	Per Transaction	£25.00	£30.00	£0.00	0%
Concert Hall Room Hire	Room Hire	Day	From £2,245	From £2,694	£170.00	8%
Concert Hall plus Tech package	Room Hire & Equipment	Day	£3,475.00	£4,170.00	£225.00	7%
Victoria Hall Room Hire	Room Hire	Half Day/Day	From £510	From £612	£40.00	9%
Waterhouse Chamber Hire	Room Hire	Half Day/Day	From £215	From £258	£15.00	8%
Soane Space	Room Hire	Half Day/Day	From £185	From £222	£10.00	6%
Jane Austen/Oscar Wilde	Room Hire	Half Day/Day	From £90	From £108	£10.00	13%
Marcus Adams	Room Hire	Day	From £85	From £102	£10.00	13%
Concert Hall Daily Delegate Rate	Catering & room Hire	Day	From £45	From £54	£4.00	10%

## Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>TOWN HALL</b>						
Victoria Hall Daily Delegate Rate	Catering & room Hire	Half Day/Day	From £25	From £30	£4.00	19%
Waterhouse Daily Delegate Rate	Catering & room Hire	Half Day/Day	From £30	From £36	£3.00	11%
Jane Austen/Oscar Wilde Daily Delegate Rate	Catering & room Hire	Half Day/Day	From £30	From £36	£5.00	20%
Soane Space Daily Delegate Rate	Catering & room Hire	Half Day/Day	From £24	From £28.20	£0.00	0%
Lectern PA Hire	Equipment	Day	£85.00	£102.00	£5.00	6%
PA Hire	Equipment	Day	£60.00	£72.00	£5.00	9%
Microphone Hire	Equipment	Day	£65.00	£78.00	£3.00	5%
Tech time	Equipment	Per hour	£30.00	£36.00	£4.00	15%
Monitor Hire	Equipment	Day	£40.00	£48.00	£5.00	14%
Additional Projector Screen	Equipment	Day	£18.00	£21.60	£3.00	20%
LCD Projector	Equipment	Day	£60.00	£72.00	£5.00	9%
Laptop Hire	Equipment	Day	£60.00	£72.00	£5.00	9%
Piano Hire	Equipment	Day	£60.00	£72.00	£5.00	9%
Piano Tuned	Equipment	Day	£100.00	£120.00	£20.00	25%
Lectern Hire	Equipment	Day	£15.00	£18.00	£0.00	0%
Flip Chart	Equipment	Each	£16.00	£19.20	£0.00	0%
Speaker phone	Equipment	Day	£33.00	£39.60	£1.50	5%
Display Board	Equipment	Day	£30.00	£36.00	£0.00	0%
Dance Floor	Equipment	Day	£75.00	£90.00	£20.00	36%
Pads & Pens	Equipment	Per person	£3.50	£4.20	£0.25	8%
Photocopies	Equipment	Each	£0.12	£0.14	£0.00	0%
Late Bar	Equipment	Event	£125.00	£150.00	£20.00	19%
Serving Staff	Equipment	Per hour	£19.00	£22.80	£1.00	6%
Security Staff	Equipment	Per hour	£20.00	£24.00	£0.00	0%
DJ	Equipment	Per event	£425.00	£510.00	£0.00	0%
Stage - Victoria Hall	Equipment	Day	From £85	From £102	£5.00	6%
<b>BERKSHIRE RECORDS OFFICE</b>						
Copy certificates (baptism, burial, pre 1837 marriage)		Each	£11.67	£14.00	£0.00	0%
Copy certificates (post 1837 marriage)		Each	£8.33	£10.00	£0.00	0%
Reprographics		Each	£0.83	£1.00	-£0.84	(50%)
Self Service Photos		Each	£0.83	£1.00	-£0.84	(50%)
Self-Service Printouts		Each	£0.42	£0.50	-£0.41	(49%)
Digital Photos		Each	£8.33	£10.00	£0.00	0%
Restoration Service		Half Hour	£11.67	£14.00	-£1.66	(12%)
Research		Half Hour	£11.67	£14.00	-£1.66	(12%)
Research		Per Hour	£23.33	£28.00	-£3.34	(13%)
<b>MODERN RECORDS</b>						
Records Storage	Storage of records by box	Per Box	£9.00	£10.80	£0.00	0%
<b>PLAY SERVICES</b>						
School Support	1:1 Support Session	Per hour	£31.52		£0.62	2%
	Lunchtime Support Session	Per hour	£23.11		£0.45	2%
	STEPS - Travel Project	Per hour	£52.53		£1.03	2%
Hire	Equipment Hire - Large	per Session	£105.06		£2.06	2%
	Equipment Hire - Medium	per Session	£84.05		£1.65	2%
	Equipment Hire - Small	per Session	£52.53		£1.03	2%
Staff Support	0-5 Staff Support	Per hour	£16.18		£0.32	2%
Events	Play in the Park	per Session	£3.15		£0.06	2%
	Mini Kickers	Per hour	£2.10		£0.04	2%
	Walking Football	Per hour	£4.20		£0.08	2%
	Holiday Events	per Session	£6.30		£0.12	2%
Discretionary	Archery for over 50's	per Session	£6.83		£0.14	2%
	Team building	per Session	£68.29		£1.34	2%
Holiday Clubs Age range 4- 12	8:30am to 1pm	per Session	£9.17	£11.00	£0.00	0%
	1pm to 5:30pm	per Session	£9.17	£11.00	£0.00	0%
	9am to 3:30pm	per Session	£14.17	£17.00	£0.00	0%
	8:30am to 5:30pm	per Session	£18.22	£22.00	£0.00	0%
After School Club	Regular Session (single)	per child	£9.17	£11.00	£0.00	0%
	Regular Session (siblings)	per child	£7.33	£8.80	£0.00	0%
	Short Session (single)	per child	£6.67	£8.00	£0.00	0%
	Short Session (siblings)	per child	£5.33	£6.40	£0.00	0%

## Proposed Fees and Charges from 1st April 2020 - Directorate of Resources

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>BEREAVEMENT SERVICES</b>						
<b>Reading Crematorium</b>						
Cremation Fee Cremation of the remains of:	Stillborn child or child under 18 years of age (includes use of chapel, strewing of any cremated remains or the provision of a container and medical referees)	Each	£0.00		£0.00	0.00%
	A person aged 18 years and over (includes strewing of cremated remains or the provision of a container and medical referee's fee). Including Environmental Levy 30min service, 45 min time slot	Each	£830.00		£20.00	2.47%
Cremation Fee	A person aged 18 years and over (includes strewing of cremated remains or the provision of a container and medical referee's fee). Including Environmental Levy 20 min service, 30 time slot	Each	£630.00		£15.00	2.44%
	Cremation Fee without service including environmental levy (DIRECT Crem)	Each	£300.00		-£205.00	(40.59%)
	Memorial service or service of double length in addition to usual cremation or interment fee	Each	£410.00		£106.00	34.87%
	Witness Direct Cremation	Each	£420.00		New Fee - April 2020	
	Saturday Surcharge	Each	£415.00		£80.00	23.88%
	Sunday/ Bank Holiday Surcharge	Each	£600.00		New Fee - April 2020	
	Public Health Cremation Fee including environmental levy	Each	£600.00		£20.00	3.45%



## Proposed Fees and Charges from 1st April 2020 - Directorate of Resources

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease) %	Increase/ (decrease) %
<b>BEREAVEMENT SERVICES</b>						
<b>Reading Crematorium</b>						
Strewing of cremated remains	Remains received from another Crematorium	Each	£92.50		£4.00	4.52%
	Retention of remains on temporary deposit per month after the first month for a maximum of three months	Each	£85.00		£2.50	3.03%
	To witness the strewing of	Each	£43.50		£1.50	3.57%
	Unwitnessed strewing of remains	Each	£43.50		£1.50	3.57%
Certified extract from register		Each	£38.50		£1.50	4.05%
Book of remembrance	Two-line entry	Each	£65.83	£79.00	£2.50	3.95%
	Five-line entry	Each	£109.58	£131.50	£4.58	4.36%
	Five-line entry with illuminated capital	Each	£165.83	£199.00	£5.83	3.64%
	Five-line entry with floral motif, service badge etc.	Each	£185.83	£223.00	£6.83	3.82%
	Eight-line entry	Each	£148.33	£178.00	£5.41	3.79%
	Eight-line entry with illuminated capital	Each	£207.08	£248.50	£7.50	3.76%
	Eight-line entry with floral motif, service badge etc.	Each	£268.33	£322.00	£8.33	3.20%
	Full coat of arms 5-8 lines	Each	£342.50	£411.00	£10.42	3.14%
	Extra Lines upto a maximum of 11	Each	£24.58	£29.50	£1.00	4.24%
Remembrance card	Copy of a two-line entry	Each	£40.42	£48.50	£1.25	3.19%
	Copy of a five-line entry	Each	£68.33	£82.00	£2.08	3.14%
	Copy of a five-line entry with any type of motif	Each	£133.33	£160.00	£4.16	3.22%
	Copy of an eight-line entry	Each	£95.83	£115.00	£3.33	3.60%
	Copy of an eight-line entry with any type of motif	Each	£149.00	£178.80	£4.00	2.76%
Memorial vase and tablet	Purchase of vase and tablet	Each	£227.50	£273.00	£6.50	2.94%
	Renewal for period of 10 years	Each	£294.00	£294.00	£9.00	3.16%
Memorial plaques	Replacement single plaque	Each	£82.92	£99.50	£2.67	3.33%
	Replacement single plaque with motif	Each	£99.17	£119.00	£2.92	3.03%
	Lease of single plaque space for 10 years *Fees are doubled in the case of a 12" x 4" double plaque	Each	£191.00		£6.00	3.24%
	Renewal of lease for baby plaque	Each	£23.00		£0.80	3.60%
	Photo Cameo on Plaque additional cost (added to normal plaque cost)	Each	£80.83	£97.00	£2.16	2.75%

## Proposed Fees and Charges from 1st April 2020 - Directorate of Resources

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>BEREAVEMENT SERVICES</b>						
<b>Reading Crematorium</b>						
Hall of Memory Tree Leaf	Lease for 5 years renewal	Each	£70.50		£2.50	3.68%
	Replacement leaf	Each	£58.75	£70.50	£2.08	3.67%
Memorial Tree	Provision of Tree, Surround and stem plaque	Each	£404.17	£485.00	£14.17	3.63%
	Lease for 10 years	Each	£608.00		£18.00	3.05%
Memorial bench	Replacement Bench	Each	£591.67	£710.00	£16.67	2.90%
	Lease for a 10 years	Each	£685.00		£19.00	2.85%
	Replacement plaque for tree or bench	Each	£125.83	£151.00	£3.75	3.07%
Wall Plaque	Purchase of memorial granite wall plaque	Each	£139.58	£167.50	£8.58	6.55%
	Lease of space for memorial granite wall plaque	Each	£294.00		£9.00	3.16%
	Moving of Memorial Plaque to new location	Each	£51.67	£62.00	£1.67	3.34%
Administrative	Administration Fee	Each	£51.67	£62.00	£1.67	3.34%
Memorial Bed Garden	Replacement plaque and surround	Each	£404.17	£485.00	£14.17	3.63%
	Lease fee for 10 years	Each	£608.00		£18.00	3.05%
Birdbath Memorial Plaques	Replacement Plaque (row 1)	Each	£92.50	£111.00	£2.50	2.78%
	Replacement Plaque (row 2)	Each	£132.92	£159.50	£3.92	3.04%
	Replacement Plaque (row 3)	Each	£185.42	£222.50	£5.42	3.01%
	Replacement Plaque (row 4)	Each	£253.33	£304.00	£7.33	2.98%
	Replacement Plaque (row 5)	Each	£319.17	£383.00	£9.17	2.96%
	Renewal of Lease (10 years)	Each	£294.00		£9.00	3.16%
Sanctums	Granite Tablet (no motif)	Each	£360.00	£432.00	£0.00	0.00%
	Lease for further 25 years	Each	£670.00		£0.00	0.00%
Baby Grave Galvanised Sculpture	Plaque for baby grave	Each	£112.08	£134.50	£0.00	0.00%
	Replacement plaque	Each	£67.08	£80.50	£0.00	0.00%
<b>Reading Cemetery</b>						
Henley Road, Reading Cemetery, Caversham Cemetery - Exclusive rights of burial in earth graves (including certificates of grant)	For the exclusive right of burial for 75 years in an earth grave 9 feet by 4 feet:					
	Section B	Each	£2,340.00		£70.00	3.08%
	Section D	Each	£1,870.00		£56.00	3.09%
	Section G & Mayfield Traditional	Each	£1,445.00		£45.00	3.21%
	* For details of the locations of Sections B, D and G please call at the Cemetery office to see the plan					
	b) The lawn or park Cemetery in an earth grave 9 feet by 4 feet	Each	£1,045.00		£35.00	3.47%
	d) Desk Vase Tablet cremated remains plot for 2 set of ashes	Each	£553.00		£17.00	3.17%
	e) Grave purchased/ reserved for future use	Each	£525.00		£20.00	3.96%
* Please note the charges payable for exclusive right of burial in any grave or vault will be trebled in the case of any person who was not an inhabitant of the Borough at the time of their death						

## Proposed Fees and Charges from 1st April 2020 - Directorate of Resources

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>BEREAVEMENT SERVICES</b>						
<b>Reading Cemetery</b>						
Henley Road, Reading Cemetery, Caversham Cemetery - Exclusive rights of burial in earth graves (including certificates of grant)	*Extension to lease for exclusive rights of burial for 10yrs period on lawn graves	Each	£210.00		New Fee - April 2020	
	*Extension to lease for exclusive rights of burial for 15 yrs period on lawn graves	Each	£270.00		New Fee - April 2020	
	*Extension to lease for exclusive rights of burial for 25yrs period on lawn graves	Each	£410.00		£35.00	9.33%
	*Extension to lease for exclusive rights of burial for 10 yrs period on traditioanl graves	Each	£280.00		New Fee - April 2020	
	*Extension to lease for exclusive rights of burial for 15 yrs period on traditional graves	Each	£350.00		New Fee - April 2020	
	*Extension to lease for exclusive rights of burial for 25yrs period on traditioanl graves	Each	£575.00		£60.00	11.65%
Vaulted or walled graves	Charges to be individually agreed with the Cemeteries Manager according to size and depth of graves where an exclusive right of burial has been purchased for 75 years					
Burials	Dig Fee to be claimed from Children's Funeral Fund (CFF) for interment of Stillborn to <5 years old.	Each	120.00		New Fee - April 2020	
	Dig Fee to be claimed from CFF for interment of a child aged 5-17yrs old	Each	260.00		New Fee - April 2020	
	c) If the body is that of a person aged 18 years or over	Each	£815.00		£25.00	3.16%
	d) Cremated remains in an existing grave or a cremated remains plot	Each	£140.00		£5.00	3.70%
	Dig Fee to be claimed from CFF for interment of cremated remains stillborn to <5 years old	Each	£15.00		New Fee - April 2020	
	Dig Fee to be claimed from CFF for interment of cremated remains of a child aged 5-17yrs old	Each	£32.00		£1.00	3.23%
	f) Cremated Remains returned from elsewhere for Burial	Each	£49.00		£2.00	4.26%
	g) For any burial below 6 feet in depth an additional charge will be made per burial	Each	£288.00		£8.00	2.86%
	Additional depth for child under 18	Each	£182.00		£6.00	3.41%

## Proposed Fees and Charges from 1st April 2020 - Directorate of Resources

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>BEREAVEMENT SERVICES</b>						
<b>Reading Cemetery</b>						
Common grave	In a grave where an exclusive right of burial has not been granted:					
	a) If the body is that of a stillborn child or under 5 years old	Each	£0.00		£0.00	0.00%
	b) If the body is that of a person over 5 years old	Each	£140.00		£5.00	3.70%
	c) If the body is that of a person aged 18 years or over (Public Health)	Each	£815.00		£35.00	4.49%
* The charge payable for burials in any grave where no exclusive right of burial has been granted will be doubled in the case of any person who was not an inhabitant of the Borough						
Monuments, Gravestones, Tablets and Stone kerbs	For the right to erect any gravestone or monument on a grave space:					
	a) Traditional	Each	£282.00		£9.00	3.30%
	b) Lawn, Park and Mayfield Cemetery	Each	£196.00		£6.00	3.16%
	c) Park cremated remains section flat stone & DVT's	Each	£72.50		£2.50	3.57%
	f) Cremated Remains Headstone Section	Each	£72.50		£2.50	3.57%
Other fees and charges	Transfer of grant of exclusive right of burial	Each	£75.00	£90.00	£8.33	12.49%
	Search Fee - up to 4 records per enquiry	Each	£13.33	£16.00	£0.83	6.64%
	Search Fee - for 1 record		£3.96	£4.75	£0.21	5.60%
	Exhumation of Cremated Remains	Each	£258.00		£8.00	3.20%
	Use of chapel prior to burial for stillborn child or a child under 18 years old	Each	£65.00		£3.00	4.84%
	Chapel Fee Prior to a Burial for person over 18 years old	Each	£420.00		£116.00	38.16%
	Administration Fee for Public Health Funeral	Each	£225.00	£260.00	£0.00	0.00%
	Charge for provision of a Quran grave	Each	£815.00		£25.00	3.16%
	Bench Maintenance (Powerwash and treatment with teak oil)	Each	£68.75	£82.50	£2.08	3.12%
	Removal of trees from plots	Each	£68.75	£82.50	£2.08	3.12%
	Grave Maintenance	Each	£68.75	£82.50	£2.08	3.12%
Webcast Services	Live Webcast (upto 20 viewers)	Each	£29.17	£35.00	£1.67	6.07%
	Live+On-Demand Webcast for up to 28 days and downloadable	Each	£40.83	£49.00	£1.50	3.16%
	Physical copy of Webcast recording on DVD, blu-ray or USB memory stick and audio cd	Each	£45.42	£54.50	£2.00	3.82%
	Additional Physical copy CD, DVD, Blu-ray or USB	Each	£21.67	£26.00	£1.01	4.03%

## Proposed Fees and Charges from 1st April 2020 - Directorate of Resources

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease) %	Increase/ (decrease) %	
<b>BEREAVEMENT SERVICES</b>							
<b>Reading Cemetery</b>							
Visual Tributes	Single Photo	Each	£11.25	£13.50	£0.50	3.88%	
	Slideshow (up to 25)	Each	£34.58	£41.50	£1.50	3.75%	
	Photo Tribute (up to 25)	Each	£62.08	£74.50	£2.50	3.47%	
	Additional 25 photos	Each	£20.83	£25.00	£0.00	0.00%	
	Photos & Video Tribute (up to 2 minutes)	Each	£80.83	£97.00	£3.00	3.19%	
	Self Build Checking	Each	£18.33	£22.00	£1.99	9.96%	
	Additional Time for tributes etc:						
	DVD of Pro Photo tribute only	Each	£21.67	£26.00	£1.01	4.03%	
	Physical Copy of Webcast recording including the Pro Photo Tribute on DVD, Memory Stick, Blu-ray	Each	£65.00	£78.00	£0.50	0.65%	
	Downloadable copy of Pro Photo tribute	Each	£10.83	£13.00	£0.00	0.00%	
Extra Work required on tributes	Each	£21.67	£26.00	£1.01	4.03%		
Reading Cemetery	*NO NEW GRAVE SPACE AVAILABLE. Charges for burials into existing graves and all other fees and charges are the same as for Henley Road Cemetery.						
Caversham Cemetery	*NO NEW GRAVE SPACES AVAILABLE. Charges for burials into existing graves and all other fees and charges are the same as for Henley Road Cemetery.						
<b>REGISTRATION SERVICE</b>							
Registration Service	Notice of marriage or partnership	Per Person	£35.00		£0.00	0.00%	
Registration Service (Twice monthly - Tuesday Am only)	Registrar's attendance at Register Office marriage or civil partnership	Per couple	£46.00		£0.00	0.00%	
Registration Service	Registrar's attendance at outside church	Per couple	£90.00		£0.00	0.00%	
Registration Service	Attendance at place of detention or house for notice of marriage or partnership	Per couple	£300.00		£0.00	0.00%	
Certificates	Registration Certificate at first time of registering the event	Per Certificate	£11.00		£0.00	0.00%	
	Express Service Replacement Certificate	Per Certificate	£35.00		£0.00	0.00%	
	Replacement certificate Closed Register -Postal/Telephone/web Incl. admin fee	Per Certificate	£11.00		£0.00	0.00%	

## Proposed Fees and Charges from 1st April 2020 - Directorate of Resources

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>REGISTRATION SERVICE</b>						
Correction Fee	Correction completed by Register office	Per correction	£75.00		New Fee - April 2020	
	Correction referred to GRO		£90.00		New Fee - April 2020	
	Amendment to birth record with 12 months of registration		£40.00		New Fee - April 2020	
Foreign Divorce admin fee	The administration of foreign divorces when giving notice of marriage or CP.	Per Person	£75.00		New Fee - April 2020	
Citizenship Ceremonies	Individual Citizenship Ceremony at Yeomanry House (up to max of 30 people)	Per Person	£95.83	£115.00	£3.00	2.68%
	Friday & Saturday Individual Citizenship Ceremony at Yeomanry House (up to max of 30 people)	Per Person	£132.50	£159.00	£4.00	2.58%
Approved Premises Marriages - (9am to 5pm)	Monday to Thursday (9am to 5pm)	Per Couple	£325.00	£390.00	£3.00	0.78%
	Friday & Saturday (9am to 5pm)	Per Couple	£375.00	£450.00	£0.00	0.00%
	Sunday & Bank Hols (9am to 5pm)	Per Couple	£404.17	£485.00	£0.00	0.00%
Approved Premises Marriages - After 5pm	Venue: Monday to Thursday	Per Couple	£325.00	£390.00	£0.00	0.00%
	Venue: Friday & Saturday	Per Couple	£380.00	£456.00	£0.00	0.00%
	Venue: Sunday & Bank Hols	Per couple	£412.50	£495.00	£0.00	0.00%
New Ceremony Room: Reading Museum & Town Hall	Monday to Thursday	Per Couple	£133.33	£160.00	£6.00	3.90%
	Friday & Saturday	Per Couple	£222.50	£267.00	£7.00	2.69%
	Sunday & Bank Hols	Per Couple	£404.17	£485.00	£0.00	0.00%
Renewal of Vows & Baby Naming	Monday to Thursday	Per Ceremony	£130.00	£156.00	£2.00	1.30%
	Friday & Saturday	Per Ceremony	£157.50	£189.00	£3.00	1.61%
	Sunday & Bank Hols	Per Ceremony	£183.33	£220.00	£4.00	1.85%
Approval of venues for marriages or Civil Partnerships (up to 2 rooms)	Renewal of marriage or Civil Partnership licence	Per Venue	£1,416.67	£1,700.00	£0.00	0.00%
Administrative fee	For services offered on a Saturday such as Notices of Marriage	Per Person	£18.75	£22.50	£0.50	2.29%
	Changes to booking	Per Person	£18.75	£22.50	£0.50	2.29%

## Proposed Fees and Charges from 1st April 2020 - Directorate of Resources

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
<b>GIS - MAPPING</b>						
Street Naming & Numbering	New addresses	Each	£46.00	£55.20	£0.00	0.00%
	New streets	Each	£264.00	£316.80	£0.00	0.00%
<b>LEGAL SERVICES</b>						
Right to Buy	Engrossment Fee (Freehold)	Per Transfer	£65.00	£78.00	£0.00	0.00%
	Engrossment Fee (Leasehold)	Per Lease	£75.00	£90.00	£0.00	0.00%
Requisition (LLC1) Postal	Search using LLC1 form only	per search	£30.00	£36.00	£0.00	0.00%
***Standard Enquiries (CON29) Postal	Search using CON29 form only	per search	£83.00	£99.60	£0.00	0.00%
Full Search LLC1 and CON29	Search using LLC1 and CON29 form	per search	£113.00	£135.60	£0.00	0.00%
Copy documents	Copy document	per request	£25.00	£30.00	£0.00	0.00%
<b>INCOME &amp; RECOVERY</b>						
Council Tax Summons Cost		Per summons issued	£114.00		£0.00	0.00%
Business Rates Summons Cost		Per summons issued	£160.00		£0.00	0.00%
Civil Penalties Housing Benefits		per case identified	£50.00		£0.00	0.00%
Civil Penalties Council Tax		per case identified	£70.00		£0.00	0.00%
<b>DEMOCRATIC SERVICES</b>						
Admission Appeals - Charge per appeal		per admission appeal heard	£200.00	£240.00	£0.00	0.00%
School Exclusion Review Hearing		per review heard	£650.00	£780.00	£0.00	0.00%
<b>CUSTOMER SERVICES</b>						
Blue Badges (New & Renewals)	Disabled Parking Badge	Each	£10.00		£0.00	0.00%
<b>COMMUNICATIONS</b>						
Event pitch fee	Charity	Per event	£20.00	£24.00	£0.00	0.00%
Event pitch fee	Charity with 10% early bird discount	Per event	£18.00	£21.60	£0.00	0.00%
Event pitch fee	RBC affiliated charity	Per event	£10.00	£12.00	£0.00	0.00%
Event pitch fee	RBC affiliated charity with 10% early bird discount	Per event	£9.00	£10.80	£0.00	0.00%
Event pitch fee	Community	Per event	£30.00	£36.00	£0.00	0.00%
Event pitch fee	Community with 10% early bird discount	Per event	£27.00	£32.40	£0.00	0.00%
Event pitch fee	Commercial	Per event	£100.00	£120.00	£0.00	0.00%
Event pitch fee	Commercial with 10% early bird discount	Per event	£90.00	£108.00	£0.00	0.00%
Event pitch fee	Food trader	Per event	£150.00	£180.00	£0.00	0.00%
<b>KENNET DAY NURSERY</b>						
Over 2 yrs - RBC		Daily rate (2 sessions)	April 2020 fees still to be agreed			
Under 2yrs - RBC		Daily rate (2 sessions)				
Over 2 yrs - Non RBC		Daily rate (2 sessions)				
Under 2yrs - Non RBC		Daily rate (2 sessions)				
* AM or PM sessions are charged at half the daily rate.						
* Siblings are entitled to a £2 per day reduction						
* Grant Funding available for children a term after their 3rd birthday						
<b>LEARNING AND WORKFORCE DEVELOPMENT</b>						
Training	Places on training for school staff (1 day)	per place	£66.00		£0.00	0.00%
	Places on training for PVI sector	per place	£33.00		£0.00	0.00%

## Equality Impact Assessment

### Name of proposal/activity/policy to be assessed

2020/21 Provisional Budget and Three-Year Medium Term Financial Strategy

Directorate: RESOURCES

Service: Council-wide

### Name and job title of person doing the assessment

Name: Clare Muir

Job Title: Policy and Voluntary Sector Manager

Date of assessment: 20<sup>th</sup> November 2019

### What is the aim of your policy or new service?

Full Council approved a revenue budget for 2019/20 including a three-year Medium Term Financial Strategy [MTFS] in February 2019. That budget was balanced over the three years and did not rely on the use of reserves.

In building an updated detailed budget for 2020/21 and MTFS for 2020/21 to 22/23 the need to re-validate the assumptions around the next two years and look to changes required by incorporating a further new year is required.

In monitoring and reporting on progress to deliver the existing planned three year savings through the savings tracker process, a number of individual proposals have been identified as being undeliverable in the manner in which they had originally been proposed. As a consequence, a number of savings are proposed to be removed (or deferred to later years) which sees £3,025k of savings removed over the existing three-year MTFS period.

In addition to the above requested removal or re-profiling of existing agreed savings, a further £1,850k have been re-profiled into the fourth year 2022/23 which was not previously included in currently agreed MTFS but becomes part of the new planning horizon when setting the next MTFS.

### Who will benefit from this proposal and how?

Residents and service users will benefit from the Council setting a balanced and affordable budget that ensures the Council's finances are sustainable. The budget is underpinned by funding service areas to meet the Council's wider priorities and service delivery themes set out in its Corporate Plan of:

- Securing the economic success of Reading;
- Improving access to decent housing to meet local needs;



**Appendix 8**

- Protecting and enhancing the life outcomes of vulnerable adults and children.
- Keeping Reading's environment clean, green and safe.
- Promoting great education, leisure and cultural opportunities for people in reading;
- Ensuring the Council is Fit for the Future

**Who are the main stakeholders and what do they want?**

Residents, businesses, councillors and council staff in Reading.

Our Citizens Panel has told us that the things that are the most important in making somewhere a good place to live are: level of crime, health services, public transport, clean streets and good schools and the things they believed most needed improving are: roads and pavement repairs, the level of traffic congestion, clean streets, the level of crime and affordable decent housing.

**Assessment of Relevance and Impact**

The draft budget proposes 77 new business cases for change set out in (Appendices 1-3). The Equality duty has been considered for each of these proposed savings. For 58 of these the Equality Duty is not relevant to the changes proposed or no negative impact is identified under the Equality Duty.

For 19 of the proposed changes an Equality Impact Assessment will be required as the proposals are developed. These are:

## Appendix 8

Ref	Change Proposal	Reason for Equality Impact Assessment
DOR-2021-03 & 06	New Customer Services Strategy Making the Customer Service and Corp Improvement function more efficient	Improvements to Complaints and Information Governance will lead to enhanced service offering to customers. This proposal is likely to affect around 120 staff. The proposals for the changes in the operating model will be consulted on as per the organisations staff consultation process.
DEGNS-2021-04	Review of Rents on Garages and Shops	Increased costs for some tenants/leaseholders. May impact on accessibility and sustainability of local shops and may negatively impact some equality groups.
DEGNS-2021-07	Food waste and smaller bins	Possible that some (racial, disability, age and religious belief) groups may be affected differently than others
DEGNS-2021-13	Fundamental Service review of Highways	The review aims to identify potential positive outcomes that can be implemented for external and internal stakeholders. But these have yet to be determined as the FSR has only just commenced.
DEGNS-2021-16	Cultural Services - internal reconfiguration and transformation	Action plan and route map being drawn up by mid November 2019 for implementation
DEGNS-2021-22	Borough wide Car Parking and Air Quality Management Strategy (BCAMS)	Aims to ensure the potential schemes are delivered and the aspirations of the Council's declared Climate Emergency and LTP are addressed. Statutory consultation will take place in December 2020.
DEGNS-2021-26	Fundamental Service Review - Parking	The review aims to identify potential positive outcomes that can be implemented for external and internal stakeholders. But these have yet to be determined as the FSR has only just commenced.
DEGNS-2021-33	Fundamental Service Review - Business Support (Planning, Building Control & Regulatory Services)	A reduction in business support staff across the three service areas of 4 FTE as a result of improved service delivery mechanisms such as automation.
DEGNS-2021-34	FM/Building Cleaning Fundamental Service Review (FSR)	The review aims to identify potential positive outcomes that can be implemented. But these have yet to be determined as the FSR has not yet commenced.
DEGNS-2021-35	Parks and Cleansing Fundamental Service Review	The review aims to realise efficiency savings and improved outcomes for service users but

Appendix 8

Ref	Change Proposal	Reason for Equality Impact Assessment
		these have yet to be determined as the FSR has not yet commenced.
DEGNS-2021-40	Fundamental Service Review - Housing	The review aims to identify potential positive outcomes that can be implemented but these have yet to be determined as the FSR has not yet commenced.
DACHS-2021-11	Asset Review	Service users and carers will be impacted as the new models may result in a move of service whilst more improved accommodation is sought. Providers may be impacted depending on the model of service chosen (e.g. increase or decrease of services purchased externally). Staff may be impacted depending on the chosen service delivery models.
DACHS-2021-16	Review of Public Health Expenditure	Public health investment in leisure services is being made to ensure all residents benefit from the improvement to health increasing physical activity levels can bring. Mitigation plans will be developed to avoid potential impacts on other areas, however, some residents may potentially experience a reduction in the availability of other services, in particular: access to residential alcohol rehabilitation placements (from 3 per annum to 1), capacity to treat opioid/non-opioid users (a 5% reduction) and access to contraceptive services.
DACHS-2021-19	Supporting young people into adulthood	<p>The proposed change would ideally have only positive impacts on service users and their families, although the shift away from a long-term care to short-term intensive work focused on maximising independence could represent a culture shift in some cases that would require considered care planning and careful communication.</p> <p>The proposed change would impact on current staff in Adult Social Care and Brighter Futures for Children who currently support transitions clients. Consideration would also need to be given to how the proposed new service could be best situated to ensure that it receives a strategic direction from Education and Health as well as BFFC and ASC, and whether it would be disadvantageous for the team to form part of the Locality Team Workforce Review.</p>

## Appendix 8

Ref	Change Proposal	Reason for Equality Impact Assessment
DACHS-2021-20	Adult Social Care Day Service Reconfiguration	<p>Any changes to the way day services are configured would impact on service users who use the services, their families / carers who may be reliant on it for respite and the day service providers themselves who may already be struggling in the current economic climate. As such the project will need to include intensive consultation with stakeholders to ensure that any proposals are co-produced.</p> <p>Depending on the option approved there may be implications for internal teams, for example Direct Payments or internal day services having more (or less) placements.</p>
DACHS-2021-21	Outcomes-Based Service Delivery	<p>Service users and their families could experience a shift from a "cared for" environment to a "supported to" environment; the rationale for and benefits of this approach will need to be discussed and agreed in the course of care planning sessions, progressing only if all parties agree that this is in the service user's best interest. Locality Team staff may (if the pilot is successful) face a culture change in moving away from the current "cared for" style of care planning to a more "supported to" style of care planning. This will require preparatory communications and case studies to demonstrate the value of this change (gathered from the Pilot phase). Workforce and Finance Teams will need to be consulted in the event that a decision is made to implement this approach to care planning across the directorate, as the shift will likely require additional wide scale training.</p>
DACHS-2021-22	Additional DACHS Staffing Efficiencies	<p>Whilst the intention remains to ensure that external customers receive a streamlined service depending on the changes required there may be impacts in how people access the DACHS services.</p> <p>Staff within the Directorate will be impacted by these changes and therefore formal consultation will be undertaken.</p>
DACHS-2021-23	Enhanced Reablement for Mental Health & Learning Disability Service Users	<p>Depending on the model chosen the way service users receive services may change for people with Mental Health issues or a Learning Disability.</p> <p>Staff will be required to work differently and</p>

Appendix 8

Ref	Change Proposal	Reason for Equality Impact Assessment
		will need to be trained accordingly.

Equality Impact Assessments will be undertaken and the outcomes reported back for consideration by the relevant committee as proposals are developed.

This page is intentionally left blank