

To: Members of the Policy Committee

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4 December 2020

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

NOTICE OF MEETING - POLICY COMMITTEE 14 DECEMBER 2020

A meeting of the Policy Committee will be held on Monday, 14 December 2020 at 6.30 pm via Microsoft Teams. The Agenda for the meeting is set out below.

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| 1. | CHAIR'S ANNOUNCEMENTS | | |
| 2. | DECLARATIONS OF INTEREST | | |
| 3. | MINUTES | | 3 - 6 |
| 4. | PETITIONS AND QUESTIONS | | |
| | To receive any petitions from the public and any questions from the public and Councillors. | | |
| 5. | DECISION BOOKS | | 7 - 8 |
| 6. | 2020/21 QUARTER 2 PERFORMANCE AND MONITORING REPORT | BOROUGH WIDE | 9 - 76 |
| | This report sets out the projected revenue and capital outturn positions for 2020/21 for both the General Fund and the Housing Revenue Accounts as at the end of September 2020 (Period 6), including the additional pressures arising as a result of Covid-19 and associated government funding. | | |
| 7. | 2021/22 DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2021/22-2023/24 - INTERIM POSITION | BOROUGH WIDE | 77 - 214 |
| | This report sets out an interim position in relation to the Council's draft Medium Term Financial Strategy and associated spending plans for the three years 2021/22 to 2023/24. | | |
| 8. | LOCAL GOVERNMENT BOUNDARY COMMISSION REVIEW OF WARD BOUNDARIES 2019-20 | BOROUGH WIDE | 215 - 258 |

This report informs the Committee of the final recommendations of the Local Government Boundary Commission for England Review published on 29 September 2020, and the anticipated timetable for the making of an Order bringing the results of the Review into effect.

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| 9. | CORPORATE DEBT RECOVERY POLICY | BOROUGH
WIDE | 259 -
338 |
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This report sets out for approval an updated Corporate Debt Recovery Policy.

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| 10. | SOCIAL VALUE POLICY | BOROUGH
WIDE | 339 -
354 |
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This report proposes that the Council adopt a Social Value Policy to provide a framework for commissioners and contract managers across the Council setting out how to derive social value from procurement and contract management activity, as well as provide clarity for suppliers on how it will be measured, together with key areas of interest.

ITEM TO BE CONSIDERED BY THE COMMITTEE ACTING AS SOLE MEMBER FOR BRIGHTER FUTURES FOR CHILDREN LTD

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| 11. | BRIGHTER FUTURES FOR CHILDREN CONTRACTS PERFORMANCE REPORT | BOROUGH
WIDE | 355 -
402 |
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This report asks Policy Committee, in its capacity as sole member for Brighter Futures for Children Limited, to note the Company's retrospective finances and performance 2019/20 report.

ITEMS FOR CONSIDERATION IN CLOSED SESSION

- 12. EXCLUSION OF THE PRESS AND PUBLIC**

The following motion will be moved by the Chair:

“That, pursuant to Section 100A of the Local Government Act 1972 (as amended) members of the press and public be excluded during consideration of the following items on the agenda, as it is likely that there would be disclosure of exempt information as defined in the relevant Paragraphs of Part 1 of Schedule 12A (as amended) of that Act”

- 13. DECLARATIONS OF INTEREST FOR CLOSED SESSION ITEMS**

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| 14. | REFURBISHMENT OF GRANVILLE ROAD 'B' LIFTS | SOUTHCOT
E | 403 -
406 |
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| 15. | FINANCIAL SYSTEM PROCUREMENT | BOROUGH
WIDE | 407 -
410 |
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| 16. | DIGITAL FUTURES FOUNDATION (ICT FUTURE OPERATING MODEL) UPDATE | BOROUGH
WIDE | 411 -
416 |
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Present: Councillor Brock (Chair);

Councillors Page (Vice-Chair), Barnett-Ward, Duveen, Jones, Rowland, Skeats, Stevens, Terry and White

RESOLVED ITEMS

54. MINUTES

The Minutes of the meeting held on 28 September 2020 were agreed as a correct record and would be signed by the Chair.

55. QUESTIONS

Questions on the following matters were submitted by members of the public:

	<u>Questioner</u>	<u>Subject</u>	<u>Reply</u>
1.	Els de Mets	CIL Funding report	Cllr Page

Questions on the following matters were submitted by Councillors:

	<u>Questioner</u>	<u>Subject</u>	<u>Reply</u>
1.	Cllr White	Reading Sports & Leisure memberships	Cllr Brock (on behalf of Cllr Hoskin)

(The full text of the questions and responses was made available on the Reading Borough Council website).

56. DECISION BOOKS

The Assistant Director of Legal & Democratic Services submitted a report listing the Decision Books that had been published since the report to the previous meeting of the Committee held on 28 September 2020.

Resolved -

That Decision Book Nos 611-613 be noted.

57. ENDORSEMENT OF READING CLIMATE EMERGENCY STRATEGY 2020-25 & ADOPTION OF CORPORATE CARBON PLAN 2020-25

The Executive Director of Economic Growth and Neighbourhood Services submitted a report asking the Committee to endorse the final Reading Climate Change Partnership's

POLICY COMMITTEE MEETING MINUTES - 2 NOVEMBER 2020

Reading Climate Emergency Strategy 2020-25 and adopt the new Reading Borough Council Corporate Carbon Plan 2020-25. The following documents were attached to the report:

- Appendix 1 - Reading Climate Emergency Strategy 2020-25
- Appendix 2 - Consultation Report on Reading Climate Emergency Strategy 2020-25
- Appendix 3 - RBC corporate Carbon Plan 2020-25

The report explained that the Reading Climate Emergency Strategy set out the road map for the next five years to work towards the goal of achieving a 'net zero carbon' Reading by 2030 as per the Climate Emergency declaration. A draft of the Strategy had been approved for public consultation by the Committee at its meeting on 9 March 2020 (Minute 78 refers) and the Reading Climate Change Partnership (RCCP) had now revised the Strategy in the light of feedback received during the consultation. Having considered the outcomes of public consultation, the RCCP Board had not felt that the ambitious goal of achieving a net zero carbon Reading by 2030 could credibly be accelerated still further. There had, however, been changes agreed to the commitments and targets in the Action Plans within the Strategy in response to the desire expressed in consultation for more ambition. The Strategy had also been revised to reflect the inevitable delay of some actions due to the disruption caused by COVID-19. The final text had been agreed by the RCCP Board on 22 September and was attached to the report at Appendix 1. A consultation report, summarising the comments received and the changes made to the strategy as a result, was attached at Appendix 2.

The report noted that the RBC corporate Carbon Plan would take forward the Council's own commitment to delivering on the wider aspirations of the strategy and would enable the Council to lead by example as it encouraged Reading's businesses, organisations and residents to take action on climate change. The headline target within the Carbon Plan was to achieve an 85% reduction in RBC emissions by 2025 compared to the 2008/09 baseline. This was considered an ambitious but achievable target, subject to existing investment plans and policies being maintained, and an appropriate milestone on the road to becoming a net zero carbon Council by 2030.

Resolved -

- (1) That the Reading Climate Change Partnership's 'Reading Climate Emergency Strategy 2020-25' be endorsed;
- (2) That the revised RBC corporate Carbon Plan for 2020-25 and the headline target of an 85% reduction on 2008/09 emissions by 2025 be adopted.

58. EXCLUSION OF THE PRESS AND PUBLIC

Resolved -

That pursuant to Section 100A of the Local Government Act 1972 (as amended), members of the press and public be excluded during consideration of item 59

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below as it was likely that there would be a disclosure of exempt information as defined in the relevant paragraphs specified in Part 1 of Schedule 12A to that Act.

59. RTL SHAREHOLDER REPORT

The Executive Director of Resources submitted a report to the Committee acting as shareholder of Reading Transport Ltd (RTL), presenting at Appendix 1 an Operational Update submitted by the Company in respect of its reporting obligations. The covering report set out the key points and recommendations arising from the Company's update.

Resolved -

- (1) That the Policy Committee acting as Shareholder of Reading Transport Ltd note:**
 - (a) The contents of this report in considering the Company's performance update as attached to the report at Appendix 1;**
 - (b) RTL's provisional management accounts for the 20 months ended 5th April 2020;**
 - (c) That the Council would formally write to RTL setting out viable options and timescales for the restructuring of the remainder of the debt owed to the Council;**
 - (d) The financial position of RTL, as set out in Section 4 of the report, and the action being taken to secure the continued success of the Company into the future.**

(The meeting started at 6.30 pm and closed at 7.40 pm)

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REPORT BY ASSISTANT DIRECTOR OF LEGAL AND DEMOCRATIC SERVICES

TO:	POLICY COMMITTEE		
DATE:	14 DECEMBER 2020		
TITLE:	DECISION BOOKS		
LEAD COUNCILLOR:	COUNCILLOR BROCK	PORTFOLIO:	LEADER OF THE COUNCIL
SERVICE:	LEGAL & DEMOCRATIC SERVICES	WARDS:	BOROUGHWIDE
LEAD OFFICER:	MICHAEL GRAHAM	TEL:	0118 937 3470
JOB TITLE:	ASSISTANT DIRECTOR, LEGAL AND DEMOCRATIC SERVICES	E-MAIL:	michael.graham@reading.gov.uk

1. PURPOSE OF THE REPORT AND EXECUTIVE SUMMARY

- 1.1 The Decision Book process was amended on 25 March 2020 to disapply the previous councillors’ call-in arrangements within the 10-day period after its publication and replace it with the ability to seek a review of the decision retrospectively, and to keep the changes in force temporarily during the ongoing Covid-19 situation.
- 1.2 To complement the amended process the list of Decision Books published will be reported to Policy Committee as a standing item on the agenda.
- 1.3 The following Decision Book reports have been published since the previous report to Policy Committee:

No.	Title	Date
617	Additional Restrictions Grant Fund	27/11/2020
616	Admission Agreement to Participate in the Local Government Pension Scheme	25/11/2020
615	Decisions in Response to the Coronavirus (Covid-19) Pandemic	20/11/2020
614	iESE Limited - Constitution Change	03/11/2020
614	Appointment of School Governor	03/11/2020

2. RECOMMENDED ACTION

- 2.1 That the Decision Book Reports be noted.

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REPORT BY EXECUTIVE DIRECTOR OF RESOURCES

TO: POLICY COMMITTEE

DATE: 14 DECEMBER 2020

TITLE: 2020/21 QUARTER 2 PERFORMANCE AND MONITORING REPORT

LEAD COUNCILLOR: COUNCILLOR EMBERSON

**PORTFOLIO: CORPORATE &
CONSUMER SERVICES**

SERVICE: FINANCIAL SERVICES

WARDS: BOROUGHWIDE

LEAD OFFICER: PETER ROBINSON

TEL:

JOB TITLE: ASSISTANT DIRECTOR OF FINANCE

E-MAIL:

peter.robinson@reading.gov.uk

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report sets out the projected revenue and capital outturn positions for 2020/21 for both the General Fund and the Housing Revenue Accounts as at the end of September 2020 (Period 6). These forecasts include the additional pressures arising as a result of Covid-19 and associated government funding.
- 1.2 The forecast General Fund revenue outturn position as at the end of Quarter 2 is a £0.667m overspend. This is an improvement of (£3.033m) since Quarter 1, and an improvement of (£1.629m) since Period 5 which is primarily as a result of improvements to the forecast in Housing and Neighbourhood Services in respect of revised forecasts and additional funding received. This forecast includes gross revenue pressures of £20.050m arising as a direct result of Covid-19.
- 1.3 The Housing Revenue Account (HRA) is currently projecting an underspend of (£1.880m) as at the end of Quarter 2.
- 1.4 The General Fund Capital Programme is forecast to underspend by (£111.231m) this year. This is predominantly because the £80.000m budget for commercial property will not be used and it is proposed that Policy Committee agrees the removal of this scheme. The HRA Capital Programme is currently forecast to underspend by (£15.146m) due to delays to the delivery of the Major Repairs Scheme and Phase 2 and Phase 3 of the New Build and Acquisitions Schemes.
- 1.5 The combined gross revenue and capital pressures as a result of Covid-19 total £20.350m, which is a decrease of (£2.089m) from Quarter 1. This is partially offset by a total allocation of (£9.775m) of Central Government general support grant, (£0.837m) furlough grant (£0.669m claimed and received to date) and an estimated (£6.000m) in income compensation. This gives a net projected pressure caused by Covid-19 of £3.738m.
- 1.6 Central Government published the final guidance document in respect of the local government income compensation scheme for lost sales, fees and charges on the 24th August. The first grant application has been submitted for (£3.186m) of

compensation for the period April to July 2020. It is anticipated that the level of compensation that the council would receive is in line with our original estimate of (£6.000m). Changes to this assumption and the impact on the forecast outturn position will be reported through future reports.

- 1.7 A fourth tranche of Central Government general support grant was announced on the 12th of October with allocations published on the 22nd of October. The Council's allocation was (£3.494m). This is not included within the Quarter 2 projections but will be included in future reports. Were the funding to have been included, the revised revenue outturn position would be an underspend of (£2.827m), assuming no additional pressures arise. This would effectively bring the outturn position near to the figure we would have expected to achieve pre-pandemic and assuming delivery of all planned budget savings and thus no demand on the £3.522m contingency budget. Officers are constantly reviewing pressures in respect of a potential 2nd wave of the pandemic.
- 1.8 The financial implications of Covid-19 will continue to be refined and reported on a monthly basis.

The detail supporting this report is included in:

- Appendix 1 - Financial Monitoring for Quarter 2
- Appendix 2 - Performance for Quarter 2

2 RECOMMENDED ACTION

That Policy Committee notes:

- 2.1 The forecast General Fund revenue outturn position as at the end of September 2020 is a net overspend of £0.667m, due to an overspend of £19.247m on services budgets mitigated by an underspend of (£1.968m) on corporate budgets and Government Covid-19 Grants of (£16.612m) which comprises (£9.775m) of general support funding, an (£0.837m) furlough claim and an estimated (£6.000m) income compensation claim.
- 2.2 The Housing Revenue Account is forecast to underspend by (£1.880m) as at the end of August 2020.
- 2.3 The General Fund Capital Programme is forecast to underspend by (£111.231m) and the HRA Capital Programme is forecast to underspend by (£15.146m) due to delays to the delivery of the Major Works Scheme and Phase 2 and Phase 3 of the New Build and Acquisitions Schemes as at the end of September 2020.

That Policy Committee approves:

- 2.4 The removal of the "Purchase of Commercial Property" capital scheme from the General Fund Capital Programme for the current and following two years.

3 POLICY CONTEXT

- 3.1 The Council approved the 2020/21 Budget and Medium-Term Financial Strategy in February 2020. The Covid-19 situation has meant that forecasts for 2020/21

are significantly different to the budget that was set. The Government has allocated the Council (£9.775m) of general support funding.

- 3.2 The financial impact of Covid-19 will continue to be monitored closely throughout the year and the ongoing impacts are being reviewed as part of the refresh of the Medium-Term Financial Strategy. Current forecasts do not include any potential impact of a second wave of the Pandemic and a return to tighter lockdown conditions.

4 General Fund Revenue

- 4.1 The forecast outturn as of Quarter 2 is an £0.667m overspend and is broken down in the following table:

Table 1. General Fund Forecast 2020/21

	Budget	Forecast Outturn	Variance
	£m	£m	£m
Adult Social Care and Health	38.273	39.620	1.347
Economic Growth and Neighbourhood Services	17.125	31.784	14.659
Resources	15.433	16.533	1.100
Chief Executive	1.556	1.590	0.034
Children's Services retained by Council	0.710	0.710	0.000
Children's Services delivered by BfC	48.421	50.528	2.107
Total Service Expenditure	121.518	140.765	19.247
Capital Financing Costs	14.731	16.193	1.462
Contingencies	3.522	0.000	(3.522)
Other Corporate Budgets	11.149	11.241	0.092
Total Corporate Budgets	29.402	27.434	(1.968)
Net Budget Requirement	150.920	168.199	17.279
Financed by:			
Council Tax Income	(96.014)	(96.014)	0.000
NNDR Local Share	(34.357)	(34.357)	0.000
New Homes Bonus	(3.988)	(3.988)	0.000
Section 31 Grant	(3.994)	(3.994)	0.000
Revenue Support Grant	(2.030)	(2.030)	0.000
One-off Collection Fund Surplus	(10.537)	(10.537)	0.000
Government Covid-19 Funding	0.000	(16.612)	(16.612)
Total Funding	(150.920)	(167.532)	(16.612)
Over / (under) Budget	0.000	0.667	0.667

- 4.2 The following table reconciles Covid-19 and other pressures to the forecast outturn position:

Table 2. Covid-19 Revenue Pressures Impact on the 2020/21 Outturn Forecast

	Covid-19 Pressures £m	Other Net Pressures/ (Savings) £m	Forecast Outturn £m
Adult Social Care & Health Services	1.796	(0.449)	1.347
Economic Growth & Neighbourhood Services	15.251	(0.592)	14.659
Resources	1.149	(0.049)	1.100
Chief Executive	0.105	(0.071)	0.034
Children's Services (RBC)	0.000	0.000	0.000
Children's Services (BFfC)	1.549	0.558	2.107
Total Service Budgets	19.850	(0.603)	19.247
Capital Financing Costs	0.000	1.462	1.462
Contingency	0.000	(3.522)	(3.522)
Other Corporate Budgets	0.200	(0.108)	0.092
Total Corporate Budgets	0.200	(2.168)	(1.968)
Government Covid-19 Funding	(16.612)	0.000	(16.612)
Total	3.438	(2.771)	0.667

Adult Care and Health Services (DACHS)

- 4.3 Adult Care and Health Services is forecasting an overspend of £1.347m at the end of Quarter 2, which is an improvement of (£1.396m) from Quarter 1. Pressures totalling £1.796m are as a result of Covid-19 which is partially offset by other net underspends of (£0.449m).
- 4.4 The forecast overspend is due to:
- £0.248m of additional PPE costs;
 - £0.385m to support care homes with high levels of void beds;
 - £0.727m of red savings as a result of the impact of Covid-19;
 - £0.436m of amber savings;
 - (£0.449m) of underspends largely relating to staffing.
- 4.5 Adult Care and Health Services has £3.100m of savings and additional income targets to deliver in 2020/21. Currently, £0.727m of savings have been categorised as red and no delivery is currently anticipated in year as a result of the impact of Covid-19. There are also £0.871m of amber savings of which it is projected that only £0.436m not be delivered. These savings are listed in Appendix 1.
- 4.6 The forecast assumes that the NHS fund all hospital discharges (Scheme 1's) in April-August for the duration of 2020/21 and that they fund the first 6 weeks of hospital discharge costs for September onwards (Scheme 2's) in line with the guidance.
- 4.7 There is also a risk of demand on the service increasing following lifting of social distancing regulations.

Economic Growth and Neighbourhoods Services (DEGNS)

- 4.8 The Directorate of Economic Growth and Neighbourhood Services is forecasting an overspend of £14.659m at the end of Quarter 2, which is an improvement of (£1.617m) from Quarter 1. £15.251m of the overspend is due to the impact of Covid-19, partially offset by net underspends of (£0.592m) arising within

Environment & Commercial Services, Cultural Services and Planning Services as detailed below. The forecast is based on assumptions regarding future income levels which will continue to be closely monitored over the coming months as they are dependent on economic activity levels.

Transportation - £6.263m overspend

- 4.9 There is a £6.263m income shortfall in Transportation due to the impact of Covid-19 on income from Car Parking, Civil Enforcement Services, Residents Parking and the Park and Ride Service. These income streams have started to gradually recover during Quarter 2 but still represent under 50% of budgeted income for this period. The above pressures include £0.825m of red savings relating to enforcement income.

Planning and Regulatory Services - £1.970m overspend

- 4.10 The service is forecasting a £1.970m overspend. This includes an income shortfall of £2.070m across Building Control, license fees, planning applications and planning fees and charges as a result of Covid-19, which includes £0.446m of red savings relating to the service's various income generation proposals. There are two significant legal cases which are ongoing, the cost of which are estimated at £0.230m for 2020/21 which is not budgeted. There is a staffing underspend due to vacancies within the service of (£0.330m).

Housing and Neighbourhood Services (General Fund) - £1.022m overspend

- 4.11 The pressure on Housing and Neighbourhood services of £1.022m is due to increased demand on bed and breakfast including hotel beds given the need to accommodate homeless individuals during the Pandemic. This figure has reduced from £2.110m in period 5 due to a revision of the calculation based on actual costs to the end of September and projected costs for the remainder of the year as well as (£0.584m) Next Steps Accommodation Programme (NSAP) funding which has recently been received. There is a risk of an increased pressure on homelessness once government restrictions around evictions are lifted. The financial impact of this is not yet known.

Cultural Services - £3.752m overspend

- 4.12 Cultural Services is forecasting an overall overspend of £3.752m consisting of pressures of £4.289m as a result of Covid-19, partially offset by an underspend of (£0.537m) due to delayed contract commencement within Leisure services. Many of the buildings closed during lockdown have reopened although on a limited basis, including Central library and the leisure centres which opened in July and Reading Museum, which opened in September. The current Covid-19 related pressures are:

- A £2.243m income shortfall across the theatres and Town Hall, assuming no shows are possible until April 2021.
- Leisure Services only operating limited services related to Play Services supporting SEND and key worker children. Leisure Centres were allowed to reopen from the 25th July, however there remains uncertainty over the level of income achievable, and a shortfall of £1.487m is anticipated. which is partially negated by £0.537m budget related to the delay in signing the new contract.
- A £0.203m shortfall has been reported due to the Reading Festival being cancelled.

- An income shortfall of £0.180m has been forecast for Library Services.
- There is an additional £0.176m of red savings relating to the service's various income streams.

Environment and Commercial Services - £0.709m overspend

- 4.13 Environment & Commercial Services is forecasting an overspend of £0.709m, of which £0.564m relates to Covid-19. The service has a mixture of income shortfalls arising from Covid-19 on Business Development, Parks Service, Green Waste and Recycling totalling £0.478m. The Food Waste and Smaller Bins saving is delayed causing a £0.086m pressure.
- 4.14 There are also non-Covid related pressures on this service; a £0.138m pressure on refuse collection; a £0.060m pressure on street lighting; a £0.090m Section 38 income pressure and a £0.111m pressure on inspection service income. The overspend is partially mitigated by reduced expenditure on waste disposal of (£0.254m).

Regeneration & Assets - £0.943m overspend

- 4.15 Regeneration & Assets is reporting an overspend of £0.943m as a result of Covid-19. This is due to a pressure on income of £0.200m for community lettings and £0.530m forecast shortfall on commercial property rental income. There is a £0.150m pressure due to the delay in moving into the newly refurbished Bennet Road depot and disposal of the Darwin Close building. The service has also forecast additional costs of cleaning of £0.153m. The pressures are partly mitigated by reduced utility costs (£0.090m) for the first six months of the year due to reduced use of buildings during the Pandemic.

Resources (DoR)

- 4.16 The Directorate of Resources is currently reporting a net overspend of £1.100m as at the end of Quarter 2, which is an increase of £0.213m from Quarter 1. Pressures totalling £1.149m are directly as a result of the impact of Covid-19, offset by savings of (£0.049m) across the directorate.

Resources Management - £0.054m overspend.

- 4.17 The overspend reflects the forecast non-delivery of Digitisation savings across the Directorate.

Customer & Corporate Improvement - £0.066m overspend

- 4.18 The service is forecasting an overspend of £0.066m. This represents the savings that were anticipated from the delivery of the Customer Experience strategy. Delays in the project, as a result of Covid19 have meant that these savings have been delayed. There has been no change from what was reported in P5. There are existing pressures on salary budgets across the service, but this will be managed within the service.

Human Resources & Organisational Development - £0.174m overspend

- 4.19 Human Resources & Organisational Development is forecasting an overspend of £0.174m. This consists of a £0.174m pressure on Kennet Day Nursery income

resulting directly from Covid-19. Some staff have been furloughed, to manage the current restrictions around social distancing. The forecast reflects increased cleaning costs and that the nursery has returned to full capacity as of 1 September 2020.

Audit & Insurance - (£0.030m) underspend

- 4.20 Audit and Insurance is currently forecasting a (£0.030m) underspend due to a vacancy within the Corporate Investigations Team. It is still too early to anticipate the volume and severity of any insurance claims arising out of Covid-19 and the impact on the Council of associated increased premiums.

Procurement - £0.250m overspend

- 4.21 The overspend of £0.250m within Procurement is a direct result of setting up the One Reading Community Hub in response to Covid-19.

Financial Services - £0.549m overspend

- 4.22 Financial Services is forecasting an overspend of £0.549m. This variance is primarily due to a net reduction in court costs income of £0.625m within the Revenues and Benefits Service due to courts currently being closed as a result of Covid-19 and uncertainty as to when civil proceedings will recommence. These pressures are partially offset by other net underspends of (£0.076m) across the service.

Legal & Democratic Services - (£0.039m) underspend

- 4.23 Legal & Democratic Services are forecasting an underspend of (£0.039m). This consists of £0.065m of pressures within Legal Services due to a steep decline in demand for Land Charges services and £0.035m from an anticipated shortfall of income for sales of properties and CIL/S106, all as a direct result of Covid-19. There is also a pressure of £0.036m on supplies and services budgets, offset by an underspend of (£0.015m) on staffing budgets and an underspend of (£0.160m) in year in Democratic services as there is no anticipated local election this year.

IT & Digital Services - £0.076 overspend

- 4.24 IT & Digital are forecasting an overspend of £0.076m. This overspend consists of £0.041m due to staffing pressures and other operational costs of £0.035m.

Chief Executive

Chief Executive - £0.034m overspend

- 4.25 The Chief Executive's budget is reporting an overspend of £0.034m, which is mainly due to Covid-19 pressures of £0.070m relating to the Council's estimated share of the costs of the Temporary Place of Rest at Wexham Park and does not reflect any potential costs of the second wave of Covid-19. This pressure is partially offset by a service underspend of (£0.036m).

Communications - On budget

- 4.26 Communications is forecasting a nil variance. Covid-19 related income pressures of £0.035m have been identified as a result of the cancellation of events but these are being actively mitigated by compensating underspends on expenditure budgets of (£0.035m).

Children's Services Retained by the Council

- 4.27 Children's Services retained by the Council are forecast to be on budget for 2020/21.

Children's Services Delivered by BFFC

- 4.28 The forecast outturn for Children's Services delivered by Brighter Futures for Children (BFFC) is a £2.107m overspend, of which £1.549m is the in-year pressures BFFC have indicated due to Covid-19. In addition, there are further pressures of £0.558m primarily relating to an in-year forecast overspend on Looked After Children, an increase of £0.075m from the previously reported period.

Corporate Budgets

- 4.29 Corporate Budgets are forecasting a variance of (£1.968m) as at the end of Quarter 2, which is a reduction of £0.570m from Quarter 1.
- 4.30 The Capital Financing budget is currently forecasting an overspend of £1.462m due to the profiling of the budget in respect of the net capital financing costs and associated savings in relation to the purchase of commercial properties in 2020/21.
- 4.31 There are unallocated Contingency budgets of (£3.522m) and a net overspend on Other Corporate Budgets of £0.092m consisting of: a projected underspend against corporate provisions of (£0.722m), offset by unrealisable corporate savings totalling £0.250m and other corporate net pressures totalling £0.380m.

5 Funding

- 5.1 The Council's net budget requirement of £150.920m is financed from Council Tax, Business Rates and New Homes Bonus Grant. Whilst it is highly likely that the Covid-19 situation will impact collection rates for 2020/21, this will not impact the Council's budget until 2021/22 as the precepts for 2020/21 have already been agreed.
- 5.2 Government support funding in respect of Covid-19 totals (£16.612m). The Government has, to date, allocated the Council general support funding for the additional pressures due to Covid-19, totalling (£9.775m). A further (£0.837m) is anticipated in respect of furloughed staff of which (£0.669m) has been claimed and received to date. Additionally, the sum currently forecast to be reimbursed in respect of lost fees and charges is (£6.000m), subject to fluctuations in the level of lost income. The first grant claim has been submitted for (£3.186m) of compensation for the period April to July 2020. Changes to this assumption and the impact on the forecast outturn position will be reported through future reports.
- 5.3 Current forecasts in respect of collection rates indicate a shortfall of £3.750m, which continues to be monitored on a monthly basis. This one-off pressure,

should it materialise, will impact. In future years as Government have announced that Collection Fund deficits can now be recovered over a three-year period to aid Local Authorities in spreading the financial impact.

6 Savings Programme

- 6.1 Delivery of the Council's budget is predicated on achieving savings and additional income as agreed as part of the budget setting process in February 2020. Detailed monitoring of agreed savings is tracked on a monthly basis.
- 6.2 The projected financial impact of any non-delivery of savings have been included in the projected outturn position.
- 6.3 The following table summarises the current forecast savings delivery for 2020/21 (a further detailed breakdown by saving is provided in Appendix 1):

Table 3. Delivery of 2020/21 Savings Programme

Service	Savings At Risk £'000s	Savings Delayed or at Risk £'000s	Savings on Track £'000s	Savings Achieved £'000s	Directorate Total £'000s
Adult Care and Health Services	820	871	386	1,023	3,100
Economic Growth and Neighbourhood Services	4,488	1,944	787	0	7,219
Resources	226	120	296	0	642
Chief Executive	0	0	5	0	5
Corporate	200	50	0	0	250
Children's Services Delivered by BfC	0	0	0	4,128	4,128
Total	5,734	2,985	1,474	5,151	15,344

- 6.4 Any savings not delivered in 2020/21 will cause an immediate pressure on 2021/22 unless mitigated with alternative ongoing savings. Service Managers are currently working to review the savings programme as part of the Council's annual MTFS refresh process.

7 Other Considerations

Sundry Debt

- 7.1 Total General Fund sundry debt as at the end of Quarter 2 is £17.325m, of which £12.131m relates to invoices over 30 days old. This is a decrease of £3.056m compared to the previous period where General Fund sundry debt totalled £20.381m. This decrease relates predominantly to the outstanding balance relating to Green Park School being paid off. Community Care debt is £5.994m, which includes £0.412m which has been secured against properties. The following table shows the outstanding debt over 30 days old as at the end of September 2020:

Table 4: Outstanding Debt as at the End of September 2020 Over 30 Days Old

Total Debt as of September 2020	1 to 2 months £000's	2 to 3 months £000's	3 to 6 months £000's	6 months to 1 year £000's	1 to 2 years £000's	Over 2 years £000's	Total Outstanding Debt £000's
Resources and Facilities	10	39	10	36	8	117	218
Ex Berkshire County Council	-	-	-	-	-	1	1
Valuation	16	10	80	116	40	163	425
Environment	68	150	5,174	126	36	56	5,610
Education & Community Services	-	-	-	14	4	58	77
Culture & Sport	5	50	56	73	37	101	323
General Fund Housing	-	-	-	-	3	1	4
Community Care	599	207	496	848	1,053	2,271	5,474
Total General Fund:	699	456	5,815	1,213	1,180	2,768	12,131
Housing Revenue Account Housing	98	4	21	92	248	286	750
Intercompany Debt	-	592	764	2,184	1,560	-	5,100
Total Including HRA and Intercompany:	797	1,053	6,600	3,489	2,989	3,054	17,981

7.2 A review of the Council's debt management arrangements to harmonise and streamline collection processes and ensure associated bad debt provisions are at the appropriate level is being undertaken as part of the work to mitigate against the current in-year financial gap resulting from Covid-19. The Council's Debt Management Strategy is also being revised and will be reported to Policy Committee in December.

Staffing

7.3 The Council currently has 39 agency contracts across the three directorates which cost £1m more than the substantive posts budgets. £0.035m has been spent on overtime during Period 6, bringing the total spent this year to £0.198m.

7.4 There have been 2 redundancies to date during 2020/21.

8 Housing Revenue Account (HRA)

8.1 The forecast revenue outturn position on the HRA is currently an underspend to budget of £1.880m which is largely due to an underspend on the Major Works budget. This reduces the budgeted £1.845m drawdown from reserve requirement to a contribution to reserves of £0.035m.

Table 5: Housing Revenue Account Forecast 2020/21

	Budget £m	Forecast Outturn £m	Variance £m
Responsive Repairs	3.290	3.325	0.035
Planned Maintenance	2.066	2.060	(0.006)
Major Works	13.981	12.372	(1.609)
Managing Tenancies	1.410	1.410	0.000
Management, Policy & Support	5.331	5.331	0.000
PFI	7.238	7.238	0.000
Rent Collection	1.363	1.363	0.000
Building Cleaning, Energy & other	2.953	2.953	0.000
Capital Financing	5.300	5.200	(0.100)

HRA Income	(41.087)	(41.287)	(0.200)
Over/(Under) Budget	1.845	(0.035)	(1.880)
Movement to/(from) HRA Reserve	(1.845)	0.035	1.880

- 8.2 The underspend on Major Works of (£1.609m) is due to underspends on Kitchen & Bathrooms of (£0.860m) due to delays caused by Covid-19 in the first quarter, along with similar underspends on structural projects (£0.673m) and Low Carbon Trials (£1.025m) because they have not yet progressed from the development stage. This is partially negated by an in-year overspend of £1.490m relating to the Coley Water Mains projects due to a timing delay in the works that arose in 2019/20. A further underspend totalling (£0.537m) is forecast on Decent Neighbourhood Fund, Rewiring, Asbestos and other minor schemes.
- 8.3 The current forecast on the Capital Financing budget is (£0.100m) underspend, due to delays to delivery of Phase 2 and Phase 3 of the New Build and Acquisitions Schemes.
- 8.4 The current forecast on HRA Income is a (£0.200m) overachievement against budget. HRA rent collection rates of 97.74% are continuing to hold slightly above the budgeted collection rate of 97.50%, though it is lower than the pre-pandemic collection rate. Therefore, this drop-in collection is currently manageable within existing budgets but is being kept under close review and forecasts will be updated as required.

9 Capital Programme

- 9.1 The General Fund Capital Programme is forecast to underspend by (£111.231m) this year. This is predominantly because the £80.000m budget for commercial property in 2020/21 will not be used. It is recommended that Policy Committee remove the Commercial Property scheme from the Capital Programme (£80.000m in 2020/21 and £50.000m in 2021/22 and 2022/23).
- 9.2 The DEGNS Capital Programme schemes are currently forecast to underspend by (£19.233m). This is predominantly due to construction related delays caused by Covid-19. The two largest variances are on the Dee Park Regeneration (£5.400m) and Leisure Procurement (£4.757m) Schemes.
- 9.3 The HRA Capital Programme is currently forecast to underspend by (£15.146m) due to delays to the delivery of the Major Repairs Scheme and Phase 2 and Phase 3 of the New Build and Acquisitions Schemes resulting from delayed starts relating to Covid-19 and additional planning conditions.
- 9.4 The revised budgets have been updated to include the net budget roll forward requests from 2019/20 that were approved by Policy Committee as part of the 2019/20 Quarter 4 Performance and Monitoring Report. The forecast outturn for the Capital Programme is set out in the following table:

Table 6. Capital Programme Forecast 2020/21

	Original Budget £m	Revised Budget £m	Forecast Spend £m	Forecast Variance £m
Adult Social Care and Health	1.405	1.522	1.022	(0.500)
Economic Growth and Neighbourhood Services	52.797	62.588	43.355	(19.233)
Resources	8.051	8.084	8.658	0.574
Children's Services	21.526	21.526	15.104	(6.422)

Corporate	89.169	91.970	6.321	(85.649)
Total General Fund	170.446	185.691	74.460	(111.231)
Total HRA	34.974	36.507	21.360	(15.146)

10 CORPORATE PLAN PERFORMANCE

10.1 Due to the Covid-19 Pandemic and associated work pressures placed on senior officers, it was agreed that the 2019/20 Corporate Plan measures and targets would roll forward into 2020/21.

10.2 We are now using the council's new performance management software system (InPhase) as the source for recording and monitoring progress against our performance objectives. The data for Corporate Plan performance reporting is now taken directly from the system and the full set of quarterly data is attached at Appendix 2.

Key areas where we are performing well and areas for improvement as at the end of the second quarter of 2020/21

10.3 Paragraphs 10.4 - 10.9 below provide a summary of the areas where the Council is performing well and the areas for improvement. A selection of these measures are displayed as charts from InPhase in Appendix 2.

10.4 Securing the economic success of Reading

Measure	2019/20 Q2	2019/20 Outturn	2020/21 Q1	2020/21 Target	Performance against target
Performing well					
The percentage of people who are economically active	81.2%	81.7%	84%	81.1%	Economically active people in Reading marginally increased during the period to June 2020. Reading is now above the average for the South East region (82.3%). Latest data covers the period July 19 - Jun 20. There is a lag in reporting this figure
Areas for Improvement					
Reduction in percentage of young people Not in Education, Employment or Training (NEET)	No Data	3.1%	4.0% August	1.8%	The service is adapting to working in a Covid 19 situation. Virtual careers guidance sessions are being delivered via phone with follow up support via email/phone. A dedicated vacancy service is now live for young people in Reading, all vacancies are shared with colleagues/partners. We have a variety of opportunities (apprenticeships, traineeships, reengagement courses and jobs) available to young people. There is now a section on Bffc website: where young people can access our post-16 team via the website and view an online jobs board

10.5 Ensuring access to decent housing to meet local needs

Measure	2019/20 Q2	2019/20 Outturn	2020/21 Q2	2020/21 Target	Performance against target
Performing Well					
Numbers of families in bed & breakfast accommodation (shared facilities) - snapshot	0	0	0	0	This figure has remained at 0 throughout the year for families. This performance indicator only relates to families with dependent children.

10.6 Protecting & enhancing the lives of vulnerable adults and children

Measure	2019/20 Q2	2019/20 Outturn	2020/21 Q2	2020/21 Target	Performance against target
Performing Well					
Timeliness of Early Help Assessments (Percentage completed within timescale 5 weeks)	98%	95%	99%	95%	A consistent focus on timeliness has resulted in a high % of Early Help Assessments are completed within timescale. The quality of intervention is reflected by a low re-referral rate (2%) of cases closed to Early Help in 2019/20 not re-presenting to children's services within 6 months.
Decrease the	221.67	408.87	152.71	432.00	Numbers of permanent admissions

permanent new admissions to Residential or Nursing care per 100,000 population for Older People (65+) (cumulative)					<p>into care homes have reduced significantly in the second quarter. Part of the reason has been the challenge of Covid-19 which has seen less people move into care homes in general.</p> <p>However, it also reflects the increased levels of work that staff have done during this period to ensure that people have been able to stay at home with the appropriate care and support.</p>
Areas for Improvement					
Reduced number of children looked after	278	277	278	250	A steady improvement in providing more permanent outcomes for our looked after children has seen a reduction in this number. There are 14 UASC children included in this figure
Increase the number of service users (Adults) receiving direct payments	18.96%	19.68%	20.2%	26.00%	<p>Direct Payments continue to increase at a steady rate, although this is still below the target set. The Directorate continue to work with people who use services to promote Direct Payments as the preferred way for services to be delivered. A dedicated Direct Payment Advisor continues to work with frontline staff and ensure that they have the tools and confidence to continue driving forward this indicator. Whilst the Directorate continues to bring new people onto Direct Payments, there are also Direct Payments that cease due to numerous reasons, services ending, customers moving into long-term care or accounts being suspended. All new packages of care are now challenged if a Direct Payment is not the default option</p>

10.7 Keeping Reading's environment clean, green and safe

Measure	2019/20 Q2	2019/20 Outturn	2020/21 Q2	2020/21 Target	Performance against target
Areas for Improvement					
Percentage of household waste sent for re-use, recycling and composting	37%	35.3%	35%	38%	34.97% is the provisional recycling rate for July - September 2020. The cumulative performance for 2020/21 (April-September) is currently 33.57%. The equivalent figure for 2019/20 was 37.8%. The recycling centres have a higher recycling rate than the kerbside services and were shut throughout April, and into May, as a result of COVID 19. COVID 19 also delayed the implementation of food waste collections

10.8 Promoting Health, Education, Culture & Wellbeing

Measure	2019/20 Q2	2019/20 Outturn	2020/21 Q2	2020/21 Target	Performance against target
Areas for Improvement					
Increased participation at Council Cultural Venues (Town Hall & Museum, Hexagon, South Street)	50,272	340,394	1,206	355,000	As a result of the government lockdown all cultural venues have been closed. The Hexagon and South Street closed to public until October. Figures are for the Museum only.

10.9 Ensuring the Council is fit for the future

Measure	2019/20 Q2	2019/20 Outturn	2020/21 Q2	2020/21 Target	Performance against target
Performing well					
Take up of online services - people signed up for an online account	84,320	95,338	111,908	86,488	Performance exceeding target set
Areas for Improvement					
Percentage of Council Tax collected (cumulative)	55.62	96.17%	54.9%	56.65% Sept 97.5% Annual	Collection is 0.72% behind position last year and 1.78% behind in month target set to achieve 97.50%. We started the financial year with an increased debit from last year of 4.26% at £111.6m, this has increased further by £480k to £112.1m. This rise is normal for this period as we see student tenancies end and exemptions cease, we are now starting to see the student's

					registrations filtering in. We anticipated a reduced collection as a result of Covid-19 and the removal of further recovery. Benchmarking with neighbouring boroughs still demonstrates a lesser reduction than they are experiencing, we are the lowest at 0.72%, with the highest at 3.75%. We are continuing to proactively contact our customers to maintain payments and the re-introduction of court and the additional powers this enables should see further improvements.
Percentage of Business Rates collected (Cumulative)	53.2	97.71%	47.63%	53.73% Sept 97.5% Annual	Collection is 5.57% behind position last year, 6.1% behind in month target set to achieve 98.00%. We have identified an error with the Civica payments system, it appears following a parameter change, £1m has been incorrectly posted to suspense, finance teams are working on resolving this but to date have not been able to confirm a date for resolution. This correction should reduce the position to 4.45% variance on last year. Benchmarking with neighbouring authorities demonstrates significant variances across the Berkshire Authorities, with one having a positive result of +1.02% in comparison and another as low as -9.14%. We start the financial year with a reduced debit from last year of 35.5% at £91,430,808 as a result of expanded retail relief, plus other measures announced in the March budget, this has reduced further to £88,989,840.

11 CONTRIBUTION TO STRATEGIC AIMS

11.1 Our vision as Reading Borough Council is: to ensure that Reading realises its potential - and to ensure that everyone who lives and works here can share the benefits of its success. We have six priorities which contribute to delivering this vision. The priorities are:

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

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

12 ENVIRONMENTAL AND CLIMATE IMPLICATIONS

- 12.1 The Council declared a Climate Emergency at its meeting on 26 February 2019. Whilst the Covid-19 situation has put significant pressure on the Council's finances, the work to tackle the Climate Change Emergency is continuing and has not yet been impacted by the financial position.
- 12.2 The Covid-19 pandemic has had a positive impact on air quality as a result of the initial lockdown and changes to the town centre that encourage increased walking and cycling.

13 COMMUNITY ENGAGEMENT AND INFORMATION

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

14 EQUALITY IMPACT ASSESSMENT

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

15 LEGAL IMPLICATIONS

- 15.1 The Local Government Act 2003 requires that the Authority reviews its Budget throughout the year and takes any action it deems necessary to deal with the situation arising from monitoring. Currently monitoring reports are submitted to Policy Committee quarterly throughout the year. Officers are currently undertaking a range of measures in order to present options to mitigate the financial implications of the pandemic. These will be presented to members for consideration later in the summer.

16 FINANCIAL IMPLICATIONS

- 16.1 The financial implications are set out in the body of the report and Appendix 1 attached.

17 BACKGROUND PAPERS

- 2020/21 Budget and Medium-Term Financial Strategy, Council, February 2020

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MONTHLY FINANCIAL REPORT

End of September 2020

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Revenue Position and Forecast - Period 6

Latest Revenue Position and Forecast

	Budget to Date (£,000's)	Actual to Date (£,000's)	Variance to Date (£,000's)	Approved Budget (£,000's)	Forecast Outturn (£,000's)	Full Year Variance (£,000's)
<u>Objective Analysis:</u>						
Adults Care and Health Services	19,129	18,229	(900)	38,273	39,620	1,347
Economic Growth & Neighbourhood Services Resources	8,559	19,978	11,419	17,125	31,784	14,659
Chief Executive	7,713	12,337	4,624	15,433	16,533	1,100
Children's Services retained by the Council	778	1,051	273	1,556	1,590	34
Children's Services delivered by BFfC *	960	960	0	710	710	-
	24,201	24,211	10	48,421	50,528	2,107
TOTAL SERVICE BUDGETS	61,340	76,766	15,426	121,518	140,765	19,247
Capital Financing Costs	7,363	(183)	(7,546)	14,731	16,193	1,462
Contingency	1,760	-	(1,760)	3,522	-	(3,522)
Other corporate budgets	5,572	(135,811)	(141,383)	11,149	11,241	92
TOTAL INCL CORPORATE	76,035	(59,228)	(135,263)	150,920	168,199	17,279
Funding:						
Council Tax Income	(47,988)	-	47,988	(96,014)	(96,014)	-
NNDR Local Share	(17,172)	-	17,172	(34,357)	(34,357)	-
New Homes Bonus	(1,993)	(997)	996	(3,988)	(3,988)	-
Section 31 Grant	(1,996)	-	1,996	(3,994)	(3,994)	-
Revenue Support Grant	(1,015)	-	1,015	(2,030)	(2,030)	-
One-off Collection Fund Surplus	(5,266)	-	5,266	(10,537)	(10,537)	-
Government Covid-19 Funding	-	(12,642)	(12,642)	-	(16,612)	(16,612)
TOTAL FUNDING	(75,430)	(13,639)	61,791	(150,920)	(167,532)	(16,612)
NET CONTROLLABLE COST	605	(72,868)	(73,473)	-	667	667
<u>Subjective Analysis:</u>						
Employee Costs	62,932	62,414	(518)	125,846	124,380	(1,466)
Premises Costs	9,943	8,464	(1,479)	19,814	20,299	485
Transport-Related Costs	1,168	1,076	(92)	2,337	2,399	63
Supplies and Services	35,033	(3,007)	(38,040)	70,055	64,084	(5,971)
Contracted Costs	100,788	56,446	(44,342)	201,657	206,339	4,682
Transfer Payments	9,638	1,875	(7,763)	19,232	19,601	369
CONTROLLABLE COST	219,502	127,268	(92,234)	438,942	437,103	(1,838)
Fees & Charges	(41,046)	(32,226)	8,820	(83,798)	(75,480)	8,317
Traded Services Income	(37,071)	(66,023)	(28,952)	(73,690)	(62,498)	11,192
Grants & Contributions	(140,780)	(101,887)	38,893	(281,454)	(298,458)	(17,004)
CONTROLLABLE INCOME	(218,896)	(200,135)	18,761	(438,942)	(436,436)	2,505
NET CONTROLLABLE COST	605	(72,868)	(73,473)	-	667	667

*Note: the figures shown in each period for BFfC relate to their prior month reported figures

Adult Care and Health Services [DACHS] - Period 6

Revenue Forecast

	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Approved Budget £'000	Forecast Outturn £'000	Full Year Variance £'000
Objective Analysis						
Commissioning & Improvement	424	588	164	848	768	(80)
Adult Services Operations	17,975	22,148	4,173	35,964	37,613	1,649
Public Health	(250)	(3,249)	(3,000)	(499)	(499)	0
Preventative Services	364	721	358	728	563	(165)
Directorate & Other	616	(1,982)	(2,598)	1,233	1,175	(58)
Suspense	-	3	3	-	-	-
Inactive Codes	-	-	-	-	-	-
NET TOTAL COST	19,129	18,229	(900)	38,273	39,620	1,347

Subjective Analysis

Employee Costs	6,582	6,187	(395)	13,169	12,720	(449)
Premises Costs	140	73	(67)	279	279	(0)
Transport-Related Costs	31	29	(2)	62	62	0
Supplies and Services	3,741	3,316	(425)	7,485	7,749	264
Contracted Costs	22,089	24,243	2,154	44,196	48,448	4,252
Transfer Payments	382	1	(382)	764	-	(764)
TOTAL EXPENDITURE	32,965	33,848	883	65,956	69,258	3,302
Fees & Charges	(162)	-	162	(325)	(325)	-
Traded Services Income	(4,124)	(3,400)	723	(8,251)	(8,251)	(0)
Grants & Contributions	(9,550)	(12,219)	(2,669)	(19,107)	(21,062)	(1,955)
TOTAL INCOME	(13,836)	(15,619)	(1,783)	(27,683)	(29,638)	(1,955)
NET TOTAL COST	19,129	18,229	(900)	38,273	39,620	1,347

Risks and Opportunities (£,000's)

	Likelihood	Risk	Opportunity	Weighted
1 Covid-19 Funding Ceasing fully from Oct-20	Medium	719		360
2				
3				
4				
5				
Total		719	0	360

Revenue Forecast

	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Approved Budget £'000	Forecast Outturn £'000	Full Year Variance £'000
<u>Objective Analysis</u>						
Transportation	(63)	5,727	5,791	(127)	6,136	6,262.90
Planning & Regulatory Services	1,078	1,351	273	2,158	4,128	1,970.00
Housing and Neighbourhood Services	667	1,615	947	1,336	2,358	1,022.00
Cultural Services	2,053	3,816	1,763	4,108	7,860	3,752.00
Environmental and Commercial Services	7,211	7,314	103	14,428	15,137	709.00
Regeneration and Assets	(2,715)	(314)	2,401	(5,432)	(4,489)	942.90
DEGNS Overhead Accounts	327	476	148	655	655	0.08
Suspense	-	(11)	(11)	-	-	-
Inactive Codes	-	4	4	-	-	-
NET TOTAL COST	8,559	19,978	11,419	17,125	31,784	14,659

Subjective Analysis

Employee Costs	18,765	17,414	(1,351)	37,545	35,172	(2,373)
Premises Costs	7,268	6,319	(949)	14,542	15,027	486
Transport-Related Costs	1,119	953	(166)	2,240	2,302	62
Supplies and Services	13,724	12,133	(1,591)	27,459	24,480	(2,979)
Contracted Costs	4,857	3,829	(1,028)	9,718	8,006	(1,712)
Transfer Payments	(164)	(130)	34	(328)	806	1,134
TOTAL EXPENDITURE	45,569	40,519	(5,051)	91,175	85,793	(5,382)
Fees & Charges	(10,128)	(3,123)	7,004	(20,263)	(11,957)	8,306
Traded Services Income	(22,152)	(13,053)	9,099	(44,322)	(33,439)	10,883
Grants & Contributions	(4,731)	(4,364)	367	(9,465)	(8,613)	852
TOTAL INCOME	(37,010)	(20,541)	16,470	(74,050)	(54,009)	20,041
NET TOTAL COST	8,559	19,978	11,419	17,125	31,784	14,659

There is significant uncertainty in respect of the assumed levels of forecast income throughout the directorate arising from the impact of Covid-19. These forecasts are closely monitored and are updated monthly.

Revenue Forecast

	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Approved Budget £'000	Forecast Outturn £'000	Full Year Variance £'000
<u>Objective Analysis</u>						
Resources Management	318	760	442	637	691	54
Customer Services	779	956	177	1,558	1,624	66
HR & Organisational Development	944	2,375	1,431	1,888	2,062	174
Audit & Insurance	810	1,416	606	1,622	1,592	(30)
Procurement Services	181	430	249	361	611	250
Financial Services	1,377	1,150	(228)	2,756	3,305	549
Legal & Democratic	1,125	3,162	2,037	2,251	2,212	(39)
IT Services	2,179	2,088	(91)	4,360	4,436	76
Suspense	-	-	-	-	-	-
Inactive codes	-	-	-	-	-	-
NET TOTAL COST	7,713	12,337	4,624	15,433	16,533	1,100

Subjective Analysis

Employee Costs	9,144	9,832	688	18,295	18,129	(166)
Premises Costs	152	104	(48)	305	305	-
Transport-Related Costs	18	78	61	35	35	-
Supplies and Services	3,088	3,844	756	6,179	6,414	235
Contracted Costs	2,612	1,972	(640)	5,227	5,262	35
Transfer Payments	869	1,574	705	1,739	1,739	-
TOTAL EXPENDITURE	15,884	17,405	1,522	31,780	31,884	104
Fees & Charges	(956)	(651)	305	(1,913)	(1,902)	11
Traded Services Income	(2,511)	(955)	1,556	(5,025)	(4,751)	274
Grants & Contributions	(4,703)	(3,462)	1,242	(9,411)	(8,700)	711
TOTAL INCOME	(8,171)	(5,068)	3,102	(16,348)	(15,352)	996
NET TOTAL COST	7,713	12,337	4,624	15,433	16,533	1,100

Risks and Opportunities (£,000's)

	Likelihood	Risk	Opportunity	Weighted
1 Decrease in Recovery of Court Costs	Medium	65		33
2 Grant Funding at risk for children not attending nursery	Medium	200		100
3				0
4				
5				
Total		265	0	133

Chief Executive [CEX] - Period 6

Revenue Forecast

	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Approved Budget £'000	Forecast Outturn £'000	Full Year Variance £'000
<u>Objective Analysis</u>						
Chief Executive	436	745	309	872	906	34
Communications	342	306	(36)	685	685	-
NET TOTAL COST	778	1,051	273	1,556	1,590	34

Subjective Analysis

Employee Costs	718	628	(89)	1,436	1,404	(32)
Premises Costs	-	-	-	-	-	-
Transport-Related Costs	-	16	16	-	-	-
Supplies and Services	102	412	310	203	235	32
Contracted Costs	-	-	-	-	-	-
Transfer Payments	4	0	(3)	7	6	(1)
TOTAL EXPENDITURE	823	1,056	233	1,646	1,645	(1)
Fees & Charges	-	-	-	-	-	-
Traded Services Income	(17)	0	18	(35)	-	35
Grants & Contributions	(27)	(5)	22	(55)	(55)	-
TOTAL INCOME	(45)	(5)	40	(90)	(55)	35
NET TOTAL COST	778	1,051	273	1,556	1,590	34

Risks and Opportunities (£,000's)

	Likelihood	Risk	Opportunity	Weighted
1 Temporary Place of Rest costs not shared out	Low	35		12
2				
3				
4				
5				
Total		35	0	12

GENERAL FUND REVENUE FORECASTS AND SAVINGS TRENDS

General Fund Revenue Forecasts and Weighted Risks

DACHS	DEGNS	DOR	Chief Exec	Children's Retained	BFfC *	CORP	Total
(£000's)	(£000's)	(£000's)	(£000's)	(£000's)	(£000's)	(£000's)	(£000's)

*Note: the figures shown in each period for BFfC relate to their prior month reported figures

Forecast Outturn

Period 2	2,024	18957	606	363	-	1494	4,495	27,939
Period 3	2,743	16276	887	413	-	2531	(2,538)	20,312
Period 4	2,743	16276	1036	33	-	2428	(2,454)	20,062
Period 5	1,791	16026	1064	34	-	2032	(2,039)	18,908
Period 6	1,347	14,659	1100	34	-	2,107	(1,968)	17,279
Period 7								
Period 8								
Period 9								
Period 10								
Period 11								

Per 6 Change	(444)	(1,367)	36	-	-	75	71	(1,629)
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Weighted Risks

Period 2	-	-	-	-	-	-	-	-
Period 3	719	-	330	35	-	-	1,084	2,168
Period 4	719	-	330	35	4,044	-	5,128	10,256
Period 5	719	-	330	35	4,401	-	5,485	10,970
Period 6	719	-	265	35	4,306	-	5,325	10,650
Period 7								
Period 8								
Period 9								
Period 10								
Period 11								

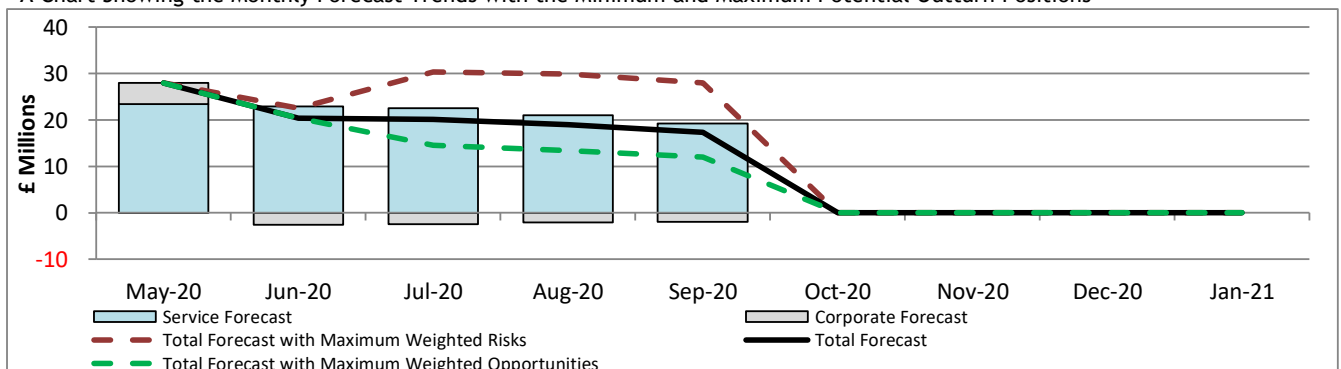
Per 6 Change	-	-	(65)	-	(95)	-	(160)	(320)
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Weighted Opportunities

Period 2	-	-	-	-	-	-	-	-
Period 3	-	-	-	-	-	-	-	-
Period 4	-	-	-	-	(2,784)	-	(2,784)	(5,568)
Period 5	-	-	-	-	(2,743)	-	(2,743)	(5,486)
Period 6	-	-	-	-	(2,616)	-	(2,616)	(5,232)
Period 7								
Period 8								
Period 9								
Period 10								
Period 11								

Per 6 Change	-	-	-	-	127	-	127	254
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A Chart Showing the Monthly Forecast Trends with the Minimum and Maximum Potential Outturn Positions



GENERAL FUND REVENUE FORECASTS AND SAVINGS TRENDS

GENERAL FUND SAVINGS TRACKER

DACHS (£000's)	DEGNS (£000's)	DOR (£000's)	CEX (£000's)	CORPORATE (£000's)	BFFC (£000's)	TOTAL (£000's)
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Period 5

Red	820	4,488	226	-	250	-	5,784
Amber	871	1,944	120	-	-	-	2,935
Green	386	787	296	5	-	25	1,499
Blue	1,023	-	-	-	-	4,103	5,126
Total	3,100	7,219	642	5	250	4,128	15,344

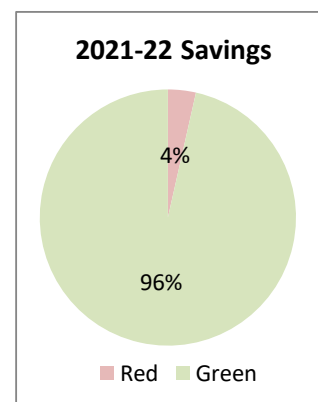
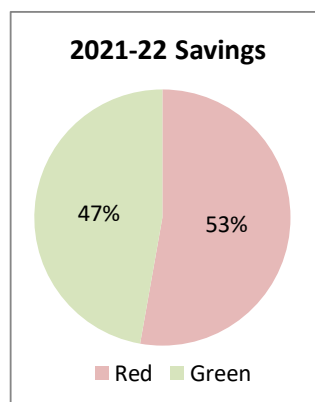
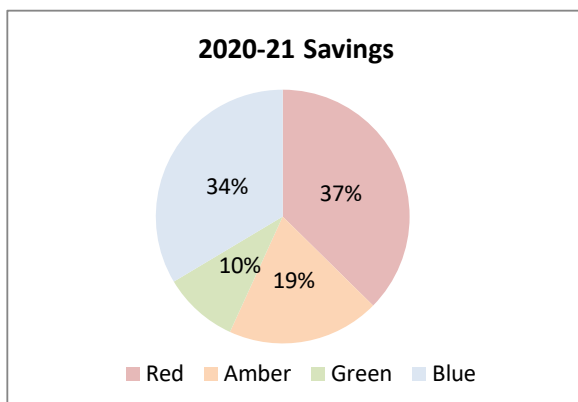
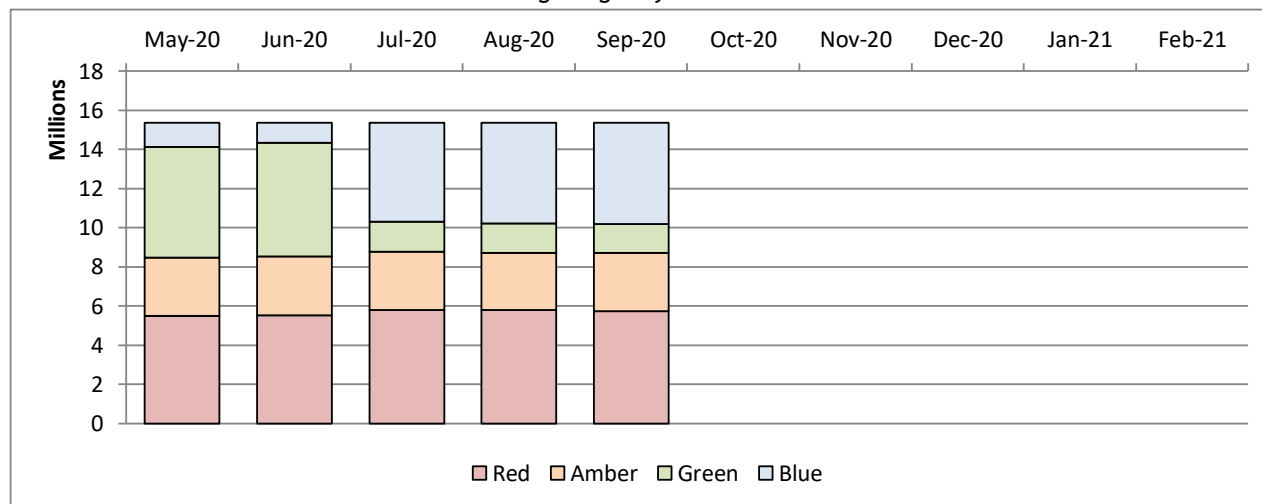
Period 6

Red	820	4,488	226	-	200	-	5,734
Amber	871	1,944	120	-	50	-	2,985
Green	386	787	296	5	-	-	1,474
Blue	1,023	-	-	-	-	4,128	5,151
Total	3,100	7,219	642	5	250	4,128	15,344

Period 6 Change

Red	-	-	-	-	(50)	-	(50)
Amber	-	-	-	-	50	-	50
Green	-	-	-	-	-	(25)	(25)
Blue	-	-	-	-	-	25	25
Total	-	-	-	-	-	-	-

The below bar chart shows the rated 20-21 Savings target by "RAGB".



Housing Revenue Account [HRA] - Period 6

Revenue Forecast

	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Approved Budget £'000	Forecast Outturn £'000	Full Year Variance £'000
<u>Objective Analysis</u>						
Responsive Repairs	1,645	767	(878)	3,290	3,325	35
Planned Maintenance	1,033	612	(421)	2,066	2,060	(6)
Major Works	6,991	2,105	(4,886)	13,981	12,372	(1,609)
Managing Tenancies	705	460	(245)	1,410	1,410	-
Management, Policy & Support	2,666	2,585	(80)	5,331	5,331	-
PFI	3,619	3,432	(187)	7,238	7,238	-
Rent Collection	682	584	(98)	1,363	1,363	-
Building Cleaning, Energy & other	1,477	1,110	(366)	2,953	2,953	-
Capital Financing	2,650	2,500	(150)	5,300	5,200	(100)
HRA Income	(20,544)	(19,727)	817	(41,087)	(41,287)	(200)
Movement to/(from) Reserve	(923)	-	923	(1,845)	35	1,880
NET TOTAL COST	-	(5,572)	(5,572)	-	-	-

Subjective Analysis

Employee Costs	1,957	1,748	(209)	3,915	3,915	0
Premises Costs	9,178	4,047	(5,132)	20,895	19,315	(1,580)
Transport-Related Costs	17	2	(14)	33	33	-
Supplies and Services	454	153	(302)	909	909	-
Contracted Costs	3,644	3,438	(206)	7,291	7,291	-
Transfer Payments	6,507	4,825	(1,681)	13,018	13,018	(0)
TOTAL EXPENDITURE	21,756	14,213	(7,544)	46,061	44,481	(1,580)
Fees & Charges	(1,699)	-	1,699	(3,399)	(3,399)	(0)
Traded Services Income	(18,060)	(17,743)	317	(38,665)	(37,085)	1,580
Grants & Contributions	(1,998)	(2,042)	(44)	(3,997)	(3,997)	-
TOTAL INCOME	(21,756)	(19,784)	1,972	(46,061)	(44,481)	1,580
NET TOTAL COST	-	(5,572)	(5,572)	-	-	0

	2020/21	2020/21	2020/21	2020/21
Scheme Name	Original Budget (£,000's)	Revised Budget (£,000's)	Forecast Spend (£,000's)	Forecast Variance (£,000's)
General Fund Capital Programme				
Delivery Fund	4,069	5,550	5,550	-
Loan To RTL (Bus replacement programme)	5,000	6,349	700	(5,649)
Oracle Capital Works - financed through reduced rental	100	71	71	-
Purchase of Commercial Property	80,000	80,000	-	(80,000)
Corp Total	89,169	91,970	6,321	(85,649)
e-Marketplace & Equipment Renewal Portal Software	170	170	170	-
Mobile Working and Smart Device	150	150	150	-
Replacement of Community Re-ablement Software	85	85	85	-
Social Care Premises	1,000	1,117	617	(500)
DACHS Total	1,405	1,522	1,022	(500)
Additional School Places - Contingency	500	500	-	(500)
Avenue Expansion	9	92	92	(0)
Blessed Hugh Faringdon - Asperger Unit 30 place expansion (SEN)		(15)	15	30
Civitas- Synthetic Sports Pitch	319	329	329	-
Cranbury College at JMA	819	894	894	-
Crescent Road Playing Field Improvements	314	314	-	(314)
Critical Reactive Contingency: Health and safety (Schools)	727	757	757	(0)
Green Park Primary School	-	876	876	(0)
Heating and Electrical Programme - Manor Pry Power	154	154	154	-
Heating and Electrical Renewal Programme	929	1,254	1,754	500
Initial Viability work for the Free School at Richfield Avenue	160	209	80	(129)
Katesgrove Primary Trooper Potts Building	6,981	6,983	1,300	(5,683)
Meadway Early Years Building Renovation	100	238	238	0
New ESFA funded schools - Phoenix College	6,300	6,377	6,377	0
New ESFA funded schools - St Michaels Primary Schools Expansion Programme - 2013-2017	101	177	177	0
Primary Schools Expansion Programme - 2013-2017	490	525	200	(325)
Schools - Fire Risk Assessed remedial Works	203	396	396	(0)
Thameside SEN Expansion	-	66	66	-
The Heights Permanent Site Mitigation	918	1,346	1,346	(0)
The Heights Temporary School	-	53	53	(0)
DCEEHS Total	19,024	21,526	15,104	(6,422)

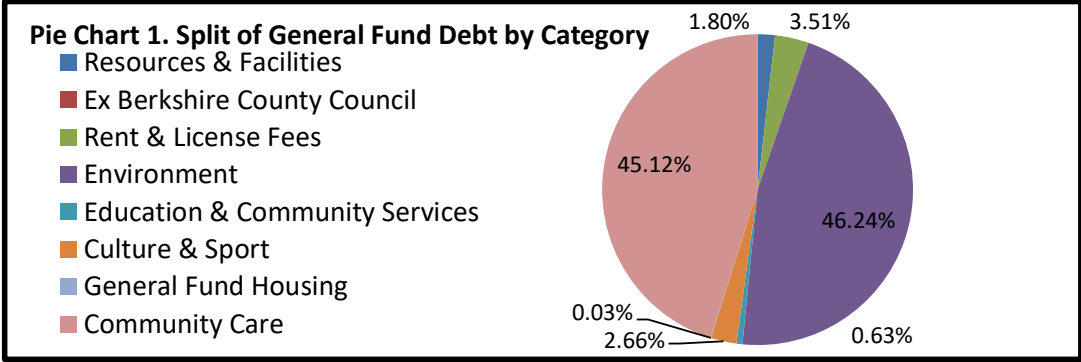
	2020/21	2020/21	2020/21	2020/21
Scheme Name	Original Budget (£,000's)	Revised Budget (£,000's)	Forecast Spend (£,000's)	Forecast Variance (£,000's)
Abbey Quarter	457	447	348	(99)
Accommodation Review - Phase 2A & B	-	133	33	(100)
Accommodation Review - Phase 2C (19 Bennet Road)	1,824	2,528	2,528	(0)
Additional Storage Capacity at Mortuary	15	15	15	-
Air Quality Monitoring	33	33	18	(15)
Bridges and Carriageways	1,669	1,095	2,233	1,138
Car Park Investment Programme	226	452	452	-
Car Parking - P&D, Red Routes, Equipment	200	174	174	-
Cattle Market Car Park	503	523	523	-
CCTV	-	50	50	-
Central Library - Reconfiguration/Refurbishment Feasibility		50	50	-
Central Pool Regeneration	-	587	587	0
Chestnut Walk Improvements	40	55	35	(20)
Christchurch Meadows Paddling Pool	35	35	35	-
CIL Local Funds - Community	52	52	52	-
CIL Local Funds - Heritage and Culture	115	115	115	-
CIL Local Funds - Leisure and Play	338	446	446	-
CIL Local Funds - Transport	435	435	435	-
CIL Local Funds -Neighbourhood Allocation	238	477	477	-
Corporate Office Essential Works	50	50	50	-
Dee Park Regeneration - Housing	6,000	6,000	600	(5,400)
Infrastructure Fund (school)				
Defra Air Quality Grant - Bus Retrofit	388	388	238	(150)
Defra Air Quality Grant - Go Electric	54	52	35	(17)
Reading				
Development of facilities at Prospect Park/Play	550	550	550	-
Disabled Facilities Grants (Private Sector)	1,055	1,055	1,055	-
Eastern Area Access Works	100	200	200	-
Electric Vehicle Charging Points	200	200	200	-
Food Waste and Smaller Bins	1,489	1,489	1,300	(189)
Foster Carer Extensions	100	100	70	(30)
Green Park Station	11,500	13,674	12,282	(1,392)
Grounds Maintenance Workshop Equipment	50	26	26	(0)
Invest in Corporate buildings/Health & safety works	1,768	1,092	1,092	-
Invest to save energy savings - Street lighting	258	258	200	(58)
Leisure Procurement	5,662	5,707	950	(4,757)
Local Traffic Management and Road Safety Schemes	359	375	375	-
LTP Development	200	399	399	0

	2020/21	2020/21	2020/21	2020/21
Scheme Name	Original Budget (£,000's)	Revised Budget (£,000's)	Forecast Spend (£,000's)	Forecast Variance (£,000's)
NCN Route 422	-	219	219	(0)
New Kit/Vehicles for Commercial Services Dvlpt	122	122	122	-
Oxford Rd Community Centre	-	147	-	(147)
Oxford Road Corridor Works	318	322	322	-
Playground equipment and Refreshment: Boroughwide	494	481	481	0
Private Sector Renewals	300	300	240	(60)
Pumping Station Upgrade Scheme (new)	250	250	250	-
re3 extending range of recyclables	86	94	10	(84)
Reading Football Club Social Inclusion Unit to SRLC	1,496	1,496	-	(1,496)
Reading Town Centre Design Framework	-	86	86	-
Reading West Station	3,400	3,539	1,500	(2,039)
Renewable Energy	500	500	500	-
Replacement Vehicles	176	897	-	(897)
Rogue Landlord Enforcement	-	75	75	-
S106 individual schemes list	284	334	334	-
Salix Decarbonisation Fund	600	600	-	(600)
Small Leisure Schemes	237	258	258	(0)
Smart City Cluster project and C-ITS	227	227	227	-
South Reading MRT (Phases 1 & 2)	-	362	362	0
South Reading MRT (Phases 3 & 4)	2,536	6,954	6,954	(0)
South Reading MRT (Phases 5 & 6)	1,000	1,000	250	(750)
The Keep	-	94	94	-
Town Centre Improvements	450	450	320	(130)
Town Centre Street Trading Infrastructure	40	34	34	-
Town Hall Equipment	205	205	-	(205)
Traffic Management Schools	295	390	390	-
Tree Planting	50	30	30	-
Western Area Access Works	-	128	128	-
Highway Infrastructure Works	3,000	3,000	1,500	(1,500)
Harden Public Open Spaces to Prevent Incursion	35	55	51	(4)
Salix Re-Circulation Fund	588	440	200	(240)
Sun Street - Final Phase	145	182	190	8
DEGNS Total	52,797	62,588	43,355	(19,233)
Customer Digital Experience	750	750	750	-
Universal Digital Systems	1,005	1,614	1,614	0
Future ICT Operating Model	5,429	5,081	5,964	883
ICT Infrastructure (Invest to save)	667	445	-	(445)
Re-Procurement / Reimplementation of Finance System	100	100	-	(100)
Cemeteries and Crematorium	100	94	30	(64)
Cremator	-	-	300	300
DoR Total	8,051	8,084	8,658	574
Grand Total	170,446	185,691	74,460	(111,231)

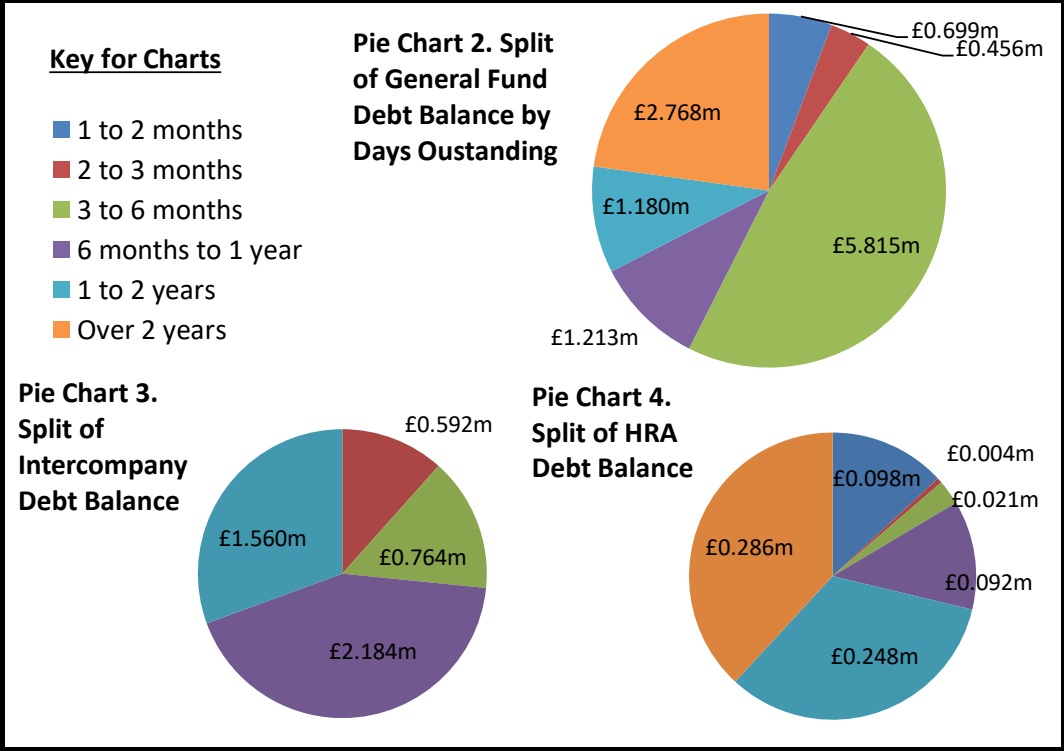
Scheme Name	2020/21 Original Budget (£,000's)	2020/21 Revised Budget (£,000's)	2020/21 Forecast Spend (£,000's)	2020/21 Forecast Variance (£,000's)
HRA Capital Programme				
Major Repairs	11,066	11,650	9,823	(1,827)
Hexham Road	950	1,350	1,166	(184)
Disabled Facilities Grants	500	423	519	96
Fire Safety Works	977	971	864	(107)
New Build & Acquisitions - Phase 1	214	213	213	-
New Build & Acquisitions - Phase 2	12,205	12,869	7,975	(4,894)
New Build & Acquisitions - Phase 3	8,381	8,245	403	(7,842)
New Build & Acquisitions - (Ex General Fund)	77	71	70	(1)
Housing Mngt System	604	715	327	(388)
Grand Total	34,974	36,507	21,360	(15,146)

Debt Performance - End of September 2020

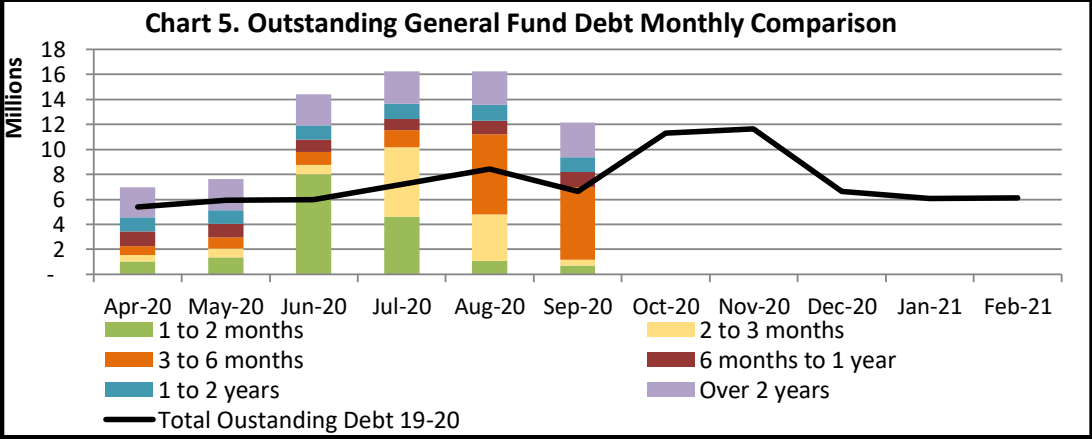
The pie chart below shows the sundry debt as at the end of Period 6 (in excess of 30 days old) to total £12.131m compared to £16.248m at the end of Period 5.



Note: Community Care includes Adult Client debt and invoices relating to NHS/CCG.
As of Period 6, debt totalling £412k has been secured against properties, however there is no guarantee that 100% of this is recovered upon sale of the property. Education Services includes the majority of Schools service level agreement invoices.



Debt over 6 months old has increased by £0.136m to £5.161m since the end of Period 5. Chasing these outstanding debts is being prioritised.



Agency and Staffing - End of September

Agency contracts with the council as at the end of Period 6.

Number of agency workers by directorate

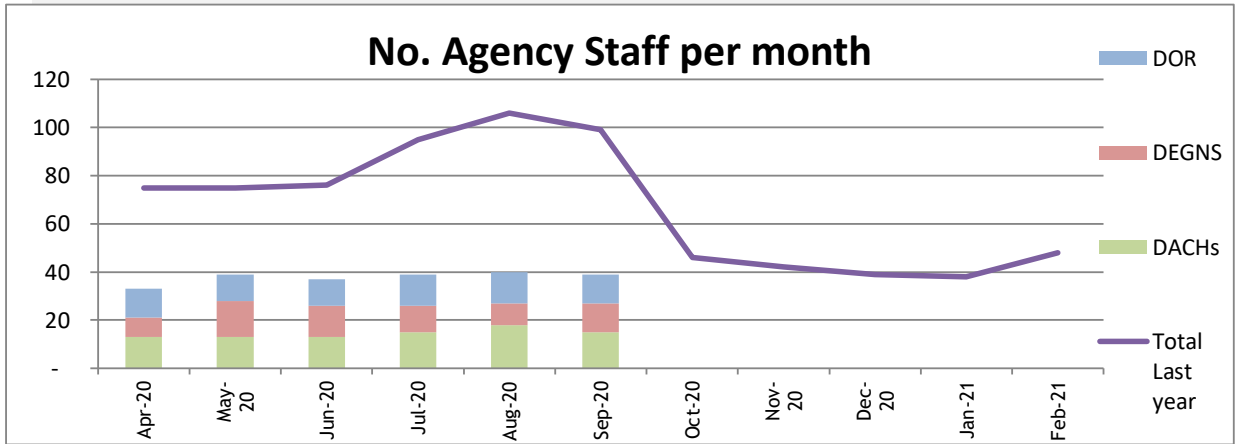
Directorate	Number of Agency Staff Period 6	Number of Agency Staff Period 5
DACHs	15	18
DEGNS	12	9
DOR	12	13
Total	39	40

Agency staff by post name (top 5)

Post name	No.
Social Worker	6
Occupational Therapist	6
Sweeper	3
Social Worker	2
AP/AR Officer	2

Agency spend by directorate per quarter (£000s)

Directorate	2019-20 (£000s)				2020-21 (£000s)			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DACHs	344	394	410	437	356	344		
DEGNS	312	403	391	364	271	300		
DOR	314	447	231	233	230	315		
Total	969	1,244	1,032	1,034	857	959		



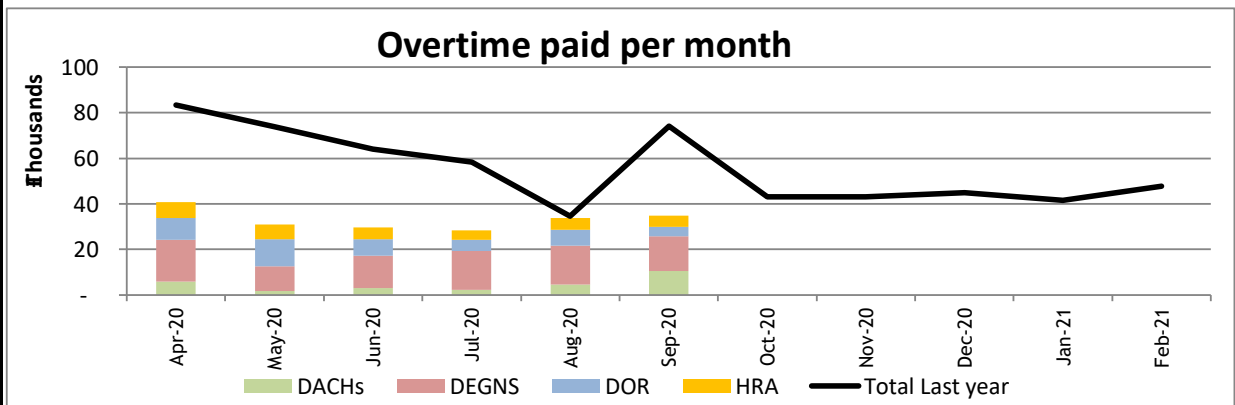
Redundancies within 2020-2021

Directorate	Redundancies Costs	No. of Redundancies
DACHs	£ -	0
DEGNS	£ -	0
DOR	£ 94,222	2
HRA	£ -	0
Total	£ 94,222	2

Overtime paid by directorate 2020-21

Directorate	September 2020 Only	Actual to Date 2020-21
DACHs	£ 10,510	£ 28,205
DEGNS	£ 15,252	£ 92,737
DOR	£ 4,207	£ 44,575
HRA	£ 4,815	£ 32,826
Total	£ 34,784	£ 198,342

Redundancy expenditure will either be funded through the capitalisation directive if the redundancy relates to transformation or through use of the redundancy revenue reserve. Currently 1 redundancy charge has been reflected in the Period 6 monitoring.

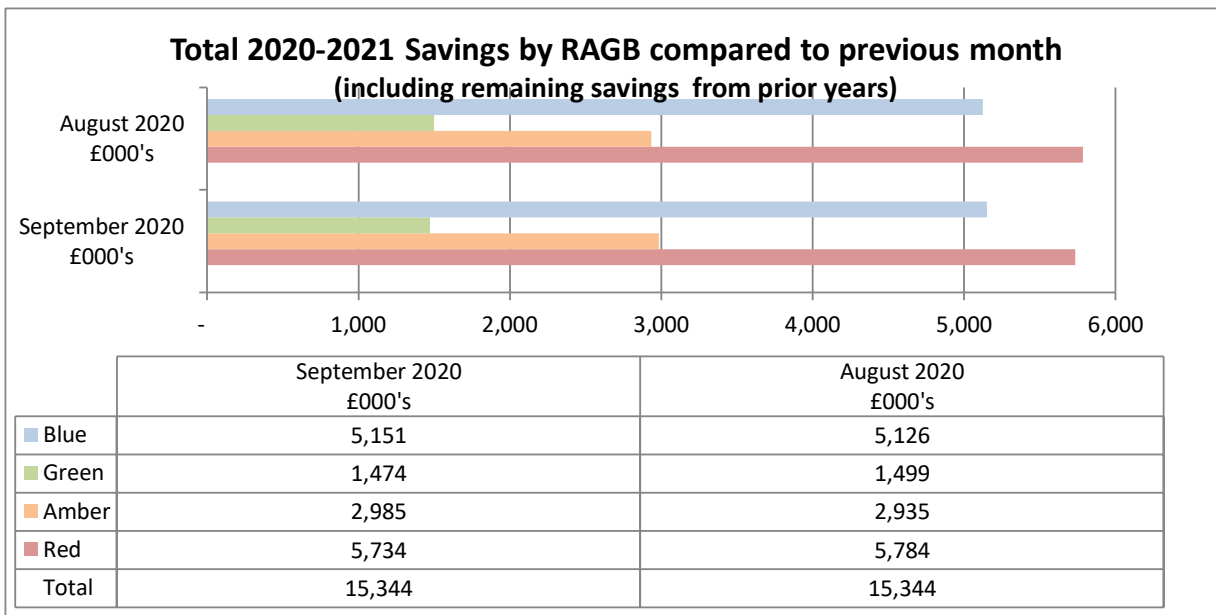


Savings 2020-2021 - End of September 2020

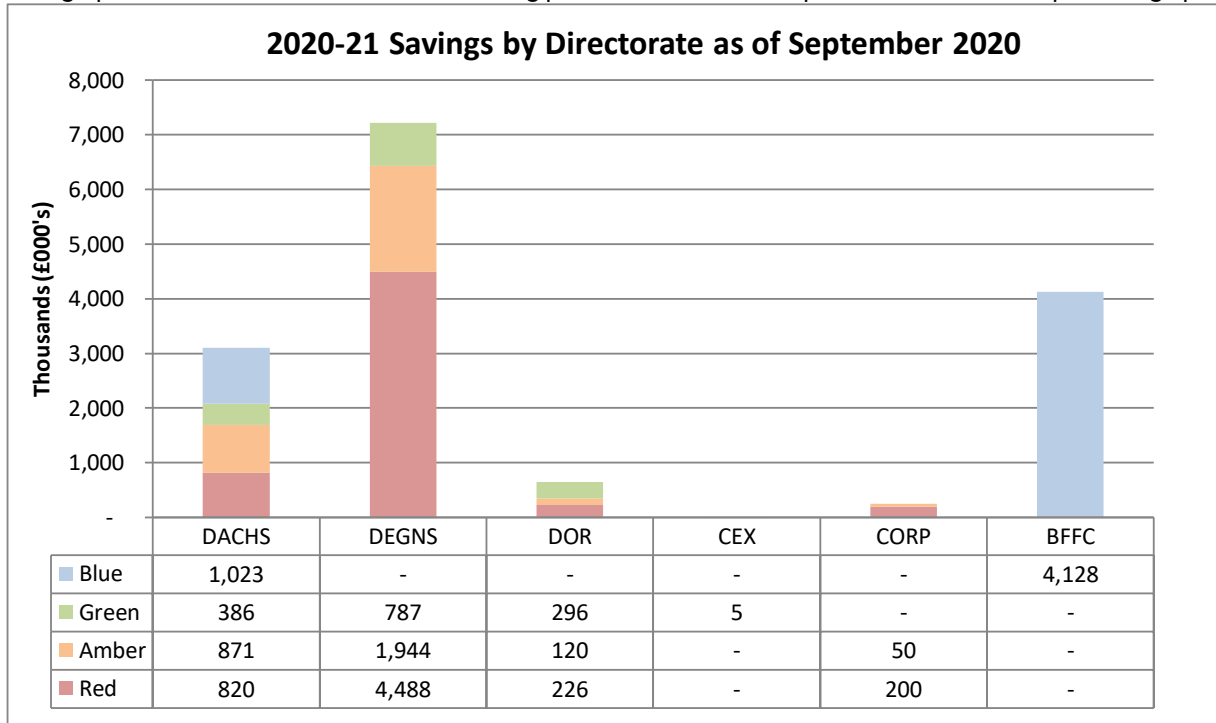
Savings

	Project delayed or unachievable and needs reviewing as part of MTFs
	Project has some issues or is at risk
	Project is progressing on track
	Project has been delivered and saving/income generation has been achieved

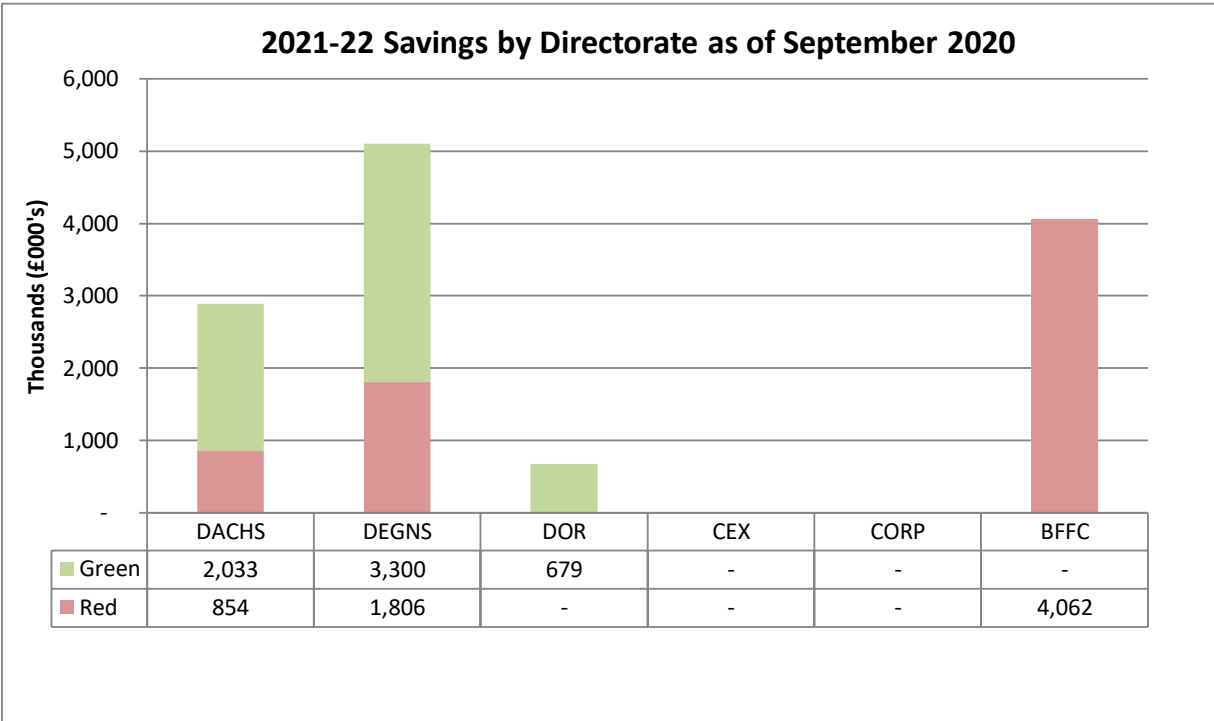
The below graphs shows the outstanding 2020-21 and prior year savings programme. This totals £15.344m for the overall council.



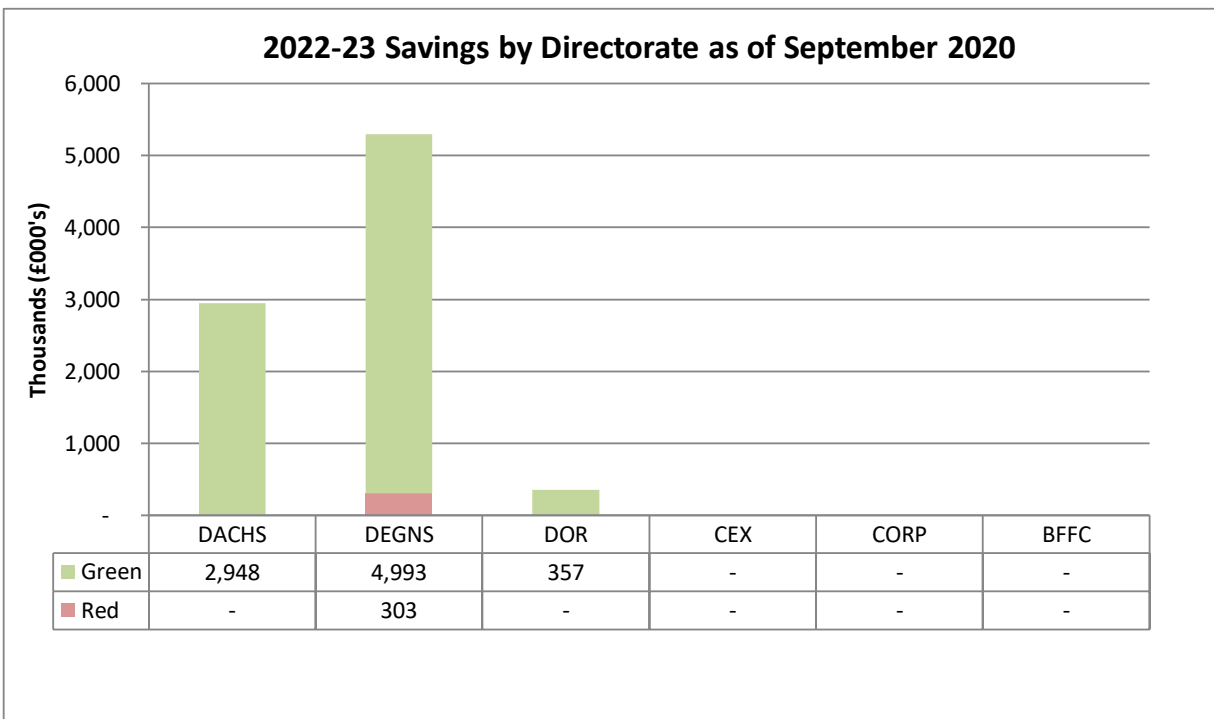
The graph below shows the 2020-21 RAGB rating per directorate as at September 2020 and the percentage per area.



The graph below shows the 2021-22 RAGB rating per directorate as at September 2020 and the percentage per area.



The graph below shows the 2022-23 RAGB rating per directorate as at September 2020 and the percentage per area.



List of Savings within 2020-21

Savings

SAVINGS PROPOSAL	Current Year Savings (£000s)				
Directorate of Adults Care and Health Services	RED	AMBER	GREEN	BLUE	TOTAL
Extension of Front Door Project; Stretch for Front Door Project	0	50	0	0	50
Reducing Adult Social Care contracts spend (Commissioning Delivery Model)	63	276	265	0	604
Mitigated - Delivery Models for Commissioning, Prevention & Quality Services	0	0	0	750	750
Mental Health and Locality Team Restructure	0	145	0	0	145
Extension of Provider Services	0	100	0	0	100
Review of Non Staffing Expenditure Budgets	0	0	0	273	273
Extension of Assistive Technology Project	50	0	0	0	50
Increased usage of Direct Payments	50	200	0	0	250
Income Maximisation	395	0	0	0	395
Increased usage of Assistive Technology and Equipment	100	100	0	0	200
Public Health Grant Reduction and Alternate Delivery Model	93	0	121	0	214
Digitisation Saving	69	0	0	0	69
Total Directorate of Adults Care and Health Services	820	871	386	1,023	3,100

SAVINGS PROPOSAL	Current Year Savings (£000s)				
Directorate of Economic Growth & Neighbourhood Services	RED	AMBER	GREEN	BLUE	TOTAL
Strategic Transportation Savings	0	25	0	0	25
Smart Cities - communications saving	0	70	0	0	70
Review of Enforcement Contracts	0	0	50	0	50
Car park management processes through IT improvements and staff reductions	0	50	0	0	50
Bus Services Act - reduction in RBC requirement	15	0	0	0	15
Increased revenue from on-street Pay and Display	390	0	0	0	390
Increased income from Parking Enforcement	220	0	0	0	220
Increased provision of Red Routes	0	50	0	0	50
Extend Residents Parking permit areas	0	200	0	0	200
Increase to park permit charges	0	0	53	0	53
Review Public Car Park provision borough wide	200	0	0	0	200
Increase off street parking charges	0	300	0	0	300
Electric Vehicle Charging	0	3	0	0	3
Increase in fees and charges	0	2	0	0	2
Mandatory HMO Licensing	115	0	0	0	115
Discretionary HMO Licensing	65	0	0	0	65
Increase in charges for pre-planning application and planning fees	25	0	0	0	25
Proposed Fee Income Reading Festival	25	0	0	0	25
Reforecast income Licensing income budget	25	0	0	0	25
Increase in fees and charges	16	0	0	0	16
Reduction in professional specialist, management, enforcement and administrative resources; an increase to pre-planning application fees by 10%.	120	0	0	0	120
Town Centre Street Trading - New Pitches	30	0	0	0	30
Charge for pre-application for planning	25	0	0	0	25
Reduce expenditure on homelessness B&B and temporary accommodation	0	0	0	200	200
Reducing use of nightly paid emergency accommodation including B&B	0	0	0	(200)	(200)
Housing Property Services - income generation to General Fund	0	0	60	0	60
Housing Building Maintenance Income	0	31	0	0	31

SAVINGS PROPOSAL	Current Year Savings (£000s)				
	RED	AMBER	GREEN	BLUE	TOTAL
Directorate of Economic Growth & Neighbourhood Services					
Homelessness Prevention Grant	0	0	212	0	212
Increase in fees and charges	0	0	3	0	3
Contribution from Public Health Grant	0	100	0	0	100
Additional Fees & Charges from Schools	0	110	0	0	110
Theatre Fees and Charges	50	0	0	0	50
Increase in fees and charges	26	0	0	0	26
Reduce costs in Library Services	0	49	0	0	49
Town Hall and Museum Additional income	100	0	0	0	100
Increase in Savings - Waste Operations	138	0	56	0	194
Food Waste and Smaller Bins	86	0	86	0	171
New kit and vehicles for commercial services development	0	0	21	0	21
Fundamental Service review of Highways	0	50	0	0	50
Increase in trading through Reading Commercial Services	0	50	0	0	50
Increase income on green waste due to additional uptake in years 1-3 and fee increase in years 2-3	0	0	103	0	103
Commercialisation Direct Services	133	108	20	0	261
Gross up budget for capital cost on recycling bins	19	0	0	0	19
Increase in fees and charges	0	0	4	0	4
Explore creation of coordinated enforcement operation across Regulatory & Transportation services	21	0	8	0	29
Review of Neighbourhood and Streetcare Services fees and charges and enforcement activity.	35	34	0	0	69
Additional income from advertising	25	0	0	0	25
Introduce a 24 hours a day, 7 days a week charge for all Town Centre Pay & Display (P&D)	0	25	0	0	25
Parks & Open Spaces Invest to Save	0	0	65	0	65
Review and increase all allotment rental charges and review plot sizes.	0	0	26	0	26
Savings arising from the closure of Darwin Close, Hamilton Centre and more efficient use of Bennet Road	150	80	0	0	230
Increase income From Commercial Property Acquisitions	0	469	0	0	469
Review of Rents on Garages and Shops	25	0	0	0	25
Gross up budget for capital cost on commercial property	2,340	0	0	0	2,340
Increase in fees and charges	0	0	20	0	20
Review and Restructure of Cleaning Services	0	125	0	0	125
Reductions on Training Budget	0	13	0	0	13
Digitisation Saving	69	0	0	0	69
Directorate of Economic Growth & Neighbourhood Services	4,488	1,944	787	0	7,219

Savings

SAVINGS PROPOSAL	Current Year Savings (£000s)				
Directorate of Resources	RED	AMBER	GREEN	BLUE	TOTAL
Customer Services savings (Call Centre/Hub)	0	0	24	0	24
New customer services model	0	66	66	0	132
HRA share of contribution to Narrowing the Gap	0	0	84	0	84
EU Settlement card service	27	0	0	0	27
Apprentice Levy savings	14	0	0	0	14
Exec Recruitment	0	0	56	0	56
Review of SLA with Schools	0	0	24	0	24
Flexible retirement	0	0	28	0	28
Savings from reprocurring insurance	0	0	50	0	50
Review consultancy budget and CIPFA subscription	0	0	35	0	35
Realignment of Revenues and Benefits Transformation Target	0	0	(90)	0	(90)
Fund two Financial Analyst posts from DUF for two years to support transformation work (Reversal of 2018-19 Saving)	162	0	115	0	277
Income generation from charging for services	0	0	2	0	2
Legal Services Efficiencies & Income	0	0	12	0	12
Savings within Democratic Services including greater use of IT in response to climate change	0	0	15	0	15
Convert Locum solicitors into Permanent Solicitors	0	0	33	0	33
Additional savings will be made across the ICT service including reducing spend on applications	0	0	20	0	20
Re-procurement of IT Contract	0	0	(215)	0	(215)
Savings arising from software applications review	23	0	37	0	60
Digitisation Saving	0	54	0	0	54
Directorate of Resources	226	120	296	0	642

SAVINGS PROPOSAL	Current Year Savings (£000s)				
Chief Executive	RED	AMBER	GREEN	BLUE	TOTAL
Income from event sponsorship and selling advertising within event publications/e-publications/email bulletins	0	0	5	0	5
Chief Executive	0	0	5	0	5

SAVINGS PROPOSAL	Current Year Savings (£000s)				
Corporate	RED	AMBER	GREEN	BLUE	TOTAL
Compulsory closure of Civic Offices for non-essential services	0	50	0	0	50
Reduction of cheque payments	100	0	0	0	100
Management and Staffing Review	100	0	0	0	100
Corporate	200	50	0	0	250

SAVINGS PROPOSAL	Current Year Savings (£000s)				
Brighter Futures For Children	RED	AMBER	GREEN	BLUE	TOTAL
BFFC Savings	0	0	0	4,128	4,128
Brighter Futures For Children	0	0	0	4,128	4,128

	RED	AMBER	GREEN	BLUE	TOTAL
TOTAL of Savings with Red rated elements within 2020-2021	5,734	2,985	1,474	5,151	15,344

Shaping Readings Future – Our Corporate Plan 2018-21

Performance Report

Period: Q2 20/21



EXECUTIVE SUMMARY

This report sets out how the Council has performed at the end of Q2 2020/21 to deliver the mission and priorities for Reading Borough Council as set out in the Corporate Plan for 2018-21 – annual refresh Spring 2019. Our priorities are:



InPhase Performance Management Software

We are now using the council's new performance management software system (InPhase) as the source for recording and monitoring progress against our performance objectives. The content in this report is taken directly from the system.

As part of the second phase, in Q1 2021/22, we will be looking at how we can extend the use of the system to provide Councillors with on line read access.

The report focuses on progress against the Council's priorities and the 25¹ headline performance measures, reported monthly or quarterly that directorates identified to best demonstrate progress in achieving the outcomes.

Through service plans the Council carries out wider work to measure performance and quality. This report is intended to provide an overview of the contribution that the

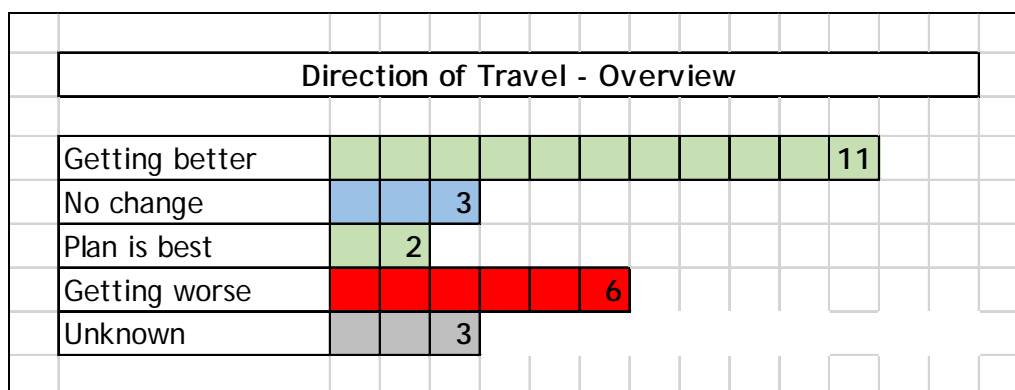
¹ In total 37 are reported annually, or more frequently, 2 measures are based on survey results scheduled for alternate years

Council makes across all its activities to improving Reading as a place to live, work and visit.

Performance Overview

Direction of travel

The chart below displays the shifts in performance for the measures, monitored monthly or quarterly, published in the Corporate Plan



RAG Status

The RAG status for priority measures is also included. This is determined by the variance between the actual and target figure.

The actual trend lines displayed on the charts reflect the current RAG status of the measures.



Performance Report

Securing the economic success of Reading

Corporate Priority

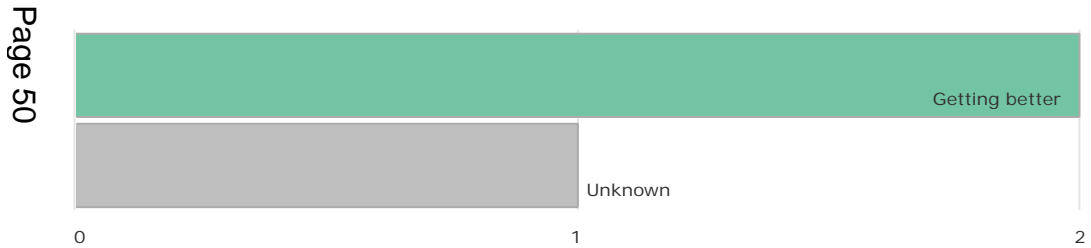
Securing the economic success of Reading

Performance Headlines

Planning Pattern

Annual Quarterly

Direction of Travel



1

Count of Red Performance Measures

1

Count of Amber Performance Measures

1

Count of Green Performance Measures

Superfast broadband coverage & NEET figures have improved this quarter
People who are economically active - latest reported figure is for the period ending June 20.

Red: NEET (not achieving target set)

Amber: Gross Value added per worker

Green: Growth in Business Rates Tax base

Planning Pattern

Annual Quarterly


Corporate Priority		Measure of Success		September 2020					Corporate Performance Report
				Type of Measurement	Current Year Actual	Current Year Target	DoT	Baseline 2 Years Ago	
Securing the economic success of Reading	BfFc - Young people in NEET	National	4.00	1.80	↓			Figure is for August 20. The service is adapting to working in a Covid 19 situation. Virtual careers guidance sessions are being delivered via phone with follow up support via email/phone. A dedicated vacancy service is now live for young people in Reading, all vacancies are shared with colleagues/partners We have a variety of opportunities (apprenticeships, traineeships, reengagement courses and jobs) available to young people. There is now a section on BfFc website: where young people can access our post-16 team via the website and view an online jobs board	
	DEGNS - People who are economically active 18-64	National	84.0%	81.1%	?	78.7%	82.1%	As at 13th October latest data is for the period July 19 - June 20	

Corporate Priority		Measure of Success		September 2020					Corporate Performance Report
				Type of Measurement	Current Year Actual	Current Year Target	DoT	Baseline 2 Years Ago	
		DoR - Superfast broadband coverage	National	99.06%	100.00%	↓			Despite Covid restrictions, BT Openreach have continued to successfully roll- out across the remaining areas of the Borough. There have been issues gaining Private Landlord wayleave consent for deployment into Buildings of Multiple Occupation, but in these cases, fibre delivery has been taken to the outside of the building, and will be available if tenants/landlords request and agree the end "hop" delivery. BT has also engaged a specialist independent wayleave expert third party organization to try and press through these final changes. If this attempt to get a positive outcome on these outstanding wayleaves is unsuccessful then the these will be descoped by BT (which is allowable action within the BDUK agreement).

Performance Report

Ensuring access to decent housing to meet local needs

Corporate Priority

Ensuring access to decent housing to meet local needs 

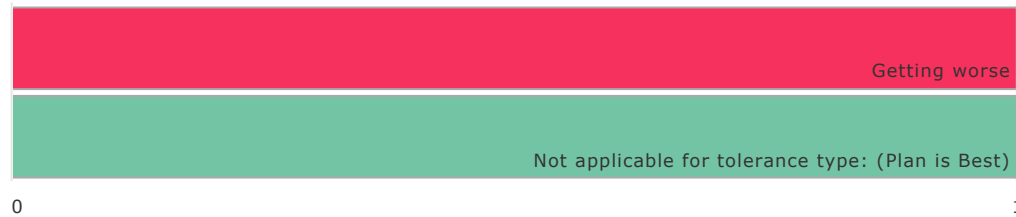
Performance Headlines

Planning Pattern



Direction of Travel

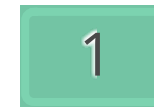
Page 53



Count of Red Performance Measures



Count of Amber Performance Measures

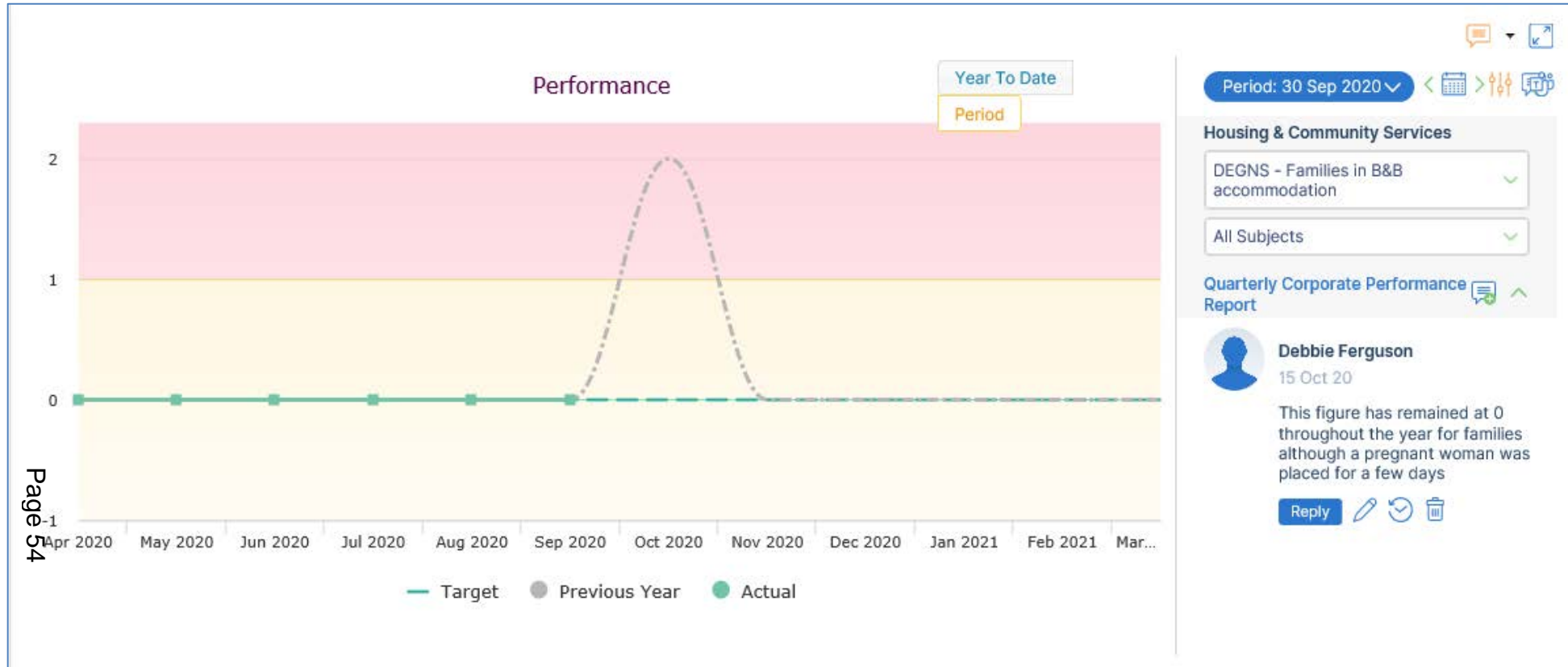


Count of Green Performance Measures

Preventing and relieving homelessness performance has dipped this period
 Families in B&B accommodation continues to perform to plan with 0 cases
 Licensed HMO's is not included in the above figures as planning pattern is quarterly. However DOT has improved

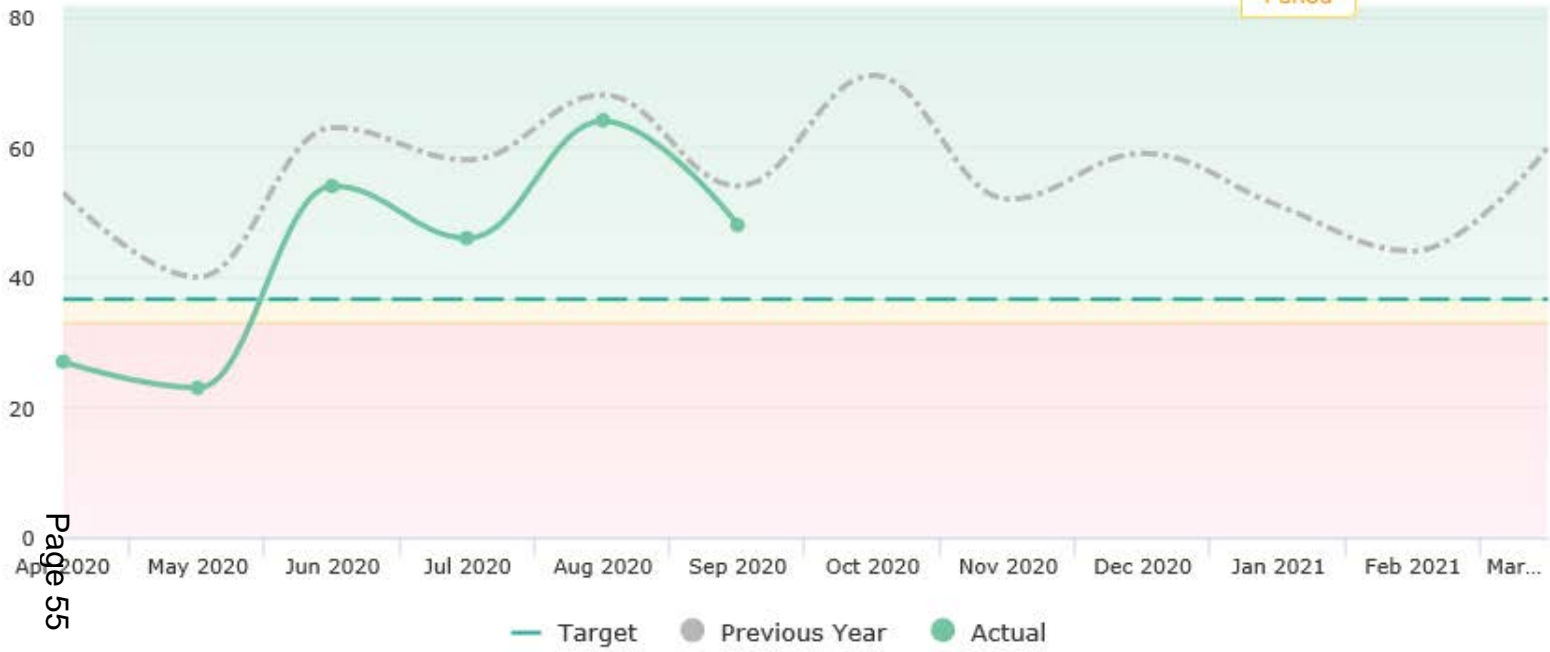
Red: Affordable homes
 Green: Licensed HMO's

Areas performing well



Performance

Year To Date
Period



Page 55



Period: 30 Sep 2020

Housing & Community Services

DEGNS - Preventing & relieving homelessness

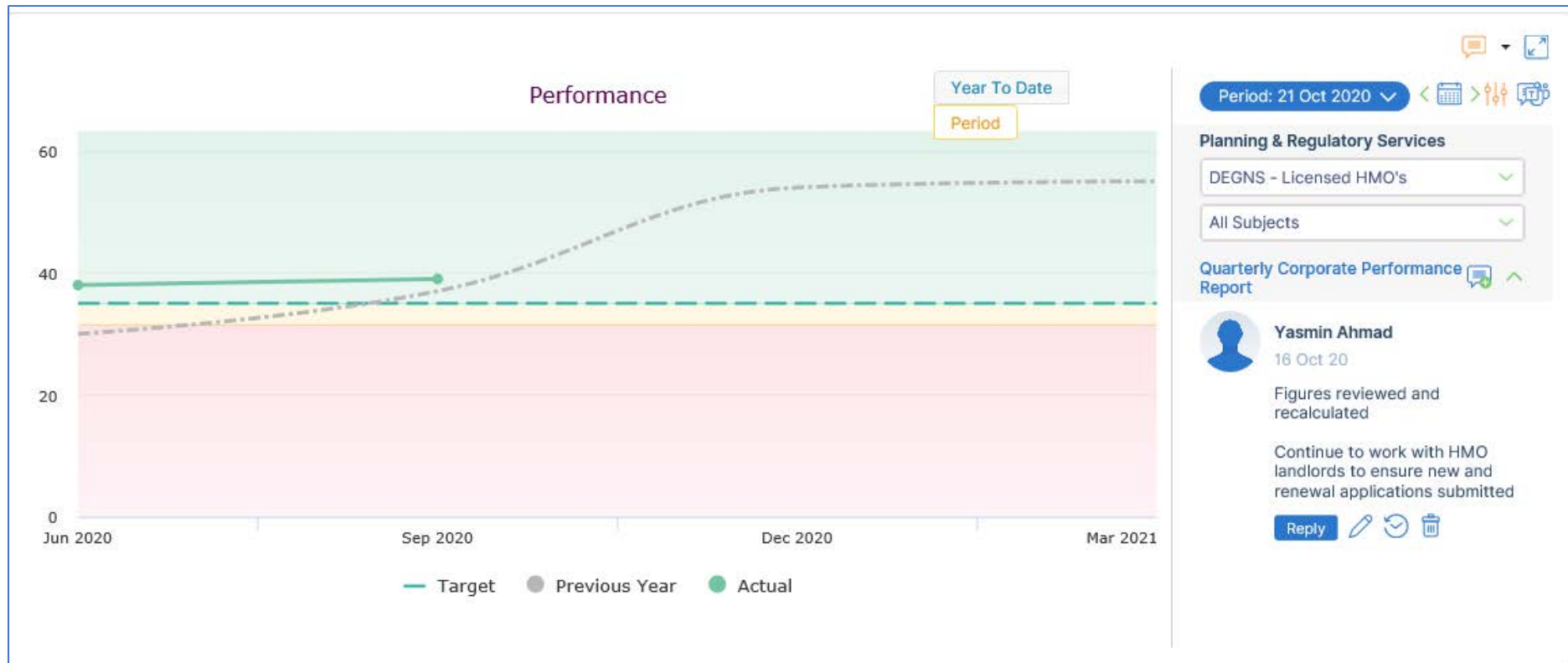
All Subjects

Quarterly Corporate Performance Report

Debbie Ferguson
15 Oct 20

This figure covers both cases that are prevented from becoming homeless and those whose homelessness was resolved

Reply



Period: 21 Oct 2020

Planning & Regulatory Services

DEGNS - Licensed HMO's

All Subjects

Quarterly Corporate Performance Report

Yasmin Ahmad
16 Oct 20

Figures reviewed and recalculated

Continue to work with HMO landlords to ensure new and renewal applications submitted

Reply

Annual	Monthly	Quarterly
--------	---------	-----------

		September 2020						
Corporate Priority	Measure of Success	Type of Measurement	Current Year Actual	Current Year Target	DoT	Baseline 2 Years Ago	Baseline 1 Year Ago	Corporate Performance Report
Ensuring access to decent housing to meet local needs	DEGNS - Families in B&B accommodation	Local	0	0	?		0	
	DEGNS - Preventing & relieving homelessness	Local	48	37	✗	35	54	This figure covers both cases that are prevented from becoming homeless and those whose homelessness was resolved

		September 2020						
Corporate Priority	Measure of Success	Type of Measurement	Current Year Actual	Current Year Target	DoT	Baseline 2 Years Ago	Baseline 1 Year Ago	Corporate Performance Report
Ensuring access to decent housing to meet local needs	DEGNS - Licensed HMO's	Local	39%	35%	✗		37%	Figures reviewed and recalculated Continue to work with HMO landlords to ensure new and renewal applications submitted



Performance Report

Protecting and enhancing the lives of vulnerable adults and children

Corporate Priority

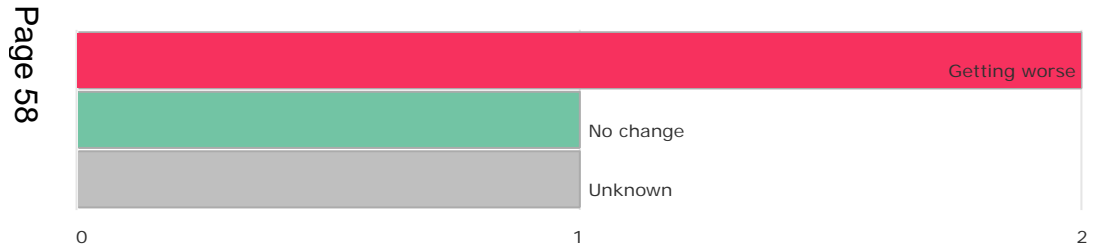
Protecting and enhancing the lives of vulnerable adults and children ✓

Performance Headlines

Planning Pattern

Monthly Quarterly

Direction of Travel



1

Count of Red Performance Measures

1

Count of Amber Performance Measures

1

Count of Green Performance Measures

Red: Direct Payments

Green: Residential Admissions 18-64

Please note:

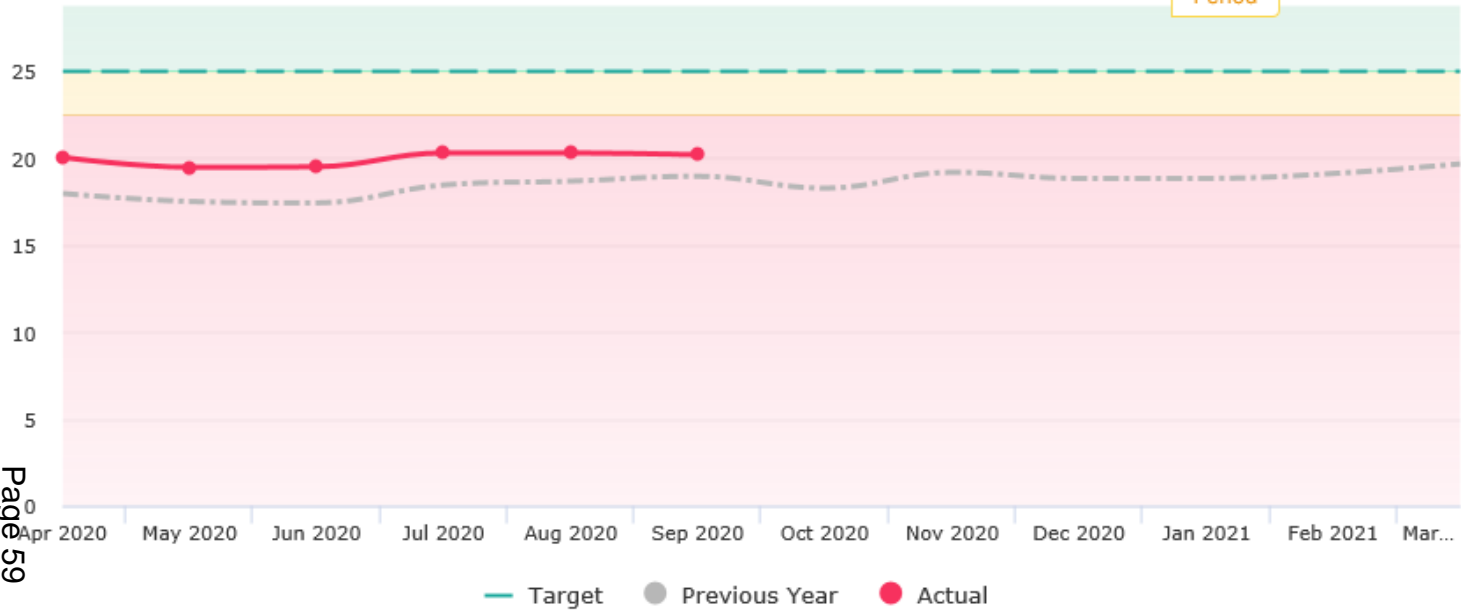
Due to the COVID19 Pandemic, national collection of DToC data is still suspended as of March 2020

Key Shifts in Performance

Performance

Year To Date

Period



Page 59

Period: 30 Sep 2020

Adult Social Care

DACHS - Direct Payments

All Subjects

Quarterly Corporate Performance Report

Darren Pyman
16 Oct 20

Direct Payments continue to increase at a steady rate, although this is still below the target set. The Directorate continue to work with people who use services to promote Direct Payments as the preferred way for services to be delivered. A dedicated

Reply

Performance

Year To Date

Period



Page 60

Period: 20 Oct 2020

Adult Social Care

DACHS - Residential admissions 65+ (per 100,000) ✓

All Subjects ✓

Quarterly Corporate Performance Report



Darren Pyman
16 Oct 20

Numbers of permanent admissions into care homes have reduced significantly in the second quarter. Part of the reason has been the challenge of Covid-19 which has seen less people move into care homes in general.

[See More](#)

		September 2020						
Corporate Priority	Measure of Success	Type of Measurement	Current Year Actual	Current Year Target	DoT	Baseline 2 Years Ago	Baseline 1 Year Ago	Corporate Performance Report
Protecting and enhancing the lives of vulnerable adults and children	DACHS - Direct Payments	National	20.20	25.00	✘	17.14	18.96	<p>Direct Payments continue to increase at a steady rate, although this is still below the target set. The Directorate continue to work with people who use services to promote Direct Payments as the preferred way for services to be delivered. A dedicated Direct Payment Advisor continues to work with frontline staff and ensure that they have the tools and confidence to continue driving forward this indicator.</p> <p>Whilst the Directorate continues to bring new people onto Direct Payments, there are also Direct Payments that cease due to numerous reasons, services ending, customers moving into long-term care or accounts being suspended.</p> <p>All new packages of care are now challenged if a Direct Payment is not the default option.</p>
	DACHS - Number of DToC Bed days (ASC)	National	0	105	?	127	128	Note - due to the COVID19 Pandemic, national collection of DToC data is still suspended as of March 2020

Corporate Priority	Measure of Success	September 2020						Corporate Performance Report
		Type of Measurement	Current Year Actual	Current Year Target	DoT	Baseline 2 Years Ago	Baseline 1 Year Ago	
	DACHS - Residential admissions 18-64 (per 100,000)	Local	1	1	→	3	1	This target saw an increase in the last quarter which reflects the challenge in the Directorate with an increased cohort of younger people under 65 with complex health and social care needs. Every case is reviewed in detail prior to a move into long-term care and the prime focus is always to try and keep people at home with the right care and support. Most people do remain at home; however, some individuals are at too significant risk to do so and this is reflected in the number of admissions.
	DACHS - Residential admissions 65+ (per 100,000)	National	39	36	↗	55	44	Numbers of permanent admissions into care homes have reduced significantly in the second quarter. Part of the reason has been the challenge of Covid-19 which has seen less people move into care homes in general. However, it also reflects the increased levels of work that staff have done during this period to ensure that people have been able to stay at home with the appropriate care and support.



Performance Report

Protecting and enhancing the lives of vulnerable adults and children

Corporate Priority

Protecting and enhancing the lives of vulnerable adults and children ✓

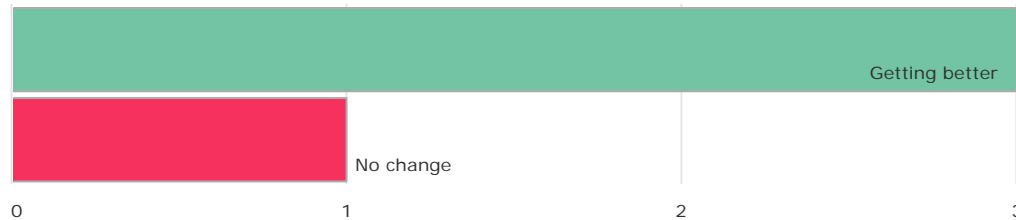
Performance Headlines

Planning Pattern

Monthly Quarterly

Direction of Travel

Page 63



1

Count of Red Performance Measures

1

Count of Amber Performance Measures

1

Count of Green Performance Measures

Children Looked after, children with 3+ placements and timeliness of early help Assessments are getting better compared to the previous quarter
Placements for children within 20 miles is unchanged

Red: Children looked after
Amber: Placements for children
Green: Timeliness of early help assessments

Planning Pattern

Monthly Quarterly

Corporate Priority	Measure of Success	September 2020						Corporate Performance Report
		Type of Measurement	Current Year Actual	Current Year Target	DoT	Baseline 2 Years Ago	Baseline 1 Year Ago	
Protecting and enhancing the lives of vulnerable adults and children	BFfC - Children looked after	National	278.00	250.00	↓		280.00	A steady improvement in providing more permanent outcomes for our looked after children has seen a reduction in this number. There are 14 UASC children included in this figure
	BFfC - Children with 3+ placements	Local	10.80%	10.00%	↓		18.00%	'Achieving Best Outcome Panels' provide a forum to review children's placements / care packages and secure their permanence, which has had a positive impact on this performance indicator.
	BFfC - Placements for children	Local	70.00%	75.00%	→		66.00%	There has been a dedicated response to reducing the number of children placed outside 20 miles This is however affected by availability of local Mother and Baby residential units
	BFfC - Timeliness of Early Help assessments	Local	99.00%	95.00%	↓		98.00%	A consistent focus on timeliness has resulted in a high % of Early Help Assessments are completed within timescale. The quality of intervention is reflected by a low re-referral rate (2%) of cases closed to Early Help in 2019/20 not re-presenting to children's services within 6 months



Performance Report

Keeping the environment clean, green and safe

Corporate Priority

Keeping the environment clean, green and safe

Performance Headlines

Planning Pattern

Annual Quarterly

Direction of Travel

Page 65



0

Count of Red Performance Measures

1

Count of Amber Performance Measures

0

Count of Green Performance Measures

Waste Recycling is getting better compared to previous period (Q1)
Crime data is outstanding for this period

Amber: Waste recycling




		September 2020						
		Type of Measurement	Current Year Actual	Current Year Target	DoT	Baseline 2 Years Ago	Baseline 1 Year Ago	Corporate Performance Report
Keeping the environment clean, green and safe	DEGNS - Recorded crime	National	8.36	7.24	?		9.46	September figures not yet available
	DEGNS - Waste Recycling	National	35%	38%	✓	30%	37%	34.97% is the provisional recycling rate for July - September 2020. The cumulative performance for 2020/21 (April-September) is currently 33.57%. The equivalent figure for 2019/20 was 37.8%. The recycling centres have a higher recycling rate than the kerbside services and were shut throughout April, and into May, as a result of COVID 19. COVID 19 also delayed the implementation of food waste collections.

Performance Report

Promoting health, education, culture & wellbeing

Corporate Priority

Promoting health, education, culture & wellbeing 

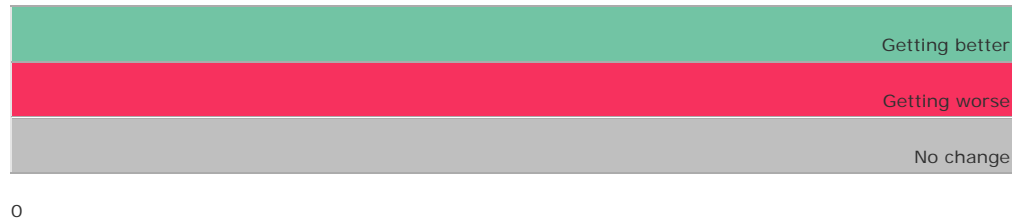
Performance Headlines

Planning Pattern

Annual
 Quarterly

Direction of Travel

Page 68



Count of Red Performance Measures



Count of Amber Performance Measures



Count of Green Performance Measures

- Cultural participation figures are getting better compared to the previous quarter
- Fixed Term school exclusions have got worse since the previous period. However, these are still very because of school closures due to Covid
- There is no change in LA schools rated good or outstanding. No inspections have taken place due to Covid19

Red: Smoking prevalence
 Amber: Schools rated good or outstanding
 Green: Fixed Term exclusions

		September 2020						
Corporate Priority	Measure of Success	Type of Measurement	Current Year Actual	Current Year Target	DoT	Baseline 2 Years Ago	Baseline 1 Year Ago	Corporate Performance Report
Promoting health, education, culture & wellbeing	BFfC - LA schools rated good or outstanding	National	91.70	96.00	→		91.5	No Inspections have taken place during Covid-19. They are expected to resume in January 2021
	BFfC - Secondary school fixed term exclusions	National	22.00	670.00	↗			The impact of removing compulsory education during Covid-19 has resulted in a significant reduction for the period
	DEGNS - Participation at council cultural venues	Local	1,026	88,750	↘		50,272	The Hexagon and South Street closed to public until October. Figures for the Museum only.



Performance Report

Ensuring our council is fit for future

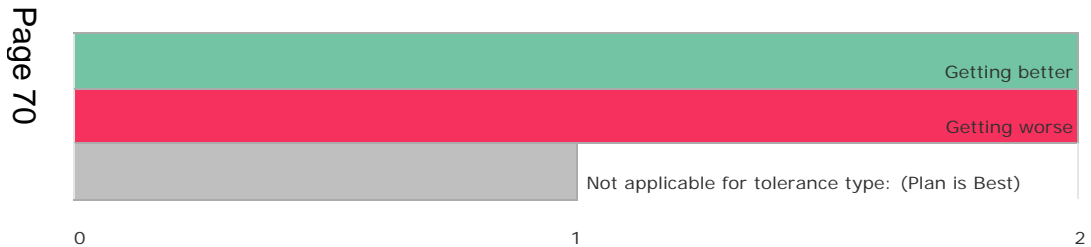
Corporate Priority

Ensuring our council is fit for future

Performance Headlines

Planning Pattern

Direction of Travel



Business Rates & Council Tax collection figures getting better (August - September)
 Agency figures and Customer satisfaction figures have dipped (getting worse)
 Delivery of MTFS budget monitoring Plan is best

Take up of online visits getting better (not included in numbers above as planning pattern-collection is quarterly)

1

Count of Red Performance Measures

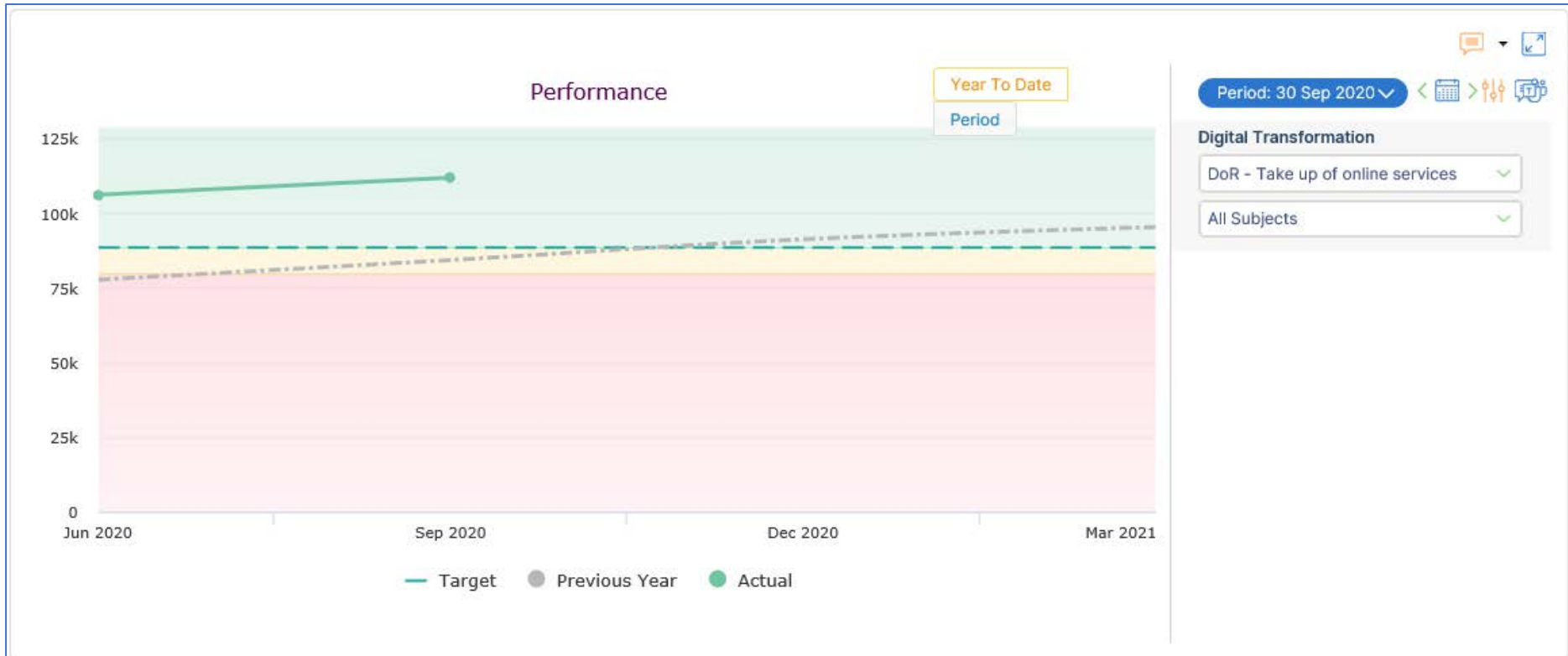
1

Count of Amber Performance Measures

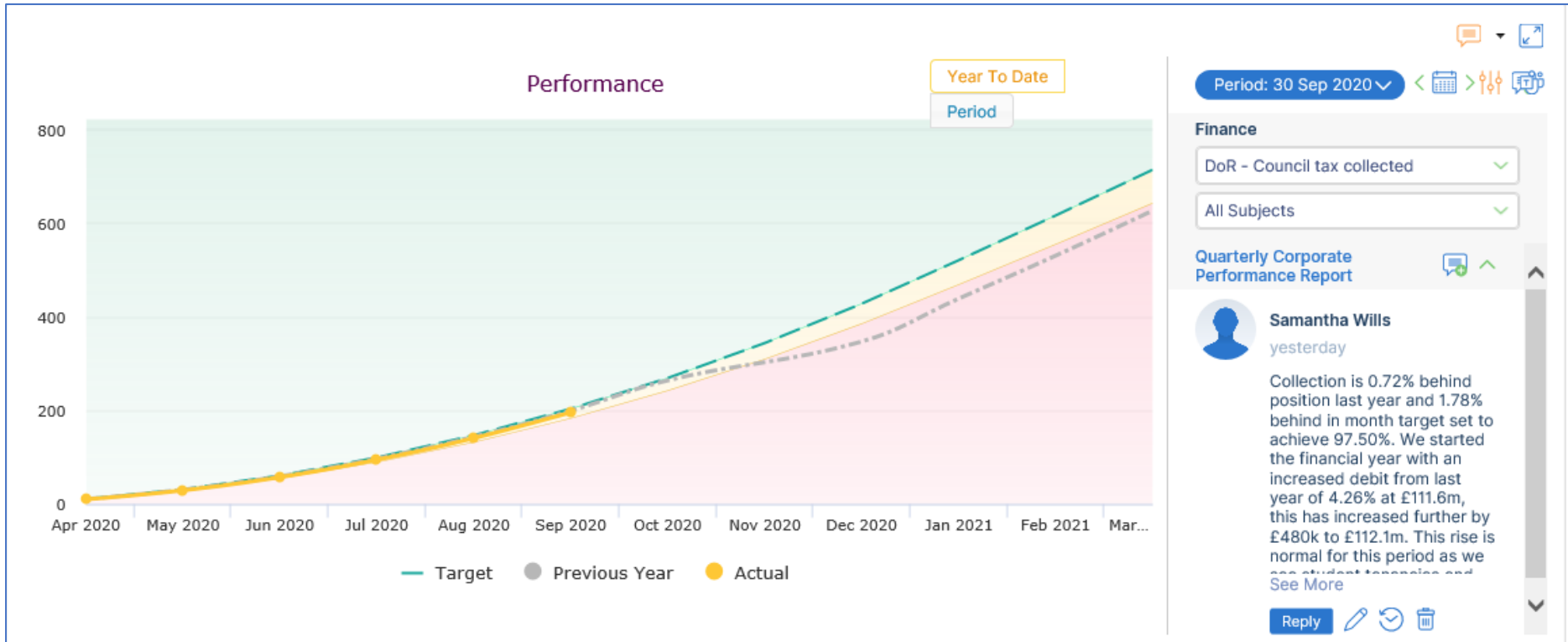
1

Count of Green Performance Measures

Red: Business Rates Collection
 Amber: Council Tax Collection
 Green: Customer Satisfaction







Annual	Monthly	Quarterly
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		September 2020						
Corporate Priority	Measure of Success	Type of Measurement	Current Year Actual	Current Year Target	Do T	Baseline 2 Years Ago	Baseline 1 Year Ago	Corporate Performance Report
Ensuring our council is fit for future	ALL - Delivery of medium term financial strategy	Local	153,747	150,920	n/a	140,470	131,975	Figures taken from Table 1. General Fund Forecast in Q2 Performance & monitoring report
	DoR - Business rates collected	National	48%	54%	✓	54%	53%	Collection is 5.57% behind position last year, 6.1% behind in month target set to achieve 98.00%. We have identified an error with the Civica payments system, it appears following a parameter change, £1m has been incorrectly posted to suspense, finance teams are working on resolving this but to date have not been able to confirm a date for resolution. This correction should reduce the position to 4.45% variance on last year. Benchmarking with neighboring authorities demonstrates significant variances across the Berkshire Authorities, with one having a positive result of +1.02% in comparison and another as low as -9.14%. We start the financial year with a reduced debit from last year of 35.5% at £91,430,808 as a result of expanded retail relief, plus other measures announced in the March budget, this has reduced further to £88,989,840.

	DoR - Council tax collected	National	55	57	↕	55	56	Collection is 0.72% behind position last year and 1.78% behind in month target set to achieve 97.50%. We started the financial year with an increased debit from last year of 4.26% at £111.6m, this has increased further by £480k to £112.1m. This rise is normal for this period as we see student tenancies end and exemptions cease, we are now starting to see the students registrations filtering in. We anticipated a reduced collection as a result of Covid-19 and the removal of further recovery. Bench marking with neighboring boroughs still demonstrates a lesser reduction than they are experiencing, we are the lowest at 0.72%, with the highest at 3.75%. We are continuing to proactively contact our customers to maintain payments and the re-introduction of court and the additional powers this enables should see further improvements.
	DoR - Customer satisfaction with front of house	Local	88%	86%	↕	84%	86%	
	DoR Council Agency spend	Local	1,979,598	1,950,000	↕		1,243,716	

Annual

Monthly

Quarterly

Corporate Priority	Measure of Success	September 2020						
		Type of Measurement	Current Year Actual	Current Year Target	DoT	Baseline 2 Years Ago	Baseline 1 Year Ago	Corporate Performance Report
Ensuring our council is fit for future	DoR - Take up of online services	Local	111,908	88,468	✓		84,320	

READING BOROUGH COUNCIL

REPORT BY EXECUTIVE DIRECTOR OF RESOURCES

TO: POLICY COMMITTEE	
DATE: 14th DECEMBER 2020	AGENDA ITEM:
TITLE: 2021/22 DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2021/22-2023/24 - INTERIM POSITION	
LEAD COUNCILLOR(S): COUNCILLOR BROCK	PORTFOLIO: LEADER OF THE COUNCIL
SERVICE: ALL	WARDS: BOROUGHWIDE
LEAD OFFICER: PETER ROBINSON	TEL:
JOB TITLE: ASSISTANT DIRECTOR OF FINANCE	E-MAIL: peter.robinson@reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. This report sets out an interim position in relation to the Council's draft Medium Term Financial Strategy (MTFS) and associated spending plans for the three years 2021/22 to 2023/24. The report covers all aspects of the Council's spend: General Fund revenue expenditure funded by 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. Work is ongoing to close the Council's budget gap and present a balanced budget for 2021/22 and Medium Term Financial Strategy. However, due to the significant financial pressure and economic uncertainty created by the Covid-19 pandemic, a lack of clarity in relation to certain aspects of the one year spending review, the Provisional Local Government Finance Settlement not being announced until mid-December, plus not all information having yet been received from Brighter Futures for Children to enable the contract sum to be finalised, this is proving challenging.
- 1.3 The proposals included within this report are informed by and support 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 General Fund Revenue Budget proposals included within this report for consultation and the associated MTFS are based on the latest information available. A number of matters and assumptions remain to be finalised which may alter our current forecasts, principally these include the formal determination of the Council Tax Base (to be considered by Council in January), the impact of the Spending Review (25th November) and the subsequent Provisional Local Government Finance Settlement (LGFS) expected in mid-December, 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, a further report will be brought to Policy Committee on 15th February 2021 recommending approval of a balanced budget to Full Council in order that it can approve its budget, associated Council Tax level and precept for 2021/22 at its meeting on 23rd February 2021.
- 1.6 The Medium Term Financial Strategy builds on work over the previous two to three years 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 enables vital and valued services to continue to be delivered albeit differently. The Budget Strategy relies on significant service transformation to drive increased efficiency savings and income generation. In particular, the budget assumptions currently include:
- a) Revenue Support Grant from Government (£2.0m per year);
 - b) New Homes Bonus Grant of £2.8m in 2021/22 and £2.0m in 2022/23
 - c) General Council Tax increases of 1.99% each year;
 - d) An additional Adult Social Care precept of 1.00% in 2021/22
 - e) £27.7m of efficiencies and increased income across the period;
 - f) A contingency provision over the three years (£4.1m 2021/22; £4.8m 2022/23; and £6.5m 2023/24) to mitigate possible slippage or non-achievement of higher risk savings and/or income targets over the period;
 - g) General Fund capital investment of £177.6m over the period 2021/22 to 2023/24;
 - h) £1.2m of transformation funding (in 2021/22) to support delivery of efficiency savings assumed within the MTFS.
- 1.7 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 2019, 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.

1.8 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.

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

- Section A** Background and Context
- Section B** General Fund Revenue Budget
- Section C** Housing Revenue Account (HRA) Budget
- Section D** Capital Programme

2. RECOMMENDED ACTION

2.1 That Policy Committee agree the Interim Draft 2021/22 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 Interim General Fund Budget Requirement of £143.702m for 2021/22 and an assumed increase in the band D Council Tax for the Council of 1.99% plus an additional 1.00% Adult Social Care precept, or £50.60 per annum representing a band D Council Tax of £1,742.76 per annum as set out in paragraphs 12.1 to 12.3;
- b) the potential impact on the budget gap of increasing the additional adult social care precept in 2021/22 as set out in paragraph 12.5;
- c) the proposed service savings and efficiencies of (£12.5m) and additional income of (£0.8m) currently proposed in 2021/22 and set out in Appendix 2, plus corporate savings of (£0.9m);
- d) the overall savings currently proposed within the MTFS of (£27.7m) (of which changes to income, fees and charges is (£5.3m)), plus the three-year growth changes to service budgets of £20.4m as set out in Appendix 3;
- e) the Housing Revenue Account Interim budget for 2021/22 of £41.8m as set out in Appendix 4 which assumes a 1.5% increase in social dwelling rents from April 2021 giving a revised weekly average target rent of £104.11 as set out in paragraph 16.2;

- f) the General Fund and Housing Revenue Account Interim Capital Programmes as set out in Appendices 5a and 5b;
- g) the Strategy for the use of flexible capital receipts to deliver future transformation and ongoing savings as set out in Appendix 6; and
- h) the Fees and Charges outlined in Appendix 7 of the report;

Appendix 1 Summary of Interim General Fund Budget 2021/22 to 2023/24

Appendix 2 Interim General Fund Revenue Budget by Service 2021/22 to 2023/24

Appendix 3 Detailed Interim General Fund Budget Changes 2021/22 to 2023/24

Appendix 4 Interim Housing Revenue Account Budget 2021/22 to 2023/24 and Reserves

Appendix 5 Interim General Fund and HRA Capital Programme 2021/22 to 2023/24

Appendix 6 Flexible Capital Receipts Strategy

Appendix 7 Fees and Charges

Appendix 8 Equality Impact Assessment

Section A Background and Context

3. BACKGROUND

- 3.1. 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
- 3.2. 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 financial position, the demand for services and ability to recover previous and generate new income streams is significantly affected by the wider economic, political and financial environment. The following paragraphs set out some of the more significant factors that have the potential to impact on the Council:

Brexit

- 4.2. Technically the UK left the EU on 1st January 2020 and is currently towards the end of the one-year transition period. At the time of writing this report it remains uncertain as to whether the UK will have a trade deal with the EU or not. Even with a trade deal, whilst there are a range of views on the subject, there is general acceptance that there will be some economic turbulence caused, at least in the short term. This is likely to have some impact on key drivers such as interest rates, inflation, public sector finances and Council Tax and Business Rates income.

Coronavirus Pandemic

- 4.3. The current financial year has been dominated by the Coronavirus pandemic. The social and economic impact has been immense with significant knock-on consequences for both public sector and local government finances. At the time of writing this report the numbers of those directly affected by the disease are growing both nationally and across

the world. There is hope that the development and roll out of the new vaccines in the new year will gradually enable recovery, but it is far from certain how quickly this will occur. What is clear is that even if the worst impacts of the virus can be brought under control in the new year, there has already been significant economic damage caused across the world. Just as with Brexit this will have a wide-ranging impact on the financial drivers impacting public finances.

- 4.4. At the same time, the consequences of the virus have put enormous pressure on public services. Whilst the biggest headlines might have gone to the NHS, other public services such as Social Care, Education and Public Transport have also been significantly impacted. For care and welfare services there has been a substantial increase in demand, whilst for others such as transport, demand has collapsed, challenging future viability of services. Of particular concern to local authorities is the adverse impact on income streams which have been built up in recent years to compensate for declining Central Government funding. Currently there continues to be much turbulence, but even if/when things improve there are likely to be significant on-going consequences, although it is difficult to predict with accuracy what these might be. Indeed, the increased lack of planning certainty is a significant challenge in itself; as outlined above.

Environmental Challenges

- 4.5. Whilst Brexit and the Coronavirus pandemic present more immediate challenges, arguably the greater, but more medium term challenge relates to our environment. The Council itself has recognised a Climate Emergency, but there are other related issues such as waste management, particularly plastics, as well as the spread of pests and diseases and a significant reduction in biodiversity all of which threaten our food supplies.
- 4.6. The UK was due to host a UN Climate Summit in 2020, now postponed to 2021 due to the Coronavirus pandemic, where it is likely that world leaders will increasingly recognise these challenges and implement a range of policy changes to try and address the issues. The behavioural changes required are likely to have significant impacts upon economic activity. This suggests that the relatively short-term challenges presented by Brexit and Covid-19 are unlikely to be replaced by much better times ahead, but rather that the operational environment is likely to remain challenging in the medium to long term. It is unclear exactly what this will mean, but it is probable that the Council will need to show both flexibility and leadership in response.

Public Sector Spending Plans

- 4.7. The 2021/22 Spending Review announcement on 25th November 2020 included the following matters that are pertinent to the Council's finances and the wider environment in which it operates:
- Public sector pay increases, excluding NHS workers, will be paused in 2021/22 except for those workers earning less than £24,000 who will receive a minimum £250 increase. It should be noted, however, Central Government does not control Local Government pay and it remains to be seen whether the National Employers follow the Government steer, or not.
 - A proposed basic Council Tax referendum limit of 2%;

- The ability to levy an additional adult social care precept of up to 3% (this can be split over 2021/22 and 2022/23 providing the aggregate doesn't exceed 3%);
- Increasing Revenue Support Grant in line with inflation
- Maintaining the existing New Homes Bonus scheme for a further year with no new legacy payments
- £300 million of new grant funding for adult and children's social care, in addition to the £1bn announced as part of the Spending Review 2019 that is being maintained in 2021/22
- There will be £16m to support modernisation of local authorities' cyber security systems
- £1.55bn to meet additional expenditure pressures arising in 2021/22 as a result of COVID-19
- £670 million of additional grant funding to help local authorities support households that are least able to afford council tax payments
- £0.8bn of funding for tax revenue losses; this is intended to cover 75% of irrecoverable Collection Fund losses in 2020/21 that would otherwise need to be funded through local authority budgets in 2021/22 and later years
- Extending the existing COVID-19 sales, fees and charges reimbursement scheme for a further three months until the end of June 2021
- The business rates multiplier will be frozen for 2021/22
- Additional financial support will also be available to local authorities facing the highest Covid restrictions. This will support local public health initiatives through the Contain Outbreak Management Fund

4.8. Full details of the implications of the Spending Review and the Local Government Finance Settlement for the Council are due to be announced in mid-December by the Ministry of Housing, Communities and Local Government (MHCLG).

Demographic Forecasts

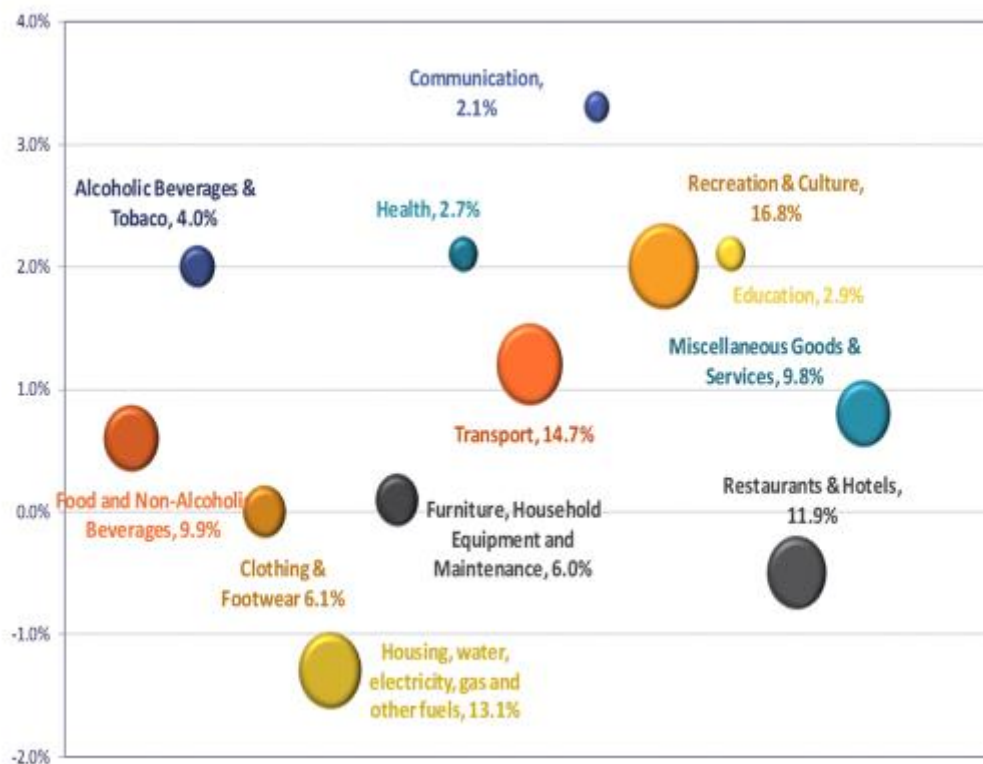
4.9 One of the key drivers of demand for Council services, and hence cost pressures, is demographic growth, principally in terms of resident and customer numbers but additionally in net daily inflows of visitors. Whilst general central government funding has seen real-terms decreases over the last decade, service demand and demographic pressures have risen, not fallen, in comparison. Since 2011, the Office of National Statistics [ONS] estimate Reading's population has risen by 4.1% (though has decreased slightly in mid-2019). Whilst the average increase is 4.1%, the rise in 0 - 18-year olds is 9.6% and the rise in over 65s is 13.2% - both higher than the overall average.

4.10 The ONS produce future forecasts of population and predict an overall population increase of 2.3% by 2043. However, within this total the percentage of residents aged 65+ is Projected to increase by 51.1%. Whereas, 0-19 year olds are projected to decrease by 6.8%.

Inflation Expectations

- 4.11 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 through the nationally set Non-Domestic Rates Multiplier.
- 4.12 The annual inflation rate in the United Kingdom crept upwards to 0.7% in October 2020 from 0.5% in September, slightly outperforming market expectations of 0.6%. This is the highest reading in three months, led mainly by rebounds in the prices of clothing, food and furnishings. In November’s Monetary Policy Report, the Bank of England forecast that inflation is expected to get closer to the 2% target than expected in August 2020, largely reflecting the direct and indirect effects of Covid-19. The Bank of England also noted that both consumer spending and investment activity have softened in recent months. The following chart shows the breakdown of UK CPI year-on-year as at October 2020:

Chart 1. UK CPI Breakdown October 2020 (%) year-on-year



- 4.13 Post 2020/21, The Bank of England forecasts that CPI inflation will remain relatively stable, rising from 0.7% to 2.1%, 2.0%, and then 2.1% over the next three years. This forecast is subject to a degree of uncertainty which increases over time.

UK Unemployment

- 4.14 The current rate of UK unemployment is 4.80% as of October 2020. The Bank of England revised down unemployment expectations at the end of Quarter 4 of 2020 to 6.3%,

increasing to 6.7% in 2021/22 before falling to 4.9% and 4.3% in 2022/23 and 2023/24 respectively. However, there is considerable uncertainty over this, as current levels of unemployment are being suppressed by the protection being offered by the Furlough scheme.

- 4.15 Increasing unemployment is likely to increase the number of Local Council Tax Support Scheme claimants, thereby reducing the tax base and thus the amount of Council Tax income collectable.

Deprivation

- 4.16 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].

- 4.17 IMD scores and weightings are based on seven domains of deprivation and are weighted individually to provide an overall IMD score. There are also two additional indices as set out below:

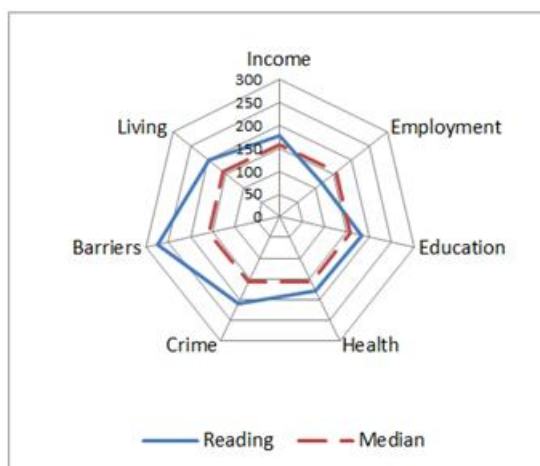
- Income Deprivation (22.5%)
- Employment Deprivation (22.5%)
- Education, Skills and Training Deprivation (13.5%)
- Health Deprivation and Disability (13.5%)
- Crime (9.3%)
- Barriers to Housing and Services (9.3%)
- Living Environment Deprivation (9.3%)
- Index of income deprivation affecting children
- Index of income deprivation affecting older people

- 4.18 Key Headlines are:

- Reading as a whole is ranked the 141st most deprived out of 317 local authorities in the country
- Reading now has 5 LSOAs (Lower Super Output Areas) within the most deprived 10% nationally, compared with only 2 in 2015 (indicating increased disparity across the borough)
- Reading has 4 LSOAs in the most deprived 5% in the country on the Education, Skills and Training domain (3 according to IMD 2015)

- 4.19 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, showing that Reading has a higher deprivation score than the median on 6 of the 7 indicators, but has a better level of employment than the median:

Chart 2. Index of Multiple Deprivation (2019)



- 4.20 The Government announced in the Spending Review an additional £4bn of funding nationally for its Levelling Up agenda to improve the standard of living across disadvantaged areas of the country. This funding is accessible via a bidding process which will require local support including from the local MP.

Interest Rates

- 4.21 The coronavirus outbreak has done huge economic damage to economies around the world including the UK's. The Bank of England took emergency action in March 2020 to cut Bank Rate to first 0.25%, and then to 0.10%, where it has remained to date. Whilst some forecasters have suggested that a cut into negative territory could happen, the Governor of the Bank of England has made it clear that he currently thinks that such a move would do more damage than good and that more quantitative easing is the favoured tool if further action becomes necessary. No increase in Bank Rate is expected within the forecast horizon ending on 31st March 2023 as economic recovery is expected to be only gradual and, therefore, prolonged.
- 4.22 From the local authority borrowing perspective, HM Treasury imposed two changes of margins over gilt yields for Public Works Loan Board (PWLB) rates in 2019/20 without any prior warning. The first took place on 9th October 2019, adding an additional 1% margin over gilts to all PWLB period rates. The second, partially reversed the impact for some forms of borrowing on 11th March 2020, but not for mainstream General Fund capital schemes. A consultation with local authorities on possibly further amending these margins was also undertaken and closed on 31st July.
- 4.23 Central Government published its response to the consultation on 25th November 2020 and is publishing revised lending terms for and guidance to support Local Authorities to determine if a proposed project is eligible for PWLB funding. These new terms will apply to all loans arranged from 9am on 26 November 2020.
- 4.24 The main features of the new lending terms are:

- As a condition of accessing the PWLB, Local Authorities (LAs) will be required to submit a high-level description of all their capital spending and financing plans for the following three years, including their expected use of the PWLB. In order to minimise the administrative burden for LAs, this process is closely modelled on the existing application process that most large LAs follow to access the Certainty Rate (a discounted rate offered by the PWLB).
- The authority's Chief Financial Officer (CFO) will be required to confirm that there is no intention to buy investment assets primarily for yield at any point over the next three-year period regardless of funding source. The assessment of 'primarily for yield' is based on the CFO's professional judgement.
- When applying for a new loan, the local authority will be required to confirm that the plans they have submitted remain current and that the assurance that they do not intend to buy investment assets primarily for yield remains valid.

4.25 Whilst the Government is committed to the prudential system and has no intention of routinely reviewing the purpose of individual loans, if HM Treasury has concerns that a loan may be used in a way that is incompatible with HM Treasury's own duties to ensure that public spending represents good value for money to the taxpayer, they will contact the LA to gain a fuller understanding of the situation. Should it transpire that an authority has deliberately misused the PWLB, HM Treasury has the option to suspend access to the PWLB, and ultimately require that loans be repaid.

4.26 The Government will monitor the implementation of these reforms to make sure that the new lending arrangements are working as intended. MHCLG is reviewing the effectiveness of the local government borrowing and investment framework and is developing options to intervene directly where there are concerns that authorities are not complying with the intent of the prudential regime.

4.27 In light of these reforms, PWLB rates have been reduced by 100bps for all new Standard Rate and Certainty Rate loans arranged from 9am on 26 November 2020. The indicative rate the Council could therefore borrow from the PWLB at for General Fund purposes is 1.55% as at November 2020 (based on a 50-year maturity arrangement).

4.28 For planning purposes, the Council has previously assumed a borrowing rate of 2.0%, which was broadly the mid-point between the PWLB non-HRA Certainty rate (prior to the changes announced on 25th November) and the HRA Certainty Rate. The Capital Financing Budgets will therefore need to be reviewed and the budget and MTFS updated accordingly to reflect these changes, prior to finalising the budget.

5 LOCAL GOVERNMENT FINANCE SETTLEMENT

5.1 At the time of writing, the Provisional Local Government Finance Settlement (PLGFS) for 2021/22 has yet to be announced, although in light of the one-year Spending Review it will be another one-year settlement for 2021/22. Our assumptions around funding levels contained within the budget proposals 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 PLGFS be made prior to the December Policy Committee, whilst

details of the Final Settlement will be incorporated into the budget report to be presented to Policy Committee in February.

- 5.2 Although the Settlement itself has not been released, the 2021/22 Spending Review announcement on 25th November 2020, the key features of which are set out in paragraph 4.7 above, offers some additional funding and flexibility to the Council. The key elements of the announcement which offer potential benefit are detailed below.
- 5.3 The current MTFS proposals made as part of this report assume a basic Council Tax increase of 1.99% plus an additional Adult Social Care (ASC) Precept increase of 1.00%. However, the Chancellor's announcement facilitates an ASC Precept of up to 3%, meaning that an overall increase in local taxation of 4.99% is possible without the need for a local referendum. Each 1% increase would raise approximately (£0.95m) in additional funding.
- 5.4 The Chancellor also announced the continuation of the Adult Social Care Grant previously provided for the current financial year (£1bn nationally), plus a further £300m nationally for 2021/22. The MTFS already assumes continuation of the current funding, but on a pro-rate basis Reading might expect to receive in the region of (£0.600m) additional grant funding. This additional grant is currently assumed by the Council to be a one-off benefit in 2021/22.
- 5.5 The announcement also included temporary funding increases in respect of Covid-19 to support additional spending pressures on Council Services as well as support businesses and Council Tax payers experiencing financial difficulty. This funding is expected to match additional expenditure which itself is not built into the MTFS and so can be considered neutral in planning terms. There is also additional funding to partly off-set the loss of income from fees and charges set by Councils for the first three months of the new financial year (April - June 2021). Consistent with current planning assumptions around lost income this is estimated to be worth (£0.450m) to the Council in 2021/22.
- 5.6 Other announcements on additional funding are either of relatively lower value to the Council, or insufficiently clear at the moment to understand how they might impact. This includes an inflationary increase in Revenue Support Grant, for which Reading now only receives around £2m in total, compensation for Collection Fund losses in 2020/21, New Homes Bonus payments and a new Levelling Up fund subject to a bidding process, the criteria for which have yet to be announced.
- 5.7 A 'pause' on public sector pay beyond the NHS was announced with the exception of the lowest paid (those on £24k or less) who would get a minimum increase of £250. However, as central government do not set local government pay and it is not currently clear how the National Employers organisation will respond, the implications for Reading's pay bill are not yet clear.
- 5.8 The formal announcement of the provisional 2021/22 LGFS is expected in mid-December. After a period for consultation, the final settlement will be confirmed in January/February 2021.

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 2021/22. Originally changes had been planned for 2020/21 but were delayed by the fall of the Local Government Finance Bill that was guillotined as the result of the calling of the 2019 General Election, and ministerial and Parliamentary time pressures caused by Brexit. The delay has been further extended due to the Covid-19 pandemic and an implementation date remains uncertain.
- 6.2 Any change in methodology resulting from the “Fair Funding” reassessment of needs and resources 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 period after implementation. With the now continuing uncertainty over how and when this will happen it has only been possible to include best estimates within our planning assumptions.
- 6.3 It has been the long-term intention of the Government to move to a 75% localised business rates scheme and indeed preliminary steps to move things in that direction had begun. However, this too appears to have been derailed by the Covid-19 outbreak. There are two significant issues in this respect. Firstly, the Government have not had the capacity to consider all the implementation issues that will arise. Secondly, and perhaps more fundamentally the very basis of business rates is being more heavily challenged than ever before. There has been growing criticism of business rates for some time now focussed mainly on the high cost to high street retailers and the relatively low costs to internet-based operations. The changes in societal behaviour patterns brought about by the Coronavirus pandemic have exacerbated those issues and the critical voices have grown ever louder. It remains to be seen how the Government will respond to these challenges, but it seems increasingly difficult to defend this rather antiquated tax system and thus increasingly likely that some significant changes will have to be made.

7 CURRENT YEAR FINANCIAL POSITION - AS AT THE END OF SEPTEMBER 2020

- 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 Quarter 2 (Period 6 - end of September 2020) monitoring report appears elsewhere on the agenda. This shows considerable distortion to both income and expenditure caused by the impact of the Coronavirus pandemic. Service budgets show a forecast overspend of £19.2m (a combination of spending pressures and lost income streams) partially off-set by a forecast underspend on corporate budgets of £2.0m and then substantially further off-set by increased funding from Government specifically to address Covid-19 issues of £16.6m. This results in a bottom-line forecast overspend of £0.7m on the General Fund.

- 7.3 The Government has subsequently allocated a fourth tranche of Central Government General Support Grant, which for Reading is (£3.5m). However, with a further national lockdown throughout November in response to a second wave of the virus and the relaxation over Christmas, albeit with the promise of a widescale vaccine rollout in the new year, the situation remains volatile and it is likely costs will increase. Hence continued close monitoring is required.
- 7.4 The Housing Revenue Account as at the end of Period 6 is projecting an underspend against its revenue budget of £1.880m mainly due to delays in delivery of Major Works projects.
- 7.5 As at the 30th September the General Fund Capital Programme is forecast to underspend by a net £111.2m. Setting aside the commercial property budget, which the Q2 report recommends is deleted from the Programme, the residual Capital Programme is forecast to underspend by £31.2m. This is predominantly due to construction delays, in part due to Covid-19, most particularly in respect of Dee Park Regeneration and Leisure Procurement Schemes.
- 7.6 The Housing Revenue Account Capital Programme is currently forecast to underspend by (£15.146m) due to delays to the delivery of the Major Repairs Scheme and Phase 2 and Phase 3 of the New Build and Acquisitions Schemes resulting from delayed starts relating to Covid-19 and additional planning conditions.

Section B General Fund Revenue Budget

8 OVERALL THREE-YEAR BUDGET POSITION

- 8.1 In February 2020 Full Council agreed a balanced budget for the three years of the MTFS. The Strategy has been extended to 2023/24 and all income and expenditure and planning assumptions have been reviewed.
- 8.2 The worldwide Covid-19 pandemic has had a significant impact on the Council's finances in 2020/21 and is anticipated to have knock on impacts throughout the MTFS period, particularly in respect of lower than previously forecast income streams for direct income generating services such as car parking and leisure as well as to Council Tax and Business Rates. Forecasting the financial implications of Covid-19 on future years budgets and any expected recovery is difficult due to the level of uncertainty and a prudent approach has been taken throughout the MTFS refresh process.
- 8.3 As outlined above, the draft budget proposals as set out in this report provide an interim position and do not result in a balanced budget for 2021/22 or a balanced 2021/22-2023/24 MTFS. The current budget gap is set out in the following table:

Table 1. Current Budget Gap over the MTFS Period 2021/22-2023/24

	2021/22	2022/23	2023/24	Total
	£000	£000	£000	£000
Budget Gap	5,030	(398)	(350)	4,282
Cumulative Budget Gap	5,030	4,632	4,282	4,282

- 8.4 As indicated above, work is ongoing to refine and clarify planning assumptions and identify additional savings to close the budget gap in 2021/22 to allow a balanced budget to be approved in February 2021.
- 8.5 A review of Earmarked Reserves previously identified (£4.6m) of reserves that could be re-purposed to mitigate against the budget gap in 2021/22 on a one-off basis. However, whilst this would reduce the budget gap in 2021/22, it would not address the underlying need for ongoing savings to be found and an equivalent amount of recurring savings needing to be identified to close the gap in future years of the MTFS.
- 8.6 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 in light of the significant uncertainties faced by the Council it would not be prudent to take them below this level.
- 8.7 The interim position set out in this report relies on achieving service savings and additional income of £27.7m over the three years 2021/22 to 2023/24. Of the £27.7m due to be delivered, £5.6m 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 £21.2m has to be found from other directly managed Council services and £0.9m from corporate budgets as summarised below:

Table 2. General Fund Savings Summary 2021/22 to 2023/24

	Efficiency Savings	Invest to Save Schemes	Income, Fees & Charges	Total
	£000	£000	£000	£000
Children's Services (BFfC)	(5,618)	0	0	(5,618)
Other Council Services	(11,527)	(4,459)	(5,270)	(21,256)
Corporate Savings	(865)	0	0	(865)
Total	(18,010)	(4,459)	(5,270)	(27,739)

8.8 The draft budget proposals for 2021/22 include £15.0m of service growth items (£6.0m pay and other inflationary pressures and £9.0m other service-related pressures) and (£13.3m) of service savings (£12.5m efficiencies and invest-to-save initiatives and £0.8m from uplifted income). Within those growth and savings assumptions, BFfC represents £4.2m of the pressures (£1.8m inflation and £2.4m other pressures) with efficiency savings of (£4.6m).

8.9 A summary of the current budget gap position 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

	2021/22 £000	2022/23 £000	2023/24 £000
Adult Care & Health Services	37,948	37,233	37,704
Economic Growth & Neighbourhood Services	18,751	14,146	12,489
Resources	16,217	15,707	15,594
Chief Executive	1,555	1,515	1,554
Children's Services	48,693	48,193	47,693
Total Service Expenditure	123,164	116,794	115,034
Capital Financing	15,232	16,904	16,745
Contingency	4,103	4,838	6,458
Movement to / (from) Reserves	280	0	0
Other Corporate Budgets	923	2,524	5,641
Total Corporate Budgets	20,538	24,266	28,844
Total Net Budget Requirement	143,702	141,060	143,878
Financed by:			
Council Tax Income	(97,649)	(101,827)	(106,348)
NNDR Local Share	(29,902)	(31,925)	(32,540)
New Homes Bonus	(2,815)	(1,968)	0
Section 31 Grant	(5,300)	0	0
Revenue Support Grant	(2,040)	(2,040)	(2,040)
One-off Collection Fund (Surplus)/Deficit	(966)	1,332	1,332
Total Funding	(138,672)	(136,428)	(139,596)
Budget (Surplus)/Gap	5,030	4,632	4,282

9 VALUE FOR MONEY & EFFICIENCY

- 9.1 During 2017/18, 2018/19 and 2019/20 the Council delivered savings totalling £12.5m, £13.4m and £7.7m respectively. As at the end of September 2020 £5.2m of the £15.3m savings due to be delivered in year have been achieved, despite the disruption caused by the Covid-19 pandemic.
- 9.2 Within the Revenues and Benefits Service over recent years a rolling review of entitlement to Single Person Discount has been implemented as well as soft market testing of the service itself. This has resulting in savings in the cost of delivery as well as a reduction in the number of people and businesses falsely claiming discounts, reliefs and exemptions.
- 9.3 Over the next three years the proposals included in this interim MTFS assume delivery of a further £22.4m of savings as well as additional income of £5.3m, (£13.3m and £0.9m respectively assumed in 2021/22). The programme of cumulative efficiency savings is set out in detail in Appendix 3.
- 9.4 Since 2017/18, 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.
- 9.5 In order to deliver greater efficiency, the Council has focussed on service redesign, making greater use of technology and streamlining processes. It has agreed a Customer Service Excellence Strategy which is centred around improved resolution at first point of contact and a much-enhanced digital offer, providing improved customer access and satisfaction. Additionally, the Council is re-procuring a number of its key contracts to extract better value.
- 9.6 On 1st 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. This has been supported to date by £5m from the Department for Education and Skills [DFES] and £3.8m of the Council's own resources.
- 9.7 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'.

10 RESERVE LEVELS

- 10.1 CIPFA have stated that there should be no imposed limit on the level or nature of balances required to be held by an individual Council. Many authorities are currently struggling to manage their pressures and there has been very recent high-profile intervention by MHCLG in two authorities. In light of previous high-profile failures and funding concerns raised by authorities CIPFA launched a financial resilience index which uses a basket of indicators to measure individual Local Authorities' financial resilience compared to their comparators.
- 10.2 The Council drew heavily on its reserves in 2016/17 (£12.5m). However, due to the delivery of £23.6m savings over the three years 2017/18 to 2019/20 and the consequent release of contingency sums, as well as the benefit of having been part of the Berkshire Business Rates Pilot in the previous three years, the Council has not had to draw on reserves to the levels previously anticipated and reserves have been returned to a more sustainable level.
- 10.3 Based on the latest data available (2018/19), the Council's reserves position is now around the average compared to all unitary authorities, which is a significant improvement from the 2017/18 position.
- 10.4 A review of the Council's Earmarked Reserves previously identified (£4.6m) of reserves that could be re-purposed to mitigate against the budget gap in 2021/22 on a one-off basis, however this is not currently assumed in the current budget gap.

11 PLANNING ASSUMPTIONS

- 11.1 The following planning assumptions are included within the Interim Medium-Term Financial Strategy:
- a) **Base Budget** - The starting point for planning is the 2020/21 base budget as agreed by Council in February 2020, adjusted for any approved budget virements;
 - b) **Council Tax Increase** - A 1.99% basic increase for each year 2021/22-2/24. Increases in the Tax Base for organic growth are currently assumed at 0.4%; 0.6% and 0.8% respectively over the same period and will be reviewed as part of the Council Tax Base calculation which is reported to Council in January 2021.
 - c) **Adult Social Care precept** - A 1.00% Adult Social Care Precept in 2021/22 (as set out above there is flexibility to increase this up to 3% over 2021/22-2022/23).
 - d) **Capital Borrowing Rates** - a long term borrowing rate of 2.0% has been assumed in respect of financing of the Capital Programme. This will need to be reviewed in light of the outcomes of the consultation announced on the 25th November 2020.
 - e) **Investment Interest** - The Bank Rate set by the Bank of England is currently 0.10% 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 3.10% on a quarterly basis; and

- **Investment Properties** - The Council owns investment properties valued at £77m as at 31st March 2020. These properties provide a 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. However, in light of the Chancellor's recent statement around public sector pay, the National Employers may be minded to offer a lower figure;
 - h) **Pensions** - The results of the latest triennial valuation of the Pension Fund received from the actuary indicated that the employer's contribution rate needs to increase by 1.4% from 2020/21 to 2022/23. No change has been assumed for 2023/24 at this stage;
 - i) **Increases in Fees and Charges** - Details are set out in Appendix 7;
 - j) **Capital Financing** - The prudential borrowing costs associated with the proposed Capital Programmes are accommodated within the revenue budgets; and
 - k) **Transformation Programme** - £1.236m of transformation funding to facilitate delivery of service efficiencies and savings in 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). This is prior to any requests from BfFC.
- 11.2 The detail of the Council's Draft General Fund Budget is set out in Appendices 1, 2 and 3 attached.

12 ASSUMED COUNCIL TAX LEVELS

- 12.1 The Interim proposals set out in this report assume a 1.99% basic increase in Council Tax, plus an additional Adult Social Care Precept of 1 % in 2021/22. On this assumption, the standard band D charge would rise by £50.60 to £1,742.76 for a full year.
- 12.2 The impact on taxpayer bills (before any reduction for discounts) of the Council's proposed increase is a £0.97 per week rise for a band D Council Tax household comprising at least two adults.
- 12.3 The majority of properties in Reading are band C and below (approximately 40% of properties are in Band C). Reading's Council Tax increase for a band C property in 2021/22 would be £44.98, an increase of £0.86 per week.
- 12.4 In estimating the revenue yield derived from the above proposed band D charge prudent increases to the Tax Base based on growth in property numbers have been assumed. Over the years 2021/22 to 2023/24 increases in the Tax Base of 0.4%; 0.6% and 0.8% have been assumed. However, the formal calculation is based on data as at 30th November, and Council will formally approve the Tax Base at its January 2021 meeting.

- 12.5 As set out in paragraph 8.3, there is currently a budget gap of £4.282m over the three-year planning period based on the above assumptions. The following table shows the impact on the budget gap of increasing the Adult Social Care Precept in 2021/22 as provided for within the Spending Review 2020:

Table 4. Potential Impact of Additional Adult Social Care Precept on the Budget Gap

	2021/22	2022/23	2023/24	Total
	£000	£000	£000	£000
Budget Gap (C Tax Increase: 1.99% Basic & 1.00% ASC Precept)	5,030	(398)	(350)	4,282
Potential Gap (C Tax Increase: 1.99% Basic & 2.00% ASC Precept)	4,082	(438)	(395)	3,249
Potential Gap (C Tax Increase: 1.99% Basic & 3.00% ASC Precept)	3,134	(479)	(439)	2,216

13 RISK IMPLICATIONS

- 13.1 The current budget gap must be closed in order to set a legally balanced budget. If the additional flexibility on the adult social care precept is taken up, this would reduce the level of further savings needed to close the budget gap as exemplified in the Table 4 above.
- 13.2 Aside from bridging the current budget gap, the main risks to delivering the proposals set out within this report include:
- The ability to contain demographic demand pressures;
 - The speed of recovery and buoyancy of the general and local economy from COVID 19;
 - 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;
 - The capacity of Officers to deliver the savings and income projections in line with assumptions whilst still managing the impact of the pandemic; and
 - Slippage in the Capital Programme adversely impacting savings assumed within the MTFs.
- 13.3 Additionally, the Council's 2018/19 and 2019/20 accounts are still subject to audit which may mean there could be some movement in the assumed baseline level of reserves.
- 13.4 However, in setting the new three-year MTFs, contingency provisions of £4.103m in 2021/22, £4.838m in 2022/23 and £6.458m in 2023/24 have been provided for to allow for slippage or non-delivery of higher risk savings and income targets.
- 13.5 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, albeit this is now harder to predict as a result of the Coronavirus pandemic.

Section C Housing Revenue Account

14 HOUSING REVENUE ACCOUNT (HRA) BUDGET

- 14.1 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 2020/21. The HRA budget must avoid a deficit on reserves over the 30-year HRA Business Plan.
- 14.2 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 £61.7m of new borrowing under the prudential code in 2021/22-2023/24. The Plan shows that the HRA is able to fund the proposed capital investment which will raise the peak debt in the HRA from £192.5m to £254.2m in 2023/24. However, the Plan demonstrates that the proposed borrowing is prudent, affordable and sustainable as the HRA has the capacity to repay £135m of this in later years and that the projected outstanding debt level at year 30 is forecast to be £104m.
- 14.3 A summary of the HRA interim 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

	2021/22	2022/23	2023/24
	£000	£000	£000
Total Income	(41,676)	(42,733)	(43,668)
Total Expenditure	41,808	42,843	43,842
Net (Surplus)/Deficit	132	110	174
Opening HRA Balances	(43,365)	(45,233)	(45,123)
Net (Surplus)/Deficit	132	110	174
Closing HRA Balances	(45,233)	(45,123)	(44,949)

15 PLANNING ASSUMPTIONS

- 15.1 The following planning assumptions are included in the HRA 30-year Business Plan and interim three year forward budget projections:
- **Rents** - 2021/22 Rents will increase in line with the Rent Regulations and both social and Reading Adjusted Target rents will increase by CPI + 1%
 - **Void Rates & Bad Debts** - are assumed at 2.5%;
 - **Right to Buy** - 15 property sales assumed per annum;
 - **Service Charges** - are assumed to increase by CPI +1% year-on-year, but cannot exceed full cost recovery;

- **PFI Credit** - provision of £4.0m relating to 1,280 properties in North Whitley and managed by Infinity until 2034 has been included;
- **Interest on Balances** - assumed at 0.3%;
- **Inflation** - assumes RPI at 1.1% on costs, reflecting the share of costs within the HRA which typically increase above CPI rates (e.g. repairs and maintenance costs) and RPI at 1.1% on income for 2021/22 and 2.4% thereafter;
- **Debt Financing Costs** - are included within the revenue budget.

16 RENTS

- 16.1 All Rents are assumed to increase in line with the new guidelines from the Rent Regulator and to increase by CPI+1% going forwards in line with regulations.
- 16.2 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 2021/22 rent proposals is therefore expected to be as follows:

Table 6. Average Weekly HRA Rents

	Actual 2020/21	Proposed 2021/22	Change	Change
	£	£	£	%
Average Rent per Week	102.57	104.11	1.54	1.5

- 16.3 For historic reasons current rents are, on average across the stock 9% 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.
- 16.4 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.
- 16.5 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 target rent will not be let at Adjusted Target Rent.
- 16.6 Rent collection performance remains top quartile compared with the Council's comparator group. Rent collection has continued to hold slightly above the budgeted

collection rate of 97.50% throughout 2020/21 so far, though it is lower than the pre-pandemic collection rate. Therefore, this drop-in collection is currently manageable within existing planned budget assumptions but will continue to be monitored.

16.7 Temporary accommodation is included in the General Fund. Rents are set at 90% of the Local Housing Allowance rate for the relevant unit size.

17 RISK IMPLICATIONS

17.1 Many of the risks identified in respect of the General Fund revenue budget (see para 13.1-13.2 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, for example as a consequence of the Covid-19 pandemic;
- 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

18 OVERALL CAPITAL PROGRAMME

- 18.1 The overall Capital Programme for the three-year period will commit £277.6m to improve the infrastructure, asset base and effectiveness of service provision for the residents of Reading.
- 18.2 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.

19 GENERAL FUND CAPITAL PROGRAMME

- 19.1 The proposed General Fund Capital Programme shown in Appendix 5a totals £178m gross over the three-year period 2021/22 to 2023/24.
- 19.2 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 £123m.
- 19.3 The General Fund Capital Programme consists of two distinct types of project - those that represent investment to 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 in the former category include the following:
- 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
- 19.4 The £177.6m General Fund Capital 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, the specific and corporate funding is expected to be £54.3m with the rest being funded by borrowing.
- 19.5 A full list of all current General Fund capital expenditure proposals is set out in Appendix 5a, whilst the following provides narrative on some of the more significant projects.
- £20m on the school estate including Re-provisioning at Phoenix College and extra capacity at Katesgrove school

- The delivery of new fit-for-purpose leisure facilities across all four of the Council's leisure centres including the re-provisioning of the Rivermead site to BREEAM excellence
- £11m 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
- £13.8m on South Reading MRT (Phases 5 & 6)
- Vehicle replacement totalling £9.2m over the three-year planning period to ensure the Council's fleet assists in reducing CO2 emissions.
- Investment in the Council's IT systems and software to support service efficiency and channel-shift in how customers transact with the Council.

20 HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME

- 20.1 The currently proposed HRA Capital Programme is contained within Appendix 5b.
- 20.2 The Council has made provision to invest a further £35.2m in its new build and acquisitions programme over the three years 2021/22 - 2023/24 providing additional new affordable homes, subject to approvals.
- 20.3 The Council also plans to continue to invest £30.7m in its existing housing stock over the next three years. This includes £27.6m of Major Repairs and a £3.1m programme of Fire Safety works, with a particular focus on high-rise residential accommodation.
- 20.4 The HRA is also investing £32.3m to develop adult social care assets that are being appropriated into the HRA to deliver joint adults and housing needs.

21 RISK IMPLICATIONS

- 21.1 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.

22 BUDGET NEXT STEPS

- 22.1 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 2021. Similarly, the implications of the Local Government Finance Settlement when it is announced, the updated Capital Financing implications and outcome of the contract negotiations with BfC will also be reported to the Committee together with any additional savings proposals identified.
- 22.2 Policy Committee at its meeting on 15th February 2021 will be asked to approve a balanced 2021/22 budget and three-year MTFS and recommend its adoption by Council at its meeting on 23rd February 2021.

23 CONTRIBUTION TO STRATEGIC AIMS

- 23.1 Our vision as Reading Borough Council is: to ensure that Reading realises its potential - and to ensure that everyone who lives and works here can share the benefits of its success. We have six priorities which contribute to delivering this vision. The priorities are:
- Securing the economic success of Reading;
 - Improving access to decent housing to meet local needs;
 - Protecting and enhancing the lives of vulnerable adults and children;
 - Keeping Reading's environment clean, green and safe;
 - Promoting health, education, culture and wellbeing; and
 - Ensuring the Council is fit for the future.
- 23.2 The setting and delivery of the Council's budget is essential to ensuring the Council meets its strategic aims and remains financially sustainable going forward.

24 ENVIRONMENTAL AND CLIMATE IMPLICATIONS

- 24.1 The Council declared a Climate Emergency at its meeting on 26 February 2019, with the intention of being carbon neutral by 2030. Our Corporate Plan monitors our progress in reducing our carbon footprint.
- 24.2 The Council's proposed Capital Programme for the next 3 years includes investment of £5.835 million in energy saving measures in buildings and renewable energy infrastructure to contributing to the Council's net zero carbon ambitions. Of this, £2.789m is allocated for 2021/22.
- 24.3 The Council has a long-standing programme of investment in energy efficiency, taking advantage of the SALIX Recirculation Fund, a revolving loan fund, which is available for the public sector. The Council's capital budget for this SALIX Recirculation Fund has enabled a large number of projects to be taken forward. A provision of £0.800m is included in the Capital Programme across the next 3 years which will enable additional projects in the pipeline to go ahead.

- 24.4 The Capital Programme also includes two budgets which specifically support the Council's climate change commitment, enabling a step change in ambition. The first will take advantage of the SALIX Decarbonisation fund, designed to support more ambitious carbon reduction projects in the public sector. In 2021/22, £0.416m has been allocated with a further £1.0 million over the following 2 years. The second will support further investment in renewable energy. In 2021/22, £2.073m has been allocated for this purpose with a further £1.546 in 2022/23. This will enable a number of more ambitious projects to be progressed, including ground-source heat pumps, solar arrays and potentially district heating systems.
- 24.5 Other capital investments - in offices, housing, transport and waste - will also contribute to the Council's carbon reduction ambitions by improving the efficiency of our buildings and operations.
- 24.6 Going forward, major capital projects which will contribute directly to greenhouse gas emissions reduction include:
- £14.451m for Green Park Station (2020/21 to 2021/22)
 - £21.316m for the South Reading MRT (across 4 years from 2020/21)
 - £3.619m for renewable energy (across 2 years from 2021/22)
 - £2.216m for energy saving measures via the Salix Decarbonisation and Recirculation funds (across 3 years from 2021/22)
 - £1.489m for food waste collection (across 2020/21 and 2021/22)
 - £0.388m for retro-fitting the bus fleet to lower emission standards (across 2 years from 2020/21)
 - £1.547m to complete the LED streetlighting investment programme (across 2 years from 2020/21)
 - £0.250m for electric vehicle charging points (across 2 years from 2020/21)
 - £0.180m for tree planting programmes (across 4 years from 2020/21)

25 COMMUNITY ENGAGEMENT AND INFORMATION

- 25.1 The budget consultation opens on 15th December 2020 until 15th January 2021.

26 FINANCIAL IMPLICATIONS

- 26.1 These are as set out in the body of the report.

27 LEGAL IMPLICATIONS

- 27.1 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.
- 27.2 The provisions of section 25, Local Government Act 2003 require that the Council in making setting its budget requirement, 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.

28 RISK

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

29 EQUALITIES IMPACT ASSESSMENT

29.1 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.

29.2 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.

29.3 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.

30 BACKGROUND PAPERS

- 2020/2021 to 2022/23 Budget Setting and Medium-Term Financial Strategy approved by Full Council (25th February 2020);
- Spending Review 2020 - HM Treasury (25th November 2020)

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Summary of Interim General Fund Budget 2021/22 to 2023/24

Directorate/Service	Approved Budget 2020/21 £'000	Proposed Budget 2021/22 £'000	Proposed Budget 2022/23 £'000	Proposed Budget 2023/24 £'000
Adult Social Care and Health				
Commissioning & Improvement	848	879	908	892
Adult Social Care Operations	35,964	35,525	34,759	35,224
Public Health Services	(499)	(499)	(549)	(599)
Preventative Services	728	734	740	746
Directorate Other	1,233	1,309	1,375	1,441
Adult Social Care and Health	38,274	37,948	37,233	37,704
Economic Growth & Neighbourhood Services				
Transportation	(168)	1,213	(1,929)	(3,092)
Planning & Regulatory Services	2,150	2,543	1,986	1,581
Housing and Neighbourhood Services General Fund	1,333	1,493	1,366	1,306
Cultural Services	4,102	4,473	3,706	3,399
Environmental and Commercial Services	14,408	13,793	13,679	13,800
Regeneration and Assets	(5,457)	(5,535)	(5,605)	(5,480)
DEGNS Overhead Accounts	757	771	943	975
Economic Growth & Neighbourhood Services	17,125	18,751	14,146	12,489
Resources				
Customer Services	1,664	1,614	1,494	1,285
Human Resources & Organisational Development	1,960	1,760	1,832	1,909
Internal Audit	1,619	1,408	1,425	1,442
Procurement Services	490	558	424	340
Financial Services	2,866	2,953	2,901	2,789
Legal & Democratic Services	2,353	2,439	2,472	2,620
IT & Digital Services	4,488	5,485	5,159	5,209
Resources	15,440	16,217	15,707	15,594
Chief Executive				
Chief Executive	868	893	918	943
Communications	683	662	597	611
Chief Executive	1,551	1,555	1,515	1,554
Children's Services				
Brighter Futures for Children	48,421	47,969	47,469	46,969
Retained by Council	710	724	724	724
Children's Services	49,131	48,693	48,193	47,693
Total Service Expenditure	121,521	123,164	116,794	115,034

Summary of Interim General Fund Budget 2021/22 to 2023/24

Directorate/Service	Approved Budget 2020/21 £'000	Proposed Budget 2021/22 £'000	Proposed Budget 2022/23 £'000	Proposed Budget 2023/24 £'000
Corporate Budgets				
Capital Financing Costs	14,731	15,232	16,904	16,745
Contingency	3,522	4,103	4,838	6,458
Movement to / (from) Reserves	12,457	280	0	0
Other Corporate Budgets	(1,311)	923	2,524	5,641
Corporate Budgets	29,399	20,538	24,266	28,844
Net budget Requirement	150,920	143,702	141,060	143,878
Financed By:				
Council Tax Income	(96,014)	(97,649)	(101,827)	(106,348)
NNDR Local Share	(34,357)	(29,902)	(31,925)	(32,540)
New Homes Bonus	(3,988)	(2,815)	(1,968)	0
Section 31 Grant	(3,994)	(5,300)	0	0
Revenue Support Grant	(2,030)	(2,040)	(2,040)	(2,040)
One-off Collection Fund (Surplus)/Deficit	(10,537)	(966)	1,332	1,332
Total Funding	(150,920)	(138,672)	(136,428)	(139,596)
Over/(Under) Budget	0	5,030	4,632	4,282

Interim General Fund Revenue Budget by Service 2021/22

	Approved Budget 2020/21* £'000	Virements £'000	Approved Budget 2020/21 * £'000	Contractual Inflation £'000	Budget Pressures £'000	Efficiency Savings £'000	Invest to Save £'000	Income, Fees & Charges £'000	Proposed Budget 2021/22 £'000
Adult Social Care and Health Directorate									
Commissioning and Improvement	825	23	848	31	0	0	0	0	879
Adult Social Care Operations	34,911	1,053	35,964	1,860	2,189	(2,051)	(2,066)	(371)	35,525
Public Health Service	(506)	7	(499)	0	0	0	0	0	(499)
Preventative Services	722	6	728	6	0	0	0	0	734
Directorate Other	1,356	(123)	1,233	76	0	0	0	0	1,309
Adult Social Care and Health Directorate	37,308	966	38,274	1,973	2,189	(2,051)	(2,066)	(371)	37,948
Economic Growth & Neighbourhood Services Directorate									
Transportation	(171)	3	(168)	166	1,400	(119)	0	(66)	1,213
Planning & Regulatory Services	2,052	98	2,150	162	399	(176)	0	8	2,543
Housing and Neighbourhood Services General Fund	1,197	136	1,333	77	250	(163)	0	(4)	1,493
Cultural Services	3,971	131	4,102	268	860	(707)	0	(50)	4,473
Environmental and Commercial Services	14,275	133	14,408	719	(15)	(942)	(76)	(301)	13,793
Regeneration and Assets	(5,544)	87	(5,457)	236	118	(405)	0	(27)	(5,535)
DEGNS Overhead Accounts	643	114	757	33	0	(19)	0	0	771
Economic Growth & Neighbourhood Services Directorate	16,423	702	17,125	1,661	3,012	(2,531)	(76)	(440)	18,751
Resources Directorate									
Customer & Corporate Improvement	2,747	(1,083)	1,664	90	147	(257)	0	(30)	1,614
Human Resources & Organisational Development	1,800	160	1,960	82	0	(272)	0	(10)	1,760
Internal Audit & Insurance	1,607	12	1,619	17	28	(256)	0	0	1,408
Procurement Services	353	137	490	18	50	0	0	0	558
Financial Services	2,517	349	2,866	112	0	(25)	0	0	2,953
Legal & Democratic Services	2,003	350	2,353	117	16	(47)	0	0	2,439
IT & Digital Services	4,490	(2)	4,488	123	1,149	(275)	0	0	5,485
Resources Directorate	15,517	(77)	15,440	559	1,390	(1,132)	0	(40)	16,217
Chief Executive									
Chief Executive	0	868	868	25	0	0	0	0	893
Communications	710	(27)	683	14	(35)	0	0	0	662
Chief Executive	710	841	1,551	39	(35)	0	0	0	1,555
Children's Services									
Brighter Futures for Children	48,421	0	48,421	1,737	2,429	(4,618)	0	0	47,969
Retained by Council	710	0	710	14	0	0	0	0	724
Children's Services	49,131	0	49,131	1,751	2,429	(4,618)	0	0	48,693
Total Budget at Service Level	119,089	2,432	121,521	5,983	8,985	(10,332)	(2,142)	(851)	123,164

*Approved Budget 2020/21 includes in year budget virements

Interim General Fund Revenue Budget by Service 2022/23

	Proposed Budget 2021/22	Virements	Proposed Budget 2021/22	Contractual Inflation	Budget Pressures	Efficiency Savings	Invest to Save	Income, Fees & Charges	Proposed Budget 2022/23
Adult Social Care and Health Directorate									
Commissioning and Improvement	879	0	879	29	0	0	0	0	908
Adult Social Care Operations	35,525	0	35,525	1,130	1,113	(1,219)	(1,650)	(140)	34,759
Public Health Service	(499)	0	(499)	0	0	(50)	0	0	(549)
Preventative Services	734	0	734	6	0	0	0	0	740
Directorate Other	1,309	0	1,309	66	0	0	0	0	1,375
Adult Social Care and Health Directorate	37,948	0	37,948	1,231	1,113	(1,269)	(1,650)	(140)	37,233
Economic Growth & Neighbourhood Services									
Transportation	1,213	0	1,213	123	(650)	(269)	0	(2,346)	(1,929)
Planning & Regulatory Services	2,543	0	2,543	148	(190)	(175)	0	(340)	1,986
Housing and Neighbourhood Services General Fund	1,493	0	1,493	85	(125)	(83)	0	(4)	1,366
Cultural Services	4,473	0	4,473	245	(430)	(489)	0	(93)	3,706
Environmental and Commercial Services	13,793	0	13,793	638	(16)	(346)	(15)	(375)	13,679
Regeneration and Assets	(5,535)	0	(5,535)	195	98	(334)	0	(29)	(5,605)
DEGNS Overhead Accounts	771	0	771	191	0	(19)	0	0	943
Economic Growth & Neighbourhood Services	18,751	0	18,751	1,625	(1,313)	(1,715)	(15)	(3,187)	14,146
Resources Directorate									
Customer & Corporate Improvement	1,614	0	1,614	84	240	(434)	0	(10)	1,494
Human Resources & Organisational Development	1,760	0	1,760	77	0	0	0	(5)	1,832
Internal Audit & Insurance	1,408	0	1,408	17	0	0	0	0	1,425
Procurement Services	558	0	558	16	(50)	(100)	0	0	424
Financial Services	2,953	0	2,953	110	0	(162)	0	0	2,901
Legal & Democratic Services	2,439	0	2,439	135	(57)	(45)	0	0	2,472
IT & Digital Services	5,485	0	5,485	124	(325)	(125)	0	0	5,159
Resources Directorate	16,217	0	16,217	563	(192)	(866)	0	(15)	15,707
Chief Executive									
Chief Executive	893	0	893	25	0	0	0	0	918
Communications	662	0	662	10	(75)	0	0	0	597
Chief Executive	1,555	0	1,555	35	(75)	0	0	0	1,515
Children's Services									
Brighter Futures for Children	47,969	0	47,969	0	0	(500)	0	0	47,469
Retained by Council	724	0	724	0	0	0	0	0	724
Children's Services	48,693	0	48,693	0	0	(500)	0	0	48,193
Total Budget at Service Level	123,164	0	123,164	3,454	(467)	(4,350)	(1,665)	(3,342)	116,794

Interim General Fund Revenue Budget by Service 2023/24

	Proposed Budget 2022/23	Virements	Proposed Budget 2022/23	Contractual Inflation	Budget Pressures	Efficiency Savings	Invest to Save	Income, Fees & Charges	Proposed Budget 2023/24
Adult Social Care and Health Directorate									
Commissioning and Improvement	908	0	908	29	0	(45)	0	0	892
Adult Social Care Operations	34,759	0	34,759	1,128	745	(768)	(640)	0	35,224
Public Health Service	(549)	0	(549)	0	0	(50)	0	0	(599)
Preventative Services	740	0	740	6	0	0	0	0	746
Directorate Other	1,375	0	1,375	66	0	0	0	0	1,441
Adult Social Care and Health Directorate	37,233	0	37,233	1,229	745	(863)	(640)	0	37,704
Economic Growth & Neighbourhood Services									
Transportation	(1,929)	0	(1,929)	123	(700)	(22)	0	(564)	(3,092)
Planning & Regulatory Services	1,986	0	1,986	148	(200)	(118)	0	(235)	1,581
Housing and Neighbourhood Services General Fund	1,366	0	1,366	85	(125)	(16)	0	(4)	1,306
Cultural Services	3,706	0	3,706	245	(430)	(69)	0	(53)	3,399
Environmental and Commercial Services	13,679	0	13,679	536	0	(213)	(12)	(190)	13,800
Regeneration and Assets	(5,605)	0	(5,605)	195	0	(46)	0	(24)	(5,480)
DEGNS Overhead Accounts	943	0	943	41	0	(9)	0	0	975
Economic Growth & Neighbourhood Services	14,146	0	14,146	1,373	(1,455)	(493)	(12)	(1,070)	12,489
Resources Directorate									
Customer & Corporate Improvement	1,494	0	1,494	93	0	(295)	0	(7)	1,285
Human Resources & Organisational Development	1,832	0	1,832	77	0	0	0	0	1,909
Internal Audit & Insurance	1,425	0	1,425	17	0	0	0	0	1,442
Procurement Services	424	0	424	16	0	(100)	0	0	340
Financial Services	2,901	0	2,901	100	0	(212)	0	0	2,789
Legal & Democratic Services	2,472	0	2,472	148	0	0	0	0	2,620
IT & Digital Services	5,159	0	5,159	45	5	0	0	0	5,209
Resources Directorate	15,707	0	15,707	496	5	(607)	0	(7)	15,594
Chief Executive									
Chief Executive	918	0	918	25	0	0	0	0	943
Communications	597	0	597	14	0	0	0	0	611
Chief Executive	1,515	0	1,515	39	0	0	0	0	1,554
Children's Services									
Brighter Futures for Children	47,469	0	47,469	0	0	(500)	0	0	46,969
Retained by Council	724	0	724	0	0	0	0	0	724
Children's Services	48,193	0	48,193	0	0	(500)	0	0	47,693
Total Budget at Service Level	116,794	0	116,794	3,137	(705)	(2,463)	(652)	(1,077)	115,034

Detailed Interim General Fund Budget Changes 2021/22 to 2023/24

Directorate/Service	Contractual Inflation £'000	Budget Pressures £'000	Efficiency Savings £'000	Invest to Save £'000	Income, Fees & Charges £'000	Total £'000
Adult Social Care and Health Directorate						
Commissioning and Improvement	89	0	(45)	0	0	44
Adult Social Care Operations	4,118	4,047	(4,038)	(4,356)	(511)	(740)
Public Health Service	0	0	(100)	0	0	(100)
Preventative Services	18	0	0	0	0	18
Directorate Other	208	0	0	0	0	208
Adult Social Care and Health Directorate	4,433	4,047	(4,183)	(4,356)	(511)	(570)
Economic Growth & Neighbourhood Services Directorate						
Transportation	412	50	(410)	0	(2,976)	(2,924)
Planning & Regulatory Services	458	9	(469)	0	(567)	(569)
Housing and Neighbourhood Services General Fund	247	0	(262)	0	(12)	(27)
Cultural Services	758	0	(1,265)	0	(196)	(703)
Environmental and Commercial Services	1,893	(31)	(1,501)	(103)	(866)	(608)
Regeneration and Assets	626	216	(785)	0	(80)	(23)
DEGNS Overhead Accounts	265	0	(47)	0	0	218
Economic Growth & Neighbourhood Services Directorate	4,659	244	(4,739)	(103)	(4,697)	(4,636)
Resources Directorate						
Customer & Corporate Improvement	267	387	(986)	0	(47)	(379)
Human Resources & Organisational Development	236	0	(272)	0	(15)	(51)
Internal Audit & Insurance	51	28	(256)	0	0	(177)
Procurement Services	50	0	(200)	0	0	(150)
Financial Services	322	0	(399)	0	0	(77)
Legal & Democratic Services	400	(41)	(92)	0	0	267
IT & Digital Services	292	829	(400)	0	0	721
Resources Directorate	1,618	1,203	(2,605)	0	(62)	154

Directorate/Service	Contractual Inflation £'000	Budget Pressures £'000	Efficiency Savings £'000	Invest to Save £'000	Income, Fees & Charges £'000	Total £'000
Chief Executive						
Chief Executive	75	0	0	0	0	75
Communications	38	(110)	0	0	0	(72)
Chief Executive	113	(110)	0	0	0	3
Children's Services						
Brighter Futures for Children	1,737	2,429	(5,618)	0	0	(1,452)
Retained by Council	14	0	0	0	0	14
Children's Services	1,751	2,429	(5,618)	0	0	(1,438)
Service Total	12,574	7,813	(17,145)	(4,459)	(5,270)	(6,487)

Appendix 3a

Detailed Interim General Fund Budget Changes 2021/22-2023/24 - Directorate of Adult Social Care and Health Services

Overall Summary		Contract Inflation	Budget Pressures	Efficiency Savings	Invest to Save	Income, Fees and Charges	Total
<u>Service</u>		£'000	£'000	£'000	£'000	£'000	£'000
1	Commissioning & Improvement	89	-	(45)	-	-	44
2	Adult Social Care Operations	4,118	4,047	(4,038)	(4,356)	(511)	(740)
3	Public Health Services	-	-	(100)	-	-	(100)
4	Preventative Services	18	-	-	-	-	18
5	Directorate Other	208	-	-	-	-	208
6	Directorate Total	4,433	4,047	(4,183)	(4,356)	(511)	(570)

Summary of MTFs Position		Total Movement Per Year			Total
<u>Service Pressures</u>		2021/22	2022/23	2023/24	All Years
		£'000	£'000	£'000	£'000
7	Commissioning & Improvement	31	29	29	89
8	Adult Social Care Operations	4,049	2,243	1,873	8,165
9	Public Health Services	-	-	-	-
10	Preventative Services	6	6	6	18
11	Directorate Other	76	66	66	208
12	Directorate Total	4,162	2,344	1,974	8,480
<u>Service Savings</u>		Total Movement Per Year			Total
		2021/22	2022/23	2023/24	All Years
		£'000	£'000	£'000	£'000
13	Commissioning & Improvement	-	-	(45)	(45)
14	Adult Social Care Operations	(4,488)	(3,009)	(1,408)	(8,905)
15	Public Health Services	-	(50)	(50)	(100)
16	Preventative Services	-	-	-	-
17	Directorate Other	-	-	-	-
18	Directorate Total	(4,488)	(3,059)	(1,503)	(9,050)
19	Directorate Total	(326)	(715)	471	(570)

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Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Total Movement Per Year			Total
			2021/22 £'000	2022/23 £'000	2023/24 £'000	All Years £'000
		<u>Commissioning and Improvement</u>				
20		Pay inflation	23	23	23	69
21		Staff pay increments	8	6	6	20
22		Total Contractual Inflation	31	29	29	89
23			-	-	-	-
24		Total Budget Pressures	-	-	-	-
25	DACHS-2122-NEW-06	DACHS Commissioning, Transformation & Performance Workforce Review	-	-	(45)	(45)
26		Total Efficiency Savings	-	-	(45)	(45)
27			-	-	-	-
28		Total Invest to Save	-	-	-	-
29			-	-	-	-
30		Total Income, Fees & Charges	-	-	-	-
31		Total	31	29	(16)	44

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Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Total Movement Per Year			Total
			2021/22 £'000	2022/23 £'000	2023/24 £'000	All Years £'000
		<u>Adult Social Care Operations</u>				
32		Pay inflation	195	202	202	599
33		Staff pay increments	90	65	65	220
34	DACHS-2122-01	PPE requirement due to Covid (care providers)	475	(237)	(238)	-
35	DACHS-2021-01 rev	Care costs inflation	1,100	1,100	1,099	3,299
36		Total Contractual Inflation	1,860	1,130	1,128	4,118
37	DACHS-2122-02	PPE requirement due to covid (staff)	130	(65)	(65)	-
38	DACHS-2021-02 rev	Increased service demand due to population growth	295	236	227	758
39	DACHS-2021-04	Transforming Care	-	42	-	42
40	DACHS-2021-05 rev	Supporting young people into adulthood (pressure)	1,764	900	583	3,247
41		Total Pressures	2,189	1,113	745	4,047
42	DACHS-2021-19 rev	Supporting young people into adulthood (savings target)	(500)	(447)	(296)	(1,243)
43	DACHS-2021-55	DACHS contract efficiencies	(179)	-	-	(179)
44	DACHS-2021-11	Asset Review (property)	(200)	(50)	-	(250)
45	DACHS-2021-18	Removal of agreed 3 year Voluntary Care Service funding	-	(250)	-	(250)
46	DACHS-2021-20	Adult Social Care Day Service Reconfiguration	(150)	-	-	(150)
47	DACHS-2021-22 rev	Workforce Review	(550)	-	-	(550)
48	DACHS-2122-NEW-01	Alternative to Residential and Nursing Care for 18 to 64 Year Olds	(94)	(94)	(94)	(282)
49	DACHS-2122-NEW-04	Strengthening DACHS Decision Making & Supporting Practice Change	(378)	(378)	(378)	(1,134)
50		Total Efficiency Savings	(2,051)	(1,219)	(768)	(4,038)

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Total Movement Per Year			Total
			2021/22 £'000	2022/23 £'000	2023/24 £'000	All Years £'000
<u>Adult Social Care Operations Continued</u>						
51	DACHS-2021-10 rev	Promoting the use of Assistive Technology	(295)	(389)	(390)	(1,074)
52	DACHS-2021-07 rev	Development of the Personal Assistant Market	(109)	(309)	-	(418)
53	DACHS-2021-21 rev	Outcome based delivery support (promoting independent living)	(427)	(317)	-	(744)
54	DACHS-2021-23 rev	Enhanced Reablement for Mental Health & Learning Disability Service Users	(250)	(250)	(250)	(750)
55	DACHS-2021-24	Development of the Dementia Carers Offer	(75)	(75)	-	(150)
56	DACHS-2122-NEW-05	Review and Rightsizing of Care Packages (2021/2022)	(910)	(310)	-	(1,220)
57		Total Invest to Save	(2,066)	(1,650)	(640)	(4,356)
58	DACHS-2021-09	Ensuring appropriate charging for services	(371)	(140)	-	(511)
59		Total Income, Fees & Charges	(371)	(140)	-	(511)
60		Total	(439)	(766)	465	(740)

Schedule of Detailed Budget Change Proposals

		Total Movement Per Year			Total
		2021/22	2022/23	2023/24	All Years
		£'000	£'000	£'000	£'000
	Public Health Services				
61	Pay inflation	-	-	-	-
62	Staff pay increments	-	-	-	-
63	Total Contractual Inflation	-	-	-	-
64		-	-	-	-
65	Total Budget Pressures	-	-	-	-
66	DACHS-2122-NEW-02 Efficiency savings secured through Public Health re-procurements	-	(50)	(50)	(100)
67	Total Efficiency Savings	-	(50)	(50)	(100)
68		-	-	-	-
69	Total Invest to Save	-	-	-	-
70		-	-	-	-
71	Total Income, Fees & Charges	-	-	-	-
72	Total	-	(50)	(50)	(100)

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Schedule of Detailed Budget Change Proposals

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		Total Movement Per Year			Total
		2021/22	2022/23	2023/24	All Years
		£'000	£'000	£'000	£'000
	<u>Preventative Services</u>				
	Pay inflation	6	6	6	18
	Staff pay increments	-	-	-	-
	Total Contractual Inflation	6	6	6	18
		-	-	-	-
	Total Budget Pressures	-	-	-	-
		-	-	-	-
	Total Efficiency Savings	-	-	-	-
		-	-	-	-
	Total Invest to Save	-	-	-	-
		-	-	-	-
	Total Income, Fees & Charges	-	-	-	-
		-	-	-	-
	Total	6	6	6	18

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Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Total Movement Per Year			Total
			2021/22	2022/23	2023/24	All Years
			£'000	£'000	£'000	£'000
		<u>DACHS Directorate Other</u>				
85		Pay inflation	38	39	39	116
86		Staff pay increments	38	27	27	92
87		Total Contractual Inflation	76	66	66	208
88			-	-	-	-
89		Total Budget Pressures	-	-	-	-
90			-	-	-	-
91		Total Efficiency Savings	-	-	-	-
92			-	-	-	-
93		Total Invest to Save	-	-	-	-
94			-	-	-	-
95		Total Income, Fees & Charges	-	-	-	-
96		Total	76	66	66	208
97		Directorate Total	(326)	(715)	471	(570)

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Appendix 3b

Detailed Interim General Fund Budget Changes 2021/22-2023/24 - Directorate of Economic Growth and Neighbourhood Services

		Contract Inflation	Budget Pressures	Efficiency Savings	Invest to Save	Income, Fees and Charges	Total
	<u>Service</u>	£'000	£'000	£'000	£'000	£'000	£'000
1	Transportation	412	50	(410)	-	(2,976)	(2,924)
2	Planning & Regulatory Services	458	9	(469)	-	(567)	(569)
3	Housing and Neighbourhood Services General Fund	247	-	(262)	-	(12)	(27)
4	Cultural Services	758	-	(1,265)	-	(196)	(703)
5	Environmental and Commercial Services	1,893	(31)	(1,501)	(103)	(866)	(608)
6	Regeneration and Assets	626	216	(785)	-	(80)	(23)
7	DEGNS Overhead Accounts	265	-	(47)	-	-	218
8	Directorate Total	4,659	244	(4,739)	(103)	(4,697)	(4,636)

Summary of MTFS Position		Total Movement per Year			Total
		2021/22	2022/23	2023/24	All Years
	<u>Service Pressures</u>	£'000	£'000	£'000	£'000
9	Transportation	1,566	(527)	(577)	462
10	Planning & Regulatory Services	561	(42)	(52)	467
11	Housing and Neighbourhood Services General Fund	327	(40)	(40)	247
12	Cultural Services	1,128	(185)	(185)	758
13	Environmental and Commercial Services	704	622	536	1,862
14	Regeneration and Assets	354	293	195	842
15	DEGNS Overhead Accounts	33	191	41	265
16	Directorate Total	4,673	312	(82)	4,903
Summary of MTFS Position		Total Movement per Year			Total
		2021/22	2022/23	2023/24	All Years
	<u>Service Savings</u>	£'000	£'000	£'000	£'000
18	Transportation	(185)	(2,615)	(586)	(3,386)
19	Planning & Regulatory Services	(168)	(515)	(353)	(1,036)
20	Housing and Neighbourhood Services General Fund	(167)	(87)	(20)	(274)
21	Cultural Services	(757)	(582)	(122)	(1,461)
22	Environmental and Commercial Services	(1,319)	(736)	(415)	(2,470)
23	Regeneration and Assets	(432)	(363)	(70)	(865)
24	DEGNS Overhead Accounts	(19)	(19)	(9)	(47)
25	Directorate Total	(3,047)	(4,917)	(1,575)	(9,539)
	Directorate Total	1,626	(4,605)	(1,657)	(4,636)

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Total Movement per Year			Total
			2021/22 £'000	2022/23 £'000	2023/24 £'000	All Years £'000
		Transportation				
26		Pay Inflation	40	41	41	122
27		Staff pay increments	1	10	10	21
28		Contract Inflation - NSL Contract (Traffic Enforcement)	53	-	-	53
29		Contract Inflation - Intelligent Transport System maintenance (Urban Traffic Control, Traffic Signal & CCTV)	2	2	2	6
30		Contract Inflation - Business Rates (Car Parks)	70	70	70	210
31		Total Contractual Inflation	166	123	123	412
32	DEGNS-2021-55	Extend parking permit zones	100	-	(50)	50
33	DEGNS-2122-04 (2)	Reduced parking income due to Covid-19	1,300	(650)	(650)	-
34		Total Budget Pressures	1,400	(650)	(700)	50
35	DEGNS-2122-02	Workforce Review	(44)	(44)	(22)	(110)
36	DEGNS-2021-26	Fundamental Service Review - Parking	(75)	(225)	-	(300)
37		Total Efficiency Savings	(119)	(269)	(22)	(410)
38			-	-	-	-
39		Total Invest to Save	-	-	-	-
40	DEGNS-2021-24	Increased income from On-Street Pay and Display	(150)	(150)	(75)	(375)
41	DEGNS-2021-37	Increased income from Off Street Parking charges	150	(350)	(400)	(600)
42	DEGNS-2021-22	Borough wide Car Parking and Air Quality Management Strategy (BCAMS)	-	(1,800)	-	(1,800)
43		Electric Vehicle Charging	(23)	-	-	(23)
44		Increase in other transport fees and charges	(3)	(3)	(3)	(9)
45	DEGNS-2122-NEW-01	Increase parking permit charges	(40)	(43)	(86)	(169)
46		Total Income, Fees and Charges	(66)	(2,346)	(564)	(2,976)
47		Total	1,381	(3,142)	(1,163)	(2,924)

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Total Movement per Year			Total
			2021/22 £'000	2022/23 £'000	2023/24 £'000	All Years £'000
		Planning & Regulatory Services				
48		Pay Inflation	102	106	106	314
49		Staff pay increments	60	42	42	144
50		Total Contractual Inflation	162	148	148	458
51	DEGNS-2021-19	Tall Buildings Safety Programme	(60)	-	-	(60)
52	DEGNS-2122-05	Unachievable taxi licensing income (due to Covid-19)	59	10	-	69
53	DEGNS-2122-NEW-04	Planning fee income reprofiled (due to Covid-19)	400	(200)	(200)	-
54		Total Budget Pressures	399	(190)	(200)	9
55	DEGNS-2021-33	Fundamental Service Review - Planning and Regulatory Services	-	(66)	(64)	(130)
56	DEGNS-2122-02	Workforce Review	(109)	(109)	(54)	(272)
57	DEGNS-2122-NEW-03	Reduced expenditure/Review of expenditure budgets	(67)	-	-	(67)
58		Total Efficiency Savings	(176)	(175)	(118)	(469)
59			-	-	-	-
60		Total Invest to Save	-	-	-	0
61	DEGNS-2021-38	Reprofiled pre planning application income (due to covid)	-	(135)	(110)	(245)
62	DEGNS-2021-36	Reprofiled Reading Festival income (due to covid)	25	(50)	(25)	(50)
63	PDRS6&9	Reprofiled taxi licensing income (due to covid)	(39)	(10)	-	(49)
64		Other Planning fees and charges increase	(18)	(20)	(20)	(58)
65	DEGNS-2021-18	Mandatory Houses in Multiple Occupation (HMO) licensing	(5)	(75)	-	(80)
66	DEGNS-2021-20	Discretionary Houses in Multiple Occupation (HMO) licensing	45	(50)	(80)	(85)
67		Total Income, Fees and Charges	8	(340)	(235)	(567)
68		Total	393	(557)	(405)	(569)

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Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Total Movement per Year			Total
			2021/22 £'000	2022/23 £'000	2023/24 £'000	All Years £'000
		<u>Housing and Neighbourhood Services</u>				
69		Pay Inflation	67	69	69	205
70		Staff pay increments	10	16	16	42
71		Total Contractual Inflation	77	85	85	247
72	DEGNS-2122-06	Anticipated increased demand on emergency accommodation due to private evictions	250	(125)	(125)	-
73		Total Budget Pressures	250	(125)	(125)	-
74	DEGNS-2021-40	Housing - Fundamental Service Review	-	(50)	-	(50)
75	DEGNS-2122-02	Workforce Review	(33)	(33)	(16)	(82)
76	HNS9	Housing property services - income generation	(60)	-	-	(60)
77	DEGNS-2122-NEW-05	Proposed Contract Savings - Young Persons Accommodation	(70)	-	-	(70)
78		Total Efficiency Savings	(163)	(83)	(16)	(262)
79			-	-	-	-
80		Total Invest to Save	-	-	-	-
81		Increase in fees and charges	(4)	(4)	(4)	(12)
82		Total Income, Fees and Charges	(4)	(4)	(4)	(12)
83		Total	160	(127)	(60)	(27)

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Total Movement per Year			Total
			2021/22 £'000	2022/23 £'000	2023/24 £'000	All Years £'000
		Cultural Services				
84		Pay Inflation	117	121	121	359
85		Staff pay increments	82	55	55	192
86		Contract Inflation	69	69	69	207
87		Total Contractual Inflation	268	245	245	758
88	DEGNS-2122-08	Covid19 income pressure on the Town Hall and recovery plan	560	(280)	(280)	-
89	DEGNS-2122-18	Covid19 income pressure on the Hexagon and South Street Theatres and recovery plan	300	(150)	(150)	-
90		Total Budget Pressures	860	(430)	(430)	-
91		Contribution from Public Health Grant	(100)	(250)	-	(350)
92	DEGNS-2122-21	Reduced operations at the Town Hall	(368)	-	-	(368)
93	DEGNS-2122-02	Workforce Review	(139)	(139)	(69)	(347)
94	DEGNS-2021-16	Fundamental service review in cultural services	(100)	(100)	-	(200)
95		Total Efficiency Savings	(707)	(489)	(69)	(1,265)
96			-	-	-	-
97		Total Invest to Save	-	-	-	-
98		Increase in fees and charges	(30)	(33)	(33)	(96)
	DEGNS-2122-NEW-06	Arts Fundraising campaign	(20)	(60)	(20)	(100)
99		Total Income, Fees and Charges	(50)	(93)	(53)	(196)
100		Total	371	(767)	(307)	(703)

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Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Total Movement per Year			Total
			2021/22 £'000	2022/23 £'000	2023/24 £'000	All Years £'000
		<u>Environmental and Commercial Services</u>				
101		Pay Inflation	149	154	154	457
102		Staff pay increments	89	61	61	211
103	DEGNS-2021-10 Update To Follow	Contract Inflation - (FCC) Waste Management Contract (RE3)	384	359	359	1,102
104		Business Rates - Small Mead	8	8	8	24
105		Payments to Grundon	2	2	2	6
106	DEGNS-2122-10	Street Lighting Energy	58	58	-	116
107		Street Cleansing Materials	12	12	12	36
108	DEGNS-2122-01	Reduced fuel costs due to increase in electrical vehicles	(11)	(44)	(88)	(143)
109		Waste Collection Materials / Tipping charges	28	28	28	84
110		Total Contractual Inflation	719	638	536	1,893
111	DEGNS-2021-06	Recycling and Enforcement Team	(15)	(16)	-	(31)
112		Total Budget Pressures	(15)	(16)	-	(31)
113	DEGNS-2021-07 (2)	Increased kerbside food waste collection	(226)	-	-	(226)
114		Reduced maintenance due to rewilding verges	-	(30)	(30)	(60)
115	DEGNS-2122-11	Waste Contract - Budget realignment inline with anticipated expenditure	(500)	(100)	(100)	(700)
116		PFI	-	-	-	-
117	DEGNS-2122-02	Workforce Review	(166)	(166)	(83)	(415)
118	DEGNS-2021-13	Fundamental Service review of Highways	(50)	(50)	-	(100)
119		Total Efficiency Savings	(942)	(346)	(213)	(1,501)
120	DEGNS-2122-NEW-07	Continued commercial growth of Highways service	(31)	(5)	(2)	(38)
121	DEGNS-2122-NEW-08	In-sourcing of Highways Structures Consultancy	(45)	(10)	(10)	(65)
122		Total Invest to Save	(76)	(15)	(12)	(103)

123	Commercial services LATCo - exploration of viability	-	-	-	-
124	Increase income on green waste due to additional uptake in years 1-3 and fee increase in years 2-3	(68)	(50)	(50)	(168)
125	DEGNS-2021-35 Fundamental Service Review - Parks and Street Cleansing	(100)	(100)	-	(200)
126	DEGNS-2021-78 Commercialisation Direct Services	(128)	(100)	(135)	(363)
127	Increase in fees and charges	(5)	(5)	(5)	(15)
128	DEGNS-2122-NEW-09 Maximising income from digital advertising (roadside)	-	(120)	-	(120)
129	Total Income Fees and Charges	(301)	(375)	(190)	(866)
130	Total	(615)	(114)	121	(608)

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Total Movement per Year			Total
			2021/22 £'000	2022/23 £'000	2023/24 £'000	All Years £'000
		Regeneration and Assets				
131		Pay Inflation	92	95	95	282
132		Staff pay increments	54	10	10	74
133		Contract Inflation	90	90	90	270
134		Total Contractual Inflation	236	195	195	626
135	DEGNS-2021-02 (2)	Increased cleaning requirement due to Covid-19	95	-	-	95
136	DEGNS-2122-14	Climate Change Manager made permanent	-	98	-	98
137	DEGNS-2122-12	Removal of unachievable income (sustainability)	23	-	-	23
138		Total Budget Pressures	118	98	-	216
139	DEGNS-2122-02	Workforce Review	(92)	(92)	(46)	(230)
140	DEGNS-2122-13	Review of office and workspace requirements	(133)	(162)	-	(295)
141	DEGNS-2021-34	Building Cleaning - Fundamental Service Review	-	(180)	-	(180)
142	DEGNS-2122-NEW-11	Energy savings in office space due to reduced occupation under Covid-19	(100)	100	-	-
143	DEGNS-2122-NEW-12	Printing, Scanning & Post Efficiencies	(80)	-	-	(80)
144		Total Efficiency Savings	(405)	(334)	(46)	(785)
145			-	-	-	-
146		Total Invest to Save	-	-	-	-
147	DEGNS-2021-04	Review of Rents on Garages and Shops	(5)	(5)	-	(10)
148		Increase in fees and charges	(22)	(24)	(24)	(70)
149		Total Income, Fees and Charges	(27)	(29)	(24)	(80)
150		Total	(78)	(70)	125	(23)

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Total Movement per Year			Total
			2021/22 £'000	2022/23 £'000	2023/24 £'000	All Years £'000
		<u>DEGNS Overhead Accounts</u>				
151		Pay Inflation	17	17	17	51
152		Staff pay increments	16	24	24	64
153		Business Rates on Council Properties	-	150	-	150
154		Total Contractual Inflation	33	191	41	265
155			-	-	-	-
156		Total Budget Pressures	-	-	-	-
157	DEGNS-2122-02	Workforce Review	(19)	(19)	(9)	(47)
158		Total Efficiency Savings	(19)	(19)	(9)	(47)
159			-	-	-	-
160		Total Invest to Save	-	-	-	-
161			-	-	-	-
162		Total Income, Fees and Charges	-	-	-	-
163		Total	14	172	32	218
164		Directorate Total	1,626	(4,605)	(1,657)	(4,636)

Appendix 3c

Detailed Interim General Fund Budget Changes 2021/22-2023/24 - Directorate of Resources & Chief Executive

Overall Summary		Contract Inflation	Budget Pressures	Efficiency Savings	Invest to Save	Income, Fees and Charges	Total
<u>Service</u>		£'000	£'000	£'000	£'000	£'000	£'000
1	Customer & Corporate Improvement	267	387	(986)	-	(47)	(379)
2	Human Resources & Organisational Development	236	-	(272)	-	(15)	(51)
3	Internal Audit & Insurance	51	28	(256)	-	-	(177)
4	Procurement Services	50	-	(200)	-	-	(150)
5	Financial Services	322	-	(399)	-	-	(77)
6	Legal & Democratic Services	400	(41)	(92)	-	-	267
7	IT & Digital Services	292	829	(400)	-	-	721
8	Chief Executive	75	-	-	-	-	75
9	Communications	38	(110)	-	-	-	(72)
10	Directorate Total	1,731	1,093	(2,605)	-	(62)	157

Summary of MTFS Position		Total Movement Per Year			Total
		2021/22	2022/23	2023/24	All Years
		£'000	£'000	£'000	£'000
11	<u>Service Pressures</u>				
12	Customer & Corporate Improvement	237	324	93	654
13	Human Resources & Organisational Development	82	77	77	236
14	Internal Audit & Insurance	45	17	17	79
15	Procurement Services	68	(34)	16	50
16	Financial Services	112	110	100	322
17	Legal & Democratic Services	133	78	148	359
18	IT & Digital Services	1,272	(201)	50	1,121
19	Chief Executive	25	25	25	75
20	Communications	(21)	(65)	14	(72)
	Directorate Total	1,953	331	540	2,824
		Total Movement Per Year			Total
		2021/22	2022/23	2023/24	All Years
		£'000	£'000	£'000	£'000
21	<u>Service Savings</u>				
22	Customer & Corporate Improvement	(287)	(444)	(302)	(1,033)
23	Human Resources & Organisational Development	(282)	(5)	-	(287)
24	Internal Audit & Insurance	(256)	-	-	(256)
25	Procurement Services	-	(100)	(100)	(200)
26	Financial Services	(25)	(162)	(212)	(399)
27	Legal & Democratic Services	(47)	(45)	-	(92)
28	IT & Digital Services	(275)	(125)	-	(400)
29	Chief Executive	-	-	-	-
30	Communications	-	-	-	-
	Directorate Total	(1,172)	(881)	(614)	(2,667)
31	Directorate Total	781	(550)	(74)	157

Directorate of Resources
Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Total Movement Per Year			Total All Years £'000
			2021/22 £'000	2022/23 £'000	2023/24 £'000	
		<u>Customer & Corporate Improvement</u>				
32		Pay inflation	54	58	63	175
33		Staff pay increments	26	16	20	62
34		Business Rates inflation (Crematorium and Register Office)	10	10	10	30
35		Total Contractual Inflation	90	84	93	267
36	CS1	Additional funding to facilitate transformational change	87	-	-	87
37	DOR-2021-03	Corporate Programme and customer experience improvement plan - phase 1	-	240	-	240
38	DOR CAP 2122-01	Cremator Procurement	50	-	-	50
39	DOR-2122-NEW-05	To fund Prevent Panel Chair (part of counter-terrorism programme)	10	-	-	10
40		Total Budget Pressures	147	240	-	387
41	CCS-17C	Customer Services savings (Call Centre/Hub)	(24)	-	-	(24)
42	DOR-2021-06	New customer services model (Phase 2)	(191)	(368)	(295)	(854)
43	DOR-2122-NEW-03	Redesign of Reception Centre to reflect greater self service options	(42)	-	-	(42)
44	DOR-2122-NEW-04	Reprocurement of online payments system	-	(66)	-	(66)
45		Total Efficiency Savings	(257)	(434)	(295)	(986)
46			-	-	-	-
47		Total Invest to Save	-	-	-	-
48	DOR-2122-NEW-01	Additional Service Proposals for Registrar Services	(30)	(10)	-	(40)
49	DOR-2122-NEW-02	Additional Service Proposals for Breavement Services	-	-	(7)	(7)
50		Total Income, Fees and Charges	(30)	(10)	(7)	(47)
51		Total	(50)	(120)	(209)	(379)

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Total Movement Per Year			Total
			2021/22 £'000	2022/23 £'000	2023/24 £'000	All Years £'000
		<u>Human Resources & Organisational Development</u>				
52		Pay inflation	57	58	58	173
53		Staff pay increments	23	17	17	57
54		Contract Inflation (Health and Safety Team - Software licenses)	2	2	2	6
55		Total Contractual Inflation	82	77	77	236
56			-	-	-	-
57		Total Budget Pressures	-	-	-	-
58	DOR-2021-10	Review the charges for HR services to schools	(24)	-	-	(24)
59	DOR-2021-12	Re-procurement of recruitment agency contract	(100)	-	-	(100)
60	DOR-2122-NEW-06	Reduction in staffing levels for HR and OD	(58)	-	-	(58)
61	DOR-2122-NEW-10	Reduction in employer contributions arising from new Agency Contract	(90)	-	-	(90)
62		Total Efficiency Savings	(272)	-	-	(272)
63			-	-	-	-
64		Total Invest to Save	-	-	-	-
65	DOR-2122-NEW-07	Increase in Fees and Charges (Kennet Day Nursery)	(10)	(5)	-	(15)
66		Total Income, Fees and Charges	(10)	(5)	-	(15)
67		Total	(200)	72	77	(51)

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Total Movement Per Year			Total
			2021/22 £'000	2022/23 £'000	2023/24 £'000	All Years £'000
		<u>Internal Audit & Insurance</u>				
68		Pay inflation	14	14	14	42
69		Staff pay increments	3	3	3	9
70		Total Contractual Inflation	17	17	17	51
71	DOR-2021-11	Reinstatement of budget following short term Flexible retirement	28	-	-	28
72		Total Budget Pressures	28	-	-	28
73	DOR-2122-NEW-11	Reduction in annual contribution to self insurance fund	(235)	-	-	(235)
74	DOR-2122-NEW-12	Flexible Retirement	(21)	-	-	(21)
75		Total Efficiency Savings	(256)	-	-	(256)
76			-	-	-	-
77		Total Invest to Save	-	-	-	-
78			-	-	-	-
79		Total Income, Fees and Charges	-	-	-	-
80		Total	(211)	17	17	(177)

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Total Movement Per Year			Total
			2021/22 £'000	2022/23 £'000	2023/24 £'000	All Years £'000
		<u>Procurement Services</u>				
81		Pay inflation	15	13	13	41
82		Staff pay increments	3	3	3	9
83		Total Contractual Inflation	18	16	16	50
84	DOR 2122-01	One-off training to support new Hub & Spoke operating model	50	(50)	-	-
85		Total Budget Pressures	50	(50)	-	-
86	DOR-2122-NEW-13	Procurement & Contracts savings - Resources Directorate	-	(100)	(100)	(200)
87		Total Efficiency Savings	-	(100)	(100)	(200)
88			-	-	-	-
89		Total Invest to Save	-	-	-	-
90			-	-	-	-
91		Total Income, Fees and Charges	-	-	-	-
92		Total	68	(134)	(84)	(150)

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Total Movement Per Year			Total
			2021/22 £'000	2022/23 £'000	2023/24 £'000	All Years £'000
		<u>Financial Services</u>				
93		Pay inflation	78	76	76	230
94		Staff pay increments	24	24	24	72
95		Contract Inflation for Systems	10	10	-	20
96		Total Contractual Inflation	112	110	100	322
97			-	-	-	-
98		Total Budget Pressures	-	-	-	-
99	DOR-2021-07	Efficiencies from procuring new finance system	-	(112)	(212)	(324)
100		Realignment of Revenues and Benefits Transformation Target (CSS11-C/RB1/CSS01-B)	(25)	-	-	(25)
101	DOR-2122-NEW-14	Finance workforce review	-	(50)	-	(50)
102		Total Efficiency Savings	(25)	(162)	(212)	(399)
103			-	-	-	-
104		Total Invest to Save	-	-	-	-
105		Total Income, Fees and Charges	-	-	-	-
106		Total	87	(52)	(112)	(77)

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Total Movement Per Year			Total
			2021/22 £'000	2022/23 £'000	2023/24 £'000	All Years £'000
		<u>Legal & Democratic Services</u>				
107		Pay inflation	83	85	93	261
108		Staff pay increments	34	50	55	139
109		Total Contractual Inflation	117	135	148	400
110	DOR-2021-15	Flexible Retirement	-	(57)	-	(57)
111		Ward Boundary Review - additional two Councillors	16	-	-	16
112		Total Budget Pressures	16	(57)	-	(41)
113		Income generation from charging for services (CSS-L&D2)	(2)	-	-	(2)
114	DOR-2122-NEW-15	Procurement of Case Management system	(45)	(45)	-	(90)
115		Total Efficiency Savings	(47)	(45)	-	(92)
116			-	-	-	-
117		Total Invest to Save	-	-	-	-
118			-	-	-	-
119		Total Income, Fees and Charges	-	-	-	-
120		Total	86	33	148	267

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Total Movement Per Year			Total
			2021/22 £'000	2022/23 £'000	2023/24 £'000	All Years £'000
		<u>IT & Digital Services</u>				
121		Pay inflation	17	18	33	68
122		Staff pay increments	6	6	12	24
123	DOR-2021-18	Contract Inflation	100	100	-	200
124		Total Contractual Inflation	123	124	45	292
125	DOR-2122-02	Reprocurement of Council's principle Information & Communication Technology Support and Maintenance contract	1,099	(325)	5	779
126	DOR-2122-03	Insurance against cyber attack on the Council's ICT systems	50	-	-	50
127		Total Budget Pressures	1,149	(325)	5	829
128	CSS-IT2	Savings arising from reprocured ICT support and maintenance contract	(275)	(125)	-	(400)
129		Total Efficiency Savings	(275)	(125)	-	(400)
130			-	-	-	-
131		Total Invest to Save	-	-	-	-
132			-	-	-	-
133		Total Income, Fees and Charges	-	-	-	-
134		Total	997	(326)	50	721
135		Directorate Total (Directorate of Resources)	777	(510)	(113)	154

Chief Executive

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Total Movement Per Year			Total
			2021/22 £'000	2022/23 £'000	2023/24 £'000	All Years £'000
		<u>Chief Executive</u>				
136		Pay inflation	17	17	17	51
137		Staff pay increments	8	8	8	24
138		Total Contractual Inflation	25	25	25	75
139			-	-	-	-
140		Total Budget Pressures	-	-	-	-
141			-	-	-	-
142		Total Efficiency Savings	-	-	-	-
143			-	-	-	-
144		Total Invest to Save	-	-	-	-
145			-	-	-	-
146		Total Income, Fees and Charges	-	-	-	-
147		Total	25	25	25	75

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Total Movement Per Year			Total
			2021/22 £'000	2022/23 £'000	2023/24 £'000	All Years £'000
		<u>Communications</u>				
148		Pay inflation	10	10	10	30
149		Staff pay Staff pay increments	4	-	4	8
150		Total Contractual Inflation	14	10	14	38
151	CEX-2021-01	Communications saving - staff survey, publications and supporting transformation	(35)	-	-	(35)
152	CEX-2021-02	Resident Engagement	-	(75)	-	(75)
153		Total Budget Pressures	(35)	(75)	-	(110)
154			-	-	-	-
155		Total Efficiency Savings	-	-	-	-
156			-	-	-	-
157		Total Invest to Save	-	-	-	-
158			-	-	-	-
159		Total Income, Fees and Charges	-	-	-	-
160		Total	(21)	(65)	14	(72)
161		Directorate Total (Chief Executive)	4	(40)	39	3

Appendix 3d

Detailed Interim General Fund Budget Changes 2021/22-2023/24 - Corporate

Overall Summary		Contract Inflation	Budget Pressures	Efficiency Savings	Invest to Save	Income, Fees and Charges	Total
<u>Service</u>		£'000	£'000	£'000	£'000	£'000	£'000
1	Corporate	-	-	(865)	-	-	(865)
2	Corporate Total	-	-	(865)	-	-	(865)

Summary of MTFs Position		Total Movement Per Year			Total
<u>Service Pressures</u>		2021/22	2022/23	2023/24	All Years
		£'000	£'000	£'000	£'000
3	Corporate	-	-	-	-
4	Directorate Total	-	-	-	-
<u>Service Savings</u>		Total Movement Per Year			Total
		2021/22	2022/23	2023/24	All Years
		£'000	£'000	£'000	£'000
5	Corporate	(865)	-	-	(865)
6	Corporate Total	(865)	-	-	(865)
7	Corporate Total	(865)	-	-	(865)

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Total Movement Per Year			Total
			2021/22 £'000	2022/23 £'000	2023/24 £'000	All Years £'000
		<u>Corporate</u>				
8			-	-	-	-
9		Total Contractual Inflation	-	-	-	-
10			-	-	-	-
11		Total Budget Pressures	-	-	-	-
12	COR-2122-NEW-01	Corporate Contractual Savings	(326)	-	-	(326)
13	COR-2122-NEW-02	Reducing mileage expenses through increased use of alternatives e.g. online meetings	(77)	-	-	(77)
14	DEGNS-2122-20	Appropriation of Land & Buildings to the HRA	(462)	-	-	(462)
15		Total Efficiency Savings	(865)	-	-	(865)
16			-	-	-	-
17		Total Invest to Save	-	-	-	-
18			-	-	-	-
19		Total Income, Fees and Charges	-	-	-	-
20		Total	(865)	-	-	(865)
21		Corporate Total	(865)	-	-	(865)

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Interim Housing Revenue Account - Revenue Budget 2021/22 to 2023/24 & Reserves

	2021/22 £000	2022/23 £000	2023/24 £000
Dwelling Rents	(36,243)	(37,274)	(38,183)
Service Charges	(955)	(974)	(993)
PFI Credit	(3,997)	(3,997)	(3,997)
Other Income	(346)	(354)	(361)
Interest on Balances	(135)	(134)	(134)
Total Income	(41,676)	(42,733)	(43,668)
Management & Supervision	8,650	8,863	9,062
Special Services	3,090	3,180	3,249
Provision for Bad Debts	927	945	964
Responsive Repairs	2,413	2,471	2,530
Planned Maintenance	3,049	3,123	3,198
Major Repairs/Depreciation	9,712	9,712	9,712
Debt Costs	6,649	7,056	7,454
PFI Costs	7,318	7,493	7,673
Total Expenditure	41,808	42,843	43,842
Net (Surplus) / Deficit	132	110	174
Forecast Opening HRA Balances	(45,365)	(45,233)	(45,123)
Net (Surplus) / Deficit	132	110	174
Forecast Closing HRA Balances	(45,233)	(45,123)	(44,949)

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Interim General Fund Capital Programme 2021/22 - 2023/24

Scheme Name	2020/21 Forecast			2021/22 Forecast			2022/23 Forecast			2023/24 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 (Pump priming for Transformation projects)	4,552	-	4,552	1,236	-	1,236	-	-	-	-	-	-
Loan To RTL (Bus replacement programme)	700	-	700	5,000	-	5,000	5,000	-	5,000	5,000	-	5,000
Oracle Shopping Centre capital works	71	-	71	100	-	100	100	-	100	100	-	100
Minster Quarter	-	-	-	5,000	-	5,000	-	-	-	-	-	-
Corp Total	5,323	-	5,323	11,336	-	11,336	5,100	-	5,100	5,100	-	5,100
e-Marketplace & Equipment Renewal Portal Software	170	(93)	77	-	-	-	-	-	-	-	-	-
Mobile Working and Smart Device	150	-	150	-	-	-	-	-	-	-	-	-
Replacement of Community Re-ablement Software	85	-	85	-	-	-	-	-	-	-	-	-
Co-located profound and multiple learning disabilities day opportunities and respite facility and sheltered housing flats.	668	-	668	279	-	279	686	-	686	3,679	-	3,679
DACHS Total	1,073	(93)	980	279	-	279	686	-	686	3,679	-	3,679
Additional School Places - Contingency	258	(258)	-	650	(650)	-	650	(650)	-	650	(650)	-
Avenue School Expansion	50	(50)	-	2,500	(2,500)	-	2,000	(2,000)	-	-	-	-
Civitas- Synthetic Sports Pitch	212	(212)	-	10	(10)	-	-	-	-	-	-	-
Crescent Road Playing Field Improvements	2	(2)	-	314	(314)	-	-	-	-	-	-	-
Critical Reactive Contingency: Health and safety (Schools)	727	(727)	-	500	(500)	-	500	(500)	-	500	(500)	-
Green Park Primary School	876	(876)	-	-	-	-	-	-	-	-	-	-
Heating and Electrical Programme - Manor Pry Power	10	(10)	-	144	(144)	-	-	-	-	-	-	-
Heating and Electrical Renewal Programme	1,124	(1,124)	-	1,000	(1,000)	-	1,000	(1,000)	-	1,000	(1,000)	-
Initial Viability work for the Free School at Richfield Avenue	80	(80)	-	80	(80)	-	80	(80)	-	40	(40)	-
Katesgrove Primary Trooper Potts Building	2,056	(2,056)	-	9	(9)	-	-	-	-	-	-	-
Meadway Early Years Building Renovation	238	(238)	-	600	(600)	-	-	-	-	-	-	-
New ESFA funded schools - Phoenix College	1,563	(1,563)	-	6,752	(4,952)	1,800	13	(13)	-	-	-	-
New ESFA funded schools - St Michaels	608	(608)	-	-	-	-	-	-	-	-	-	-
Primary Schools Expansion Programme - 2013-2017	465	(465)	-	-	-	-	-	-	-	-	-	-
Schools - Fire Risk Assessed remedial Works	402	(402)	-	200	(200)	-	200	(200)	-	200	(200)	-
Thameside SEN Expansion	66	(66)	-	100	(100)	-	-	-	-	-	-	-
The Heights Temporary School	-	-	-	370	(370)	-	-	-	-	-	-	-
DEGNS (Education Schemes) Total	8,737	(8,737)	-	13,229	(11,429)	1,800	4,443	(4,443)	-	2,390	(2,390)	-
Abbey Quarter restoration works	348	(348)	-	99	(99)	-	-	-	-	-	-	-
Office Accommodation Review - Phase 2A & B	33	-	33	100	-	100	-	-	-	-	-	-
Office Accommodation Review - Phase 2C (19 Bennet Road)	2,528	-	2,528	98	-	98	-	-	-	-	-	-
Additional Storage Capacity at Mortuary	15	-	15	-	-	-	-	-	-	-	-	-
Air Quality Monitoring	18	(18)	-	15	(15)	-	-	-	-	-	-	-
Annual Bridges and Carriage Way Works programme	2,233	(1,823)	410	1,842	(1,432)	410	1,842	(1,432)	410	1,842	(1,432)	410
Essential Bridge Works	200	-	200	-	-	-	4,000	-	4,000	3,000	-	3,000
Car Park Investment Programme	452	(452)	-	226	(226)	-	226	(226)	-	226	(226)	-
Car Parking - P&D, Red Routes, Equipment	174	(100)	74	100	(100)	-	100	(100)	-	100	(100)	-
Cattle Market Car Park	523	(523)	-	-	-	-	-	-	-	-	-	-
CCTV	50	(50)	-	-	-	-	-	-	-	-	-	-
Central Library - Reconfiguration/Refurbishment Feasibility	50	-	50	920	-	920	230	-	230	-	-	-
Central Pool Regeneration	587	(295)	292	-	-	-	-	-	-	-	-	-
Chestnut Walk Improvements	35	(15)	20	-	-	-	-	-	-	-	-	-
Christchurch Meadows Paddling Pool	35	-	35	-	-	-	-	-	-	-	-	-
CIL Local Funds - Community	52	(52)	-	-	-	-	-	-	-	-	-	-
CIL Local Funds - Heritage and Culture	115	(115)	-	-	-	-	-	-	-	-	-	-
CIL Local Funds - Leisure and Play	446	(446)	-	-	-	-	-	-	-	-	-	-
CIL Local Funds - Transport	435	(435)	-	-	-	-	-	-	-	-	-	-
CIL Local Funds -Neighbourhood Allocation	477	(477)	-	-	-	-	-	-	-	-	-	-
Corporate Office Essential Works	50	-	50	300	-	300	652	-	652	50	-	50
Dee Park Regeneration - Housing Infrastructure Fund (school)	600	(600)	-	5,400	(5,400)	-	-	-	-	-	-	-
Defra Air Quality Grant - Bus Retrofit	238	(238)	-	150	(150)	-	-	-	-	-	-	-

Interim General Fund Capital Programme 2021/22 - 2023/24

Scheme Name	2020/21 Forecast			2021/22 Forecast			2022/23 Forecast			2023/24 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)
Defra Air Quality Grant - Go Electric Reading	35	(35)	-	17	(17)	-	-	-	-	-	-	-
Transport Demand Management Scheme - Feasibility Work	-	-	-	50	-	50	-	-	-	-	-	-
Development of facilities at Prospect Park/Play	550	(475)	75	-	-	-	-	-	-	-	-	-
Disabled Facilities Grants (Private Sector)	1,055	(1,055)	-	1,055	(1,055)	-	1,055	(1,055)	-	1,055	(1,055)	-
Eastern Area Access Works	200	(200)	-	140	(140)	-	-	-	-	-	-	-
Electric Vehicle Charging Points	200	-	200	50	-	50	-	-	-	-	-	-
Purchase of food waste and smaller residual waste bins	1,300	-	1,300	189	-	189	-	-	-	-	-	-
Foster Carer Extensions	70	-	70	130	-	130	100	-	100	100	-	100
Construction of Green Park Station	12,282	(12,282)	-	2,169	(2,169)	-	-	-	-	-	-	-
Grounds Maintenance Workshop Equipment	26	-	26	-	-	-	-	-	-	-	-	-
Invest in Corporate buildings Health & safety works	1,092	-	1,092	1,000	-	1,000	1,000	-	1,000	1,000	-	1,000
Invest to save energy savings - Street lighting	700	-	700	847	-	847	-	-	-	-	-	-
Investment portfolio - capital investment in existing portfolio	-	-	-	-	-	-	-	-	-	8,800	-	8,800
Leisure Centre Procurement	950	-	950	4,846	(750)	4,096	26,292	(750)	25,542	3,929	-	3,929
Local Traffic Management and Road Safety Schemes	375	(375)	-	150	(150)	-	150	(150)	-	150	(150)	-
Local Transport Plan Development	399	(399)	-	400	(400)	-	400	(400)	-	400	(400)	-
National Cycle Network Route 422	219	(219)	-	-	-	-	-	-	-	-	-	-
New Kit/Vehicles for Commercial Services Development	122	-	122	-	-	-	-	-	-	-	-	-
Oxford Rd Community Centre	-	-	-	147	-	147	-	-	-	-	-	-
Oxford Road Corridor Works	322	(322)	-	-	-	-	-	-	-	-	-	-
Playground equipment and Refreshment: Boroughwide	337	-	337	394	(44)	350	891	-	891	-	-	-
Private Sector Renewals	240	-	240	300	-	300	300	-	300	300	-	300
Provision of Gypsy & Traveller Accommodation	-	-	-	50	-	50	3,580	-	3,580	-	-	-
Pumping Station Upgrade Scheme (new)	250	-	250	-	-	-	-	-	-	-	-	-
re3 extending range of recyclables	10	(10)	-	84	(51)	33	-	-	-	-	-	-
Reading Football Club Social Inclusion Unit to SRLC	-	-	-	1,534	(1,534)	-	-	-	-	-	-	-
Reading Town Centre Design Framework	43	(43)	-	43	(43)	-	-	-	-	-	-	-
Reading West Station	1,500	(1,500)	-	2,039	(2,039)	-	-	-	-	-	-	-
Renewable Energy	-	-	-	2,073	(450)	1,623	1,546	-	1,546	-	-	-
Replacement Vehicles	-	-	-	4,128	-	4,128	2,523	-	2,523	442	-	442
Rogue Landlord Enforcement	75	(75)	-	-	-	-	-	-	-	-	-	-
S106 individual schemes list	334	(334)	-	-	-	-	-	-	-	-	-	-
Salix Decarbonisation Fund	384	-	384	416	-	416	600	-	600	400	-	400
Small Leisure Schemes	258	(258)	-	150	(50)	100	300	(50)	250	300	-	300
Smart City Cluster project and C-ITS	227	(227)	-	-	-	-	-	-	-	-	-	-
South Reading MRT (Phases 1 & 2)	362	(362)	-	-	-	-	-	-	-	-	-	-
South Reading MRT (Phases 3 & 4)	6,954	(6,954)	-	-	-	-	-	-	-	-	-	-
South Reading MRT (Phases 5 & 6)	250	(250)	-	1,750	(1,750)	-	5,000	(5,000)	-	7,000	(5,000)	2,000
The Heights Permanent Site Mitigation	1,346	(1,025)	321	268	(268)	-	-	-	-	-	-	-
The Keep building works and improved arts/culture facilities.	-	-	-	-	-	-	188	(94)	94	-	-	-
Town Centre Improvements	320	-	320	130	-	130	-	-	-	-	-	-
Town Centre Street Trading Infrastructure	34	-	34	-	-	-	-	-	-	-	-	-
Town Hall Equipment	-	-	-	205	-	205	-	-	-	-	-	-
Traffic Management Schools	390	(390)	-	100	(100)	-	-	-	-	-	-	-
Tree Planting	30	-	30	50	-	50	50	-	50	50	-	50
Western Area Access Works	128	(128)	-	-	-	-	-	-	-	-	-	-
Highway Infrastructure Works	1,500	(700)	800	3,750	-	3,750	3,750	-	3,750	-	-	-
Harden Public Open Spaces to Prevent Incursion	51	-	51	25	-	25	25	-	25	25	-	25
Salix Re-Circulation Fund	288	-	288	300	-	300	250	-	250	250	-	250
Sun Street - Final Phase	190	-	190	-	-	-	-	-	-	-	-	-
Re-wilding highways, parks and open space verges	-	-	-	76	-	76	-	-	-	-	-	-
DEGNS Total	45,092	(33,605)	11,487	38,305	(18,432)	19,873	55,050	(9,257)	45,793	29,419	(8,363)	21,056

Interim General Fund Capital Programme 2021/22 - 2023/24

Scheme Name	2020/21 Forecast			2021/22 Forecast			2022/23 Forecast			2023/24 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	400	-	400	1,350	-	1,350	750	-	750	-	-	-
Universal Digital Systems	815	-	815	1,709	-	1,709	910	-	910	-	-	-
IT Future Operating Model	5,964	-	5,964	666	-	666	538	-	538	543	-	543
Re-Procurement / Reimplementation of Finance System	-	-	-	600	-	600	-	-	-	-	-	-
Cemeteries and Crematorium	60	-	60	34	-	34	-	-	-	-	-	-
Cremator Procurement	-	-	-	200	-	200	1,300	-	1,300	-	-	-
Cremator	350	-	350	-	-	-	-	-	-	-	-	-
DoR Total	7,589	-	7,589	4,559	-	4,559	3,498	-	3,498	543	-	543
Grand Total	67,814	(42,435)	25,379	67,708	(29,861)	37,847	68,777	(13,700)	55,077	41,131	(10,753)	30,378

Interim HRA Capital Programme 2021/22 - 2023/24

Scheme Name	2020/21 Forecast			2021/22 Forecast			2022/23 Forecast			2023/24 Forecast		
	Spend £000	Funding £000	Net £000	Spend £000	Funding £000	Net £000	Spend £000	Funding £000	Net £000	Spend £000	Funding £000	Net £000
Major Repairs	9,212		9,212	9,212		9,212	9,212		9,212	9,212		9,212
Hexham Road	1,178		1,178			0			0			0
Disabled Facilities Grants	519		519	500		500	500		500	500		500
Fire Safety Works	1,033		1,033	1,033		1,033	1,033		1,033	1,033		1,033
New Build & Acquisitions - Phase 1	213		213			0			0			0
New Build & Acquisitions - Phase 2	4,774	(2,000)	2,774	10,682	(2,000)	8,682	1,103	(685)	418			0
New Build & Acquisitions - Phase 3	2,776		2,776	15,200	(4,085)	11,115	6,800	(3,000)	3,800			0
New Build & Acquisitions - Phase 4			0			0			0	1,400		1,400
New Build & Acquisitions - (Ex General Fund)	70		70			0			0			0
Local authority new build programme for Older people and vulnerable adults	355	(107)	248	1,940	(582)	1,358	4,767	(1,430)	3,337	25,567	(7,670)	17,897
Housing Management System	327		327	277		277			0			0
Grand Total	20,457	(2,107)	18,350	38,844	(6,667)	32,177	23,415	(5,115)	18,300	37,712	(7,670)	30,042

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 2020 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 £24.4m 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 Further reports to Council in February 2019 and 2020 described how the Delivery Fund had been invested to date, and provided a summary of Delivery Fund allocation from its inception in 2017/18 until the end of the planning period covered at the time.
- 3.3 Slippage in calls on the Delivery Fund saw an outturn for 2019/20 of £3.3m compared to the budgeted spend of £4.5m. 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 2020/21 to 2021/22 (the final year the current capital receipts flexibility can be applied), whilst Annexe B shows the budgets agreed in February 2020 and the changes proposed since that date that lead to the current proposals.
- 3.4 The table below summarises the forecast budgets and historic actual spend by the Delivery Fund from positions previously presented to members in June 2018, February 2019 and February 2020.

Table 1: Summary of Delivery Fund Spend to Date / Future Spend

	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,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	0	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	0	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
<u>February 2020</u>						
Capital Receipts Strategy	1,319	3,182	4,539	3,226	467	12,733
Contingency/Unallocated				843		843
	1,319	3,182	4,539	4,069	467	13,576
<u>December 2020</u>						
Capital Receipts Strategy	1,319	3,182	3,287	4,412	1,236	13,436
Contingency/Unallocated				140	0	140
	1,319	3,182	3,287	4,552	1,236	13,576

Actuals
 Budget

- 3.5 The change in forecast spend between February 2020 and December 2020 includes the roll forward of underspends from 2019/20, and further re-phasing of 2020/21 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.
- 3.6 A number of new Delivery Fund Requests have been received as part of the MTFS refresh to meet new income/savings, see Table 2 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 2021 Policy Committee's (including requesting approval from Councillors at February Full Council).

Table 2: New Delivery Fund Requests

Directorate	Project	Saving Identified (£'000's)	2020/21 (£'000's)	2021/22 (£'000's)	Total Spend (£'000's)
DOR	Management and Staffing Review - OD Upskilling	Transform	12		12
DOR	<i>Implementation costs for making Customer Service and Corporate Improvement more efficient.</i>	(396)	250	250	500
DOR	Business Analysts x2	(396)	56	112	168
DOR	Psychometric Assessment Training	(56)	20		20
DOR	Finance system implementation lead and support	(324)	55	140	195
DOR	ICT Accelerator	(500)	250		250
DACHS	Transitions - operational consultant	(1,730)	21		21
DACHS	Direct Payments - 2x PA Officers	(668)	47	47	94
DACHS	Locum Social Workers x4 Reviewing Team Project	(1,220)	64	188	252
DACHS	<i>Technology Enabled Care at Home team</i>	(1,129)	139		139
DACHS	<i>Outcome Based Service Delivery - Locum Worker and OT</i>	(317)	99	133	232
DACHS	<i>Transformation Partner of enhanced reablement services</i>	(500)	300		300
DEGNS	Consultant support for Transport and Parking review	(1,800)	156		156
		(9,036)	1,469	870	2,339

- 3.7 The list of new bids in Table 2 above does include some projects that were presented to Council for approval in February 2020, but where, as a result of the Covid-19 pandemic, it has not been possible to progress them and/or values have now changed.
- 3.8 If all the new bids listed in Table 2 are approved this will leave only £140k left unallocated in the contingency. Brighter Futures for Children (BFfC) are currently reviewing their improvement plan and it is anticipated that a new bid to the Delivery Fund will come forward up to a value of £1m. Given the available resources remaining in the Delivery Fund such a bid would need to be resourced either from additional Capital Receipts, Reserves, or by re-prioritising within the available Delivery Fund resources.

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 2020 and the latest projections.

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,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	21	35	-	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
Digitisation - cross cutting savings and redesign of Council-wide services	Firmstep Developer x2	-	-	58	34	-	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	38	-	-	119
	Associated project costs, supplies and services	-	2	2	-	-	4
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			-	63
Corporate Approach to Reducing Fraud	IT Costs	-	8	-	-	-	8
Management and Staffing Review	Change Management	-	-	-	15	-	15

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Management and Staffing Review	Organisational Development (OD) Consultant	-	-	23	-	-	23
Single Person Discount Council Tax Recovery	Specialist Officer and provision for data matching			14			14
NNDR RV Maximisation	Engage external consultants			19			19
New Customer Experience Model	Pilot Thoughtonomy - Robotic Process Automation.			24	9		33
New Customer Experience Model	Pilot Thoughtonomy - Virtual workers				63	61	124
New Customer Experience Model	Pilot Thoughtonomy - Develop role				68	41	109
Capacity and leadership to deliver change and savings across programme	Corporate Programme Manager	130	62	77	-	-	269
Working across Corporate Programme. Capacity and leadership to deliver change and savings across programme	NMT - Corporate Support	18	34	34	-	-	86
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

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
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	-	-	-	-	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
	Corporate Systems Owner	84	44	-	-	-	128
	Finance Specialist	74	87	-	-	-	161
	Project Manager on Business Objects Implementation	-	31	-	-	-	31
	Business Objects Developer	-	30	-	-	-	30
	Provision for application management improvements in other systems (includes. 18/19 i-trent review)	-	24	182	62	-	268
Capacity to support delivery of change and savings across programme	Programme Officer x1	-	27	49	-	-	76
Capacity to support delivery of change and savings across programme	Senior Project Manager x 2			11	139	128	278
Capacity to support delivery of change and savings across programme	Business Analyst			10	57	47	114
Capacity to support delivery of change and savings across programme	Project Officer			8	49	41	98

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18	2018/19	2019/20	2020/21	2021/22	2017-22 Total
		Actual (£,000's)	Actual (£,000's)	Actual (£,000's)	Budget (£,000's)	Budget (£,000's)	
	Contribution to Team Reading costs			10			10
Total: Director of Resources (DOR)		755	908	580	531	318	3,092

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,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	-	127	-	-	-	127
Workstream A: Improving Practice Standards	Practice Improvement Principle Social Worker				100		100
	Family Group Conferencing				75		75
Work stream B: Developing Workforce Excellence	Achieve a stable workforce by recruiting more permanent staff in Social Care	-	8	-	-	-	8
	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	-	45	-	49
	Family Reunification Team. 18/19 start up	-	-	-	25	-	25
	Edge of Care Team, Adolescents. 18/19 start up	-	37	-	100	-	137
	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	-	77	-	-	-	77
	Placement Solutions Team. 19/20 start up	-	10	-	215	-	225

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
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	-	-	50	200	-	250
	Design & implementation of supported lodgings for 16+	-	-	5	-	-	5
	Review of Continued Health Contribution (CHC). 18/19 start up	-	-	29	-	-	29
	Enhanced utilisation of capacity at Pinecroft & Cressingham Children's Homes. 18/19 capital equipment	-	-	29	50	-	79
	Potential use of RBC property for additional childrens home or respite care. Funding for feasibility study if required	-	6	-	-	-	6
	SEND Commissioner. 18/19 start up	-	64	-	130	-	194
	Business Improvement				120		120
	Digitalisation				210		210
	Development of traded services	-	213	205	-	-	418
	Transformation Programme Team	-	177	403	490	-	1,070
	Short Breaks				25		25
Funds to be allocated to projects in	-	-	-	-	-	-	
Total: Childrens (BFFC)		52	1,094	731	1,785	-	3,662

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Resources used for the facilitation of the delivery of the Programme wide savings	Strategic Lead for Transformation	32	102	127	-	-	261
	Project Support	16	-	-	-	-	16
	Programme Officer	19	39	45	-	-	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	68	66	-	-	197
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	59	-	-	144
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	35	-	-	102
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

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests
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Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Review and Right Sizing Care Packages & Stretch Targets Investment to secure ongoing savings	Social Workers X6 (S117, LDX2, MH, OP, PD) extension			20			20
Reducing Adult Social Care contracts spend	Commissioning Capacity at Senior Level	49	139	3	-	-	191
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice - accommodation pathway	-	-	79	-	-	79
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice for service shaping	-	2	28	-	-	30
Delivery Models for Commissioning, Prevention & Quality Services	Senior Transformation Manager	-	-	53	69	48	170
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	71	-	-	123
Total: Directorate of Adults Social Care and Health (DACHS)		462	801	844	69	48	2,224
Working across workstream of Corporate Change Programme to deliver savings and transformation	Project Officer 1	8	21	22	-	-	51

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
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	113	-	-	189
Review option of trust model for Arts	Consultancy costs	-	29	-	-	-	29
Maximising Income from the Town Hall & Museum	Consultancy support to provide commercial advice on business plan and associated staffing structures	-	26	-	-	-	26
Review existing Parking Permit Charges	Comms Support, IT Support			11			11

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Extend residents parking permit areas	Consultant support	-	18	71	-	-	89
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	3	-	-	12
Develop and implement a new borough-wide Car Parking Strategy and associated action plan	Project Manager	-	37	16	-	-	53
	Communications Officer	-	-	10	-	-	10
	Consultant Support	-	-	11	-	-	11
	Consultant Support (Car park surveys / database set-up)	-	20	87	-	-	107
	Project Delivery	-	127	146	-	-	273
Make theatres break even through working with other operators	Independent consultants to market	-	-	23	-	-	23
	Project management (consultant) of procurement process (if it goes ahead based on 1st stage)	-	-	16	35	-	51
Alternative delivery models - identify and prioritise those services that are most likely to yield a significant	Project Manager	-	37	-	-	-	37
	General resource	-	-	173	59	-	232
	Consultancy - report writing	20	-	-	-	-	20
The project will focus on delivery of the former Civic Site and other key sites achieving capital receipts	Strategic Project Manager	-	-	68	75	-	143
Car Park management processes through IT improvements and staff reductions	Car parking equipment and capital	-	-	337	63	-	400
Food Waste	Project Manager			17	60		77
	Consultants to carry out modelling			8			8
	Stickers and Leaflets (Phases 1 & 2)				36		36
	Mailout to all residents				32		32

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18	2018/19	2019/20	2020/21	2021/22	2017-22
		Actual	Actual	Actual	Budget	Budget	Total
		(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)
	Communications time and production				47		47

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
	Marketing	-	-		110	-	110
Maximising Income from the Town Hall & Museum	One-off investment - equipment, marketing, consultancy	-	-	-	41	-	41
Total: Directorate of Economic Growth and Neighbourhoods (DEGNS)		50	379	1,132	558	-	2,119
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	-	-	-	140	-	140
Total: Unallocated / Contingency		-	-	-	140	-	140
Management and Staffing Review	OD upskilling				12		12
<i>*Making the Customer Service and Corporate Improvement more efficient</i>	<i>Staff and implementation costs</i>				250	250	500
	Business Analysts x 2				56	112	168
Executive Recruitment Search Fees	Pschometric Assessment Training				20		20
	Finance system implementation lead and support				55	140	195
	ICT Accelerator				250		250
	Transitions - operational consultant				21		21
	Direct Payments - 2x PA Officers				47	47	94
	Locum Social Workers x4 Reviewing Team Project				64	188	252
<i>*Investment in Technology Enabled Care at home</i>	<i>Funding for TECH Team</i>				139		139
<i>Outcome based service delivery</i>	<i>Locum Worker and OT</i>				99	133	232

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
<i>*Enhanced reablement for mental health and learning disability service users</i>	Transformation Partner MH/LD				300		300
Transport and Parking Review	Consultant Support				156		156
							-
Total: New Projects		-	-	-	1,469	870	2,339
Total: All Projects		1,319	3,182	3,287	4,552	1,236	13,576

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2020

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,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	39	13	8	43	(8)	-	-	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
Digitisation - cross cutting savings and redesign of Council-wide services	Firmstep Developer x2	-	-	92	(34)	-	34	-	-	92
Service restructure and reconfiguration	SOLACE Recruitment Fees For Future Finance Function	17	28	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	-	102	-	-	-	-	-	-	102
	Additional legal and TUPE advice	-	81	43	(5)	-	-	-	-	119
	Associated project costs, supplies and services	-	2	8	(6)	-	-	-	-	4
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	(47)	-	-	-	-	63
Corporate Approach to Reducing Fraud	IT Costs	-	8	-	-	-	-	-	-	8
Management and Staffing Review	Change Management	-	-	31	(31)	-	15	-	-	15
Management and Staffing Review	Organisational Development (OD) Consultant	-	-	19	4	-	-	-	-	23
Single Person Discount Council Tax Recovery	Specialist Officer and provision for data matching	-	-	14	-	-	-	-	-	14
NNDR RV Maximisation	Engage external consultants	-	-	19	-	-	-	-	-	19
New Customer Experience Model	Pilot Thoughtonomy - Robotic Process Automation.	-	-	55	(31)	108	(99)	102	(102)	33
New Customer Experience Model	Pilot Thoughtonomy - Virtual workers	-	-	-	-	-	63	-	61	124
New Customer Experience Model	Pilot Thoughtonomy - Develop role	-	-	-	-	-	68	-	41	109

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2020

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,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)
Capacity and leadership to deliver change and savings across programme	Corporate Programme Manager	130	62	77	-	-	-	-	-	269
Working across Corporate Programme. Capacity and leadership to deliver change and savings across programme	NMT - Corporate Support	18	34	35	(1)	-	-	-	-	86
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	-	-	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	-	-	-	-	-	-	-	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
	Corporate Systems Owner	84	44	-	-	-	-	-	-	128
	Finance Specialist	74	87	-	-	-	-	-	-	161
	Project Manager on Business Objects Implementation	-	31	-	-	-	-	-	-	31
	Business Objects Developer	-	30	-	-	-	-	-	-	30
	Provision for application management improvements in other systems (includes. 18/19 i-trent review)	-	24	129	53	115	(53)	-	-	268
Capacity to support delivery of change and savings across programme	Programme Officer x2	-	27	49	-	46	(46)	-	-	76

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2020

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,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)
Capacity to support delivery of change and savings across programme	Senior Project Manager x 2			120	(109)	245	(106)	125	3	278
Capacity to support delivery of change and savings across programme	Business Analyst				10		57		47	114
Capacity to support delivery of change and savings across programme	Project Officer				8		49		41	98
	Contribution to Team Reading costs				10		-		-	10
Total: Director of Resources (DOR)		755	908	751	(171)	557	(26)	227	91	3,092
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
Workstream A: Improving Practice Standards	Practice Improvement Principle Social Worker				-		100		-	100
	Family Group Conferencing				-		75		-	75
Work stream B: Developing Workforce Excellence	Achieve a stable workforce by recruiting more permanent staff in Social Care	-	8	10	(10)		-	-	-	8
	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		-		45	-	-	49
	Family Reunification Team. 18/19 start up	-	-		-		25	-	-	25
	Edge of Care Team, Adolescents. 18/19 start up	-	37		-		100	-	-	137
	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	-	77		-		-	-	-	77
	Placement Solutions Team. 19/20 start up	-	10		-		200	-	-	210

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Changes to Delivery Fund Projects Since February 2020

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,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)
	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)			-

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Changes to Delivery Fund Projects Since February 2020

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,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)
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	-	-	189	(139)	50	165	-	-	265
	Design & implementation of supported lodgings for 16+	-	-	5	-	45	(45)	-	-	5
	Review of Continued Health Contribution (CHC). 18/19 start up	-	-	40	(11)	20	(20)	-	-	29
	Enhanced utilisation of capacity at Pinecroft & Cressingham Children's Homes. 18/19 capital equipment	-	-	50	(21)	-	50	-	-	79
	Potential use of RBC property for additional childrens home or respite care. Funding for feasibility study if required	-	6	150	(150)	-	-	-	-	6
	SEND Commissioner. 18/19 start up	-	64	50	(50)	50	80	-	-	194
	Business Improvement	-	-	-	-	-	120	-	-	120
	Digitalisation	-	-	-	-	-	210	-	-	210
	Development of traded services	-	213	280	(75)	70	(70)	-	-	418
	Transformation Programme Team	-	177	460	(57)	90	400	-	-	1,070
	Short Breaks	-	-	-	-	-	25	-	-	25
	Funds to be allocated			300	(300)	392	(392)			-
Total: Childrens (BFFC)		52	1,094	1,544	(813)	972	813	-	-	3,662
Resources used for the facilitation of the delivery of the Programme wide savings	Strategic Lead for Transformation	32	102	121	6	-	-	-	-	261
	Project Support	16	-	-	-	-	-	-	-	16
	Programme Officer	19	39	45	-	-	-	-	-	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	68	66	-	-	-	-	-	197
Transformation of wellbeing; ASC Restructure	Transformation Project Manager 2	-	55	57	-	-	-	-	-	112

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2020

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,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)
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	59	-	-	-	-	-	144
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	41	(6)	-	-	-	-	102
Review and Right Sizing Care Packages & Stretch Targets Investment to secure ongoing savings	Social Workers X6 (S117, LDX2, MH, OP, PD)	236	239	334	(133)	-	-	-	-	676
Review and Right Sizing Care Packages & Stretch Targets Investment to secure ongoing savings	Social Workers X6 (S117, LDX2, MH, OP, PD) extension	-	-	-	20	-	-	-	-	20
Reducing Adult Social Care contracts spend	Commissioning Capacity at Senior Level	49	139	2	1	82	(82)	-	-	191
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice - accommodation pathway	-	-	72	7	-	-	-	-	79
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice for service shaping	-	2	28	-	-	-	-	-	30
Delivery Models for Commissioning, Prevention & Quality Services	Senior Transformation Manager	-	-	53	-	36	33	-	48	170
	Workforce consultancy & Training Programmes (Partners for change)	-	52	32	39	-	-	-	-	123
Total: Directorate of Adults Social Care and Health (DACHS)		462	801	910	(66)	118	(49)	-	48	2,224
Working across workstream of Corporate Change Programme to deliver savings and transformation	Project Officer 1	8	21	22	-	-	-	-	-	51

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2020

Saving Description	Resource Required	2017/18	2018/19	2019/20	2019/20	2020/21	2020/21	2021/22	2021/22	2017-22
		Actual (£,000's)	Actual (£,000's)	Budget (£,000's)	Change (£,000's)	Budget (£,000's)	Change (£,000's)	Budget (£,000's)	Change (£,000's)	Total (£,000's)
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	(11)		-	-	-	189
Review option of trust model for Arts	Consultancy costs	-	29		-		-	-	-	29
Maximising Income from the Town Hall & Museum	Consultancy support to provide commercial advice on business plan and associated staffing structures	-	26		-		-	-	-	26
Review existing Parking Permit	Comms Support, IT Support		-	11	-		-			11
Extend residents parking permit areas	Consultant support	-	18	262	(191)		-	-	-	89
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	(13)		-	-	-	12
	Consultancy costs and costs to improve remaining facilities			25	(25)					-

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2020

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,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)
Develop and implement a new borough-wide Car Parking Strategy and associated action plan	Project Manager	-	37	16	-	-	-	-	-	53
	Communications Officer	-	-	10	-	-	-	-	-	10
	Consultant Support	-	-	11	-	-	-	-	-	11
	Consultant Support (Car park surveys / database set-up)	-	20	87	-	-	-	-	-	107
	Project Delivery	-	127	-	146	-	-	-	-	273
Make theatres break even through working with other operators	Independent consultants to market test (establish feasibility / business case)	-	-	25	(2)	-	-	-	-	23
	Project management (consultant) of procurement process (if it goes ahead based on 1st stage)	-	-	50	(34)	-	35	-	-	51
Alternative delivery models - identify and prioritise those services that are most likely to yield a significant saving with the 3-year MTFS period	General resource	-	-	-	173	-	59	-	-	232
	Project Manager	-	37	-	-	-	-	-	-	37
	Cost Consultant	-	-	75	(75)	59	(59)	-	-	-
	Consultancy - report writing	20	-	-	-	-	-	-	-	20
The project will focus on delivery of the former Civic Site and other key sites achieving capital receipts	Strategic Project Manager	-	-	68	-	75	-	-	-	143
Car Park management processes through IT improvements and staff reductions	Car parking equipment and capital	-	-	381	(44)	19	44	-	-	400
Review enforcement contract	Consultancy support	-	-	-	-	50	(50)	-	-	-

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2020

2017/18	2018/19	2019/20	2019/20	2020/21	2020/21	2021/22	2021/22	2017-22	
Actual	Actual	Budget	Change	Budget	Change	Budget	Change	Total	
(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	
Saving Description	Resource Required								
	Project Manager		17		60		-	77	
	Consultants to carry out modelling		8		-		-	8	
	Stickers and Leaflets (Phases 1 & 2)		-		36		-	36	
Food Waste	Mailout to all residents		-		32		-	32	
	Communications time and production		-		47		-	47	
	Marketing		-		110		-	110	
Maximising Income from the Town Hall & Museum	One-off investment - equipment, marketing, consultancy	41	(41)		41		-	41	
Total: Directorate of Economic Growth and Neighbourhoods (DEGNS)		50	379	1,224	(92)	203	355	-	2,119
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								
		-	-	-	843	(703)	-	140	
Total: Unallocated / Contingency		-	-	-	843	(703)	-	140	
Management and Staffing Review	OD upskilling							12	
<i>*Making the Customer Service and Corporate Improvement more efficient</i>	Staff and implementation costs							500	
	Business Analysts x 2							168	
Executive Recruitment Search Fees	Pschometric Assessment Training							20	
	Finance system implementation lead and support							195	
	ICT Accelerator							250	
	Transitions - operational consultant							21	
	Direct Payments - 2x PA Officers							94	
	Locum Social Workers x4 Reviewing Team Project							252	
<i>*Investment in Technology Enabled Care at home</i>	Funding for TECH Team							139	
<i>Outcome based service delivery</i>	Locum Worker and OT							232	

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Changes to Delivery Fund Projects Since February 2020

2017/18 Actual (£,000's)	2018/19 Actual (£,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)		
Saving Description	Resource Required									
<i>*Enhanced reablement for mental health and learning disability service users</i>	<i>Transformation Partner MH/LD</i>				300			300		
Transport and Parking Review	Consultant Support		-		156		-	156		
			-		-		-	-		
Total: New Projects		-	-	-	1,469	-	870	2,339		
Total: All Projects		1,319	3,182	4,429	(1,142)	2,693	1,859	227	1,009	13,576
	Adjusted Budget after Change	1,319	3,182	3,287	4,552	1,236				

2019/20 Onwards Proposal Fully Removed

2019/20 Onwards New Proposals

Proposed Fees and Charges from 1st April 2021 - Directorate of Adults Care and Health Services

Service	Category	Charge Unit	New Fee Proposed from April 2021	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
SOCIAL CARE SERVICES						
Whitley Wood Hostel - Respite LD Day Services	Weekday - 1:1 Bed	Night	£554.50		£10.90	2%
	1:4 Service	Day	£81.70		£1.60	2%
	1:2 Service	Day	£128.40		£2.50	2%
	1:1 Service	Day	£221.90		£4.40	2%
Maples Resource Centre (Day Care)		Day	£45.70		£0.92	2%
Day Centre Meals		Meal	£4.70	£6.00	£0.11	2%
Home Care Services - CRT	Use of Reading Borough Council services after reablement period Rate 1	Hour	£19.20		£0.42	2%
	Use of Reading Borough Council services after reablement period Rate 2	Hour	£39.10		£0.80	2%
OTHER CHARGES						
Self Funder	Set up charge	Once	£310.00		£10.00	3%
	Annual Fee	Year	£255.00		£5.00	2%
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	£154.80		£3.10	2%
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	£247.80		£4.91	2%

Proposed Fees and Charges from 1st April 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
CONCESSIONARY FARES						
Concessionary Fares Replacement Pass	Market Rate	Each	£10.42	£12.50	£0.25	2.1%
Car Park Charge at Mere oak Park & Ride Site	Concession Rate	Each	£0.83	£1.00	£0.00	0.0%
Greenwave Park & Ride Bus Ticket - Return	Concession Rate	Each	N/a	N/a	N/a	N/a
Access Fee for the Reading Transport Model	Market Rate	Each	£433.33	£520.00	£10.00	2.0%
PARKS						
Mooring	Standard	24 hrs	£7.92	£9.50	£0.00	0.0%
	Standard	up to 4hrs	£3.33	£4.00	£0.00	0.0%
Allotments	Site Category A Standard	Per year Per 25 sqm	£7.80		£0.20	2.6%
	Site Category A Concession	Per year Per 25 sqm	£7.00		£0.15	2.2%
	Site Category B Standard	Per year Per 25 sqm	£5.80		£0.10	1.8%
	Site Category B Concession	Per year Per 25 sqm	£5.30		£0.10	1.9%
	Site Category C Standard	Per year Per 25 sqm	£3.90		£0.09	2.5%
	Site Category C Concession	Per year Per 25 sqm	£3.50		£0.05	1.4%
	Start Up Fees Standard	Each	£35.80		£0.90	2.6%
	Start Up Fees Your Reading Passport General	Each	£27.80		£0.70	2.6%
	Start Up Fees Your Reading Passport Concession	Each	£9.00		£0.25	2.9%
	Shed Rental	Each	£14.50		£0.40	2.8%
	Chickens	Per year Per 25 sqm	£14.50		£0.40	2.8%
HIGHWAYS						
Drainage Works	Rodding - Daytime	Each	Price on Application			
	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 - inc 1 visit (Council contractor)	Each				
	Application Fee (own contractor)	Each				
	Additional visit - measure etc	Each				
	Developer - 1 property	Each				
	Developer - 2 to 5 properties	Each				
	Developer - 6 properties	Each				

Proposed Fees and Charges from 1st April 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
HIGHWAYS						
Solicitor Enquiries	Map Reproduction	first plan	£53.40	£64.08	£1.58	2.5%
	Map Reproduction	Each additional plan	£25.00	£30.00	£1.80	6.4%
	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	£0.00	0.0%
	Annual Licence fee	Each	£80.00	£96.00	£0.00	0.0%
	Recovery of A board from store	Each	£57.50	£69.00	£0.00	0.0%
Miscellaneous Income	Scaffold / Hoarding Licence Fee - Resident	Up to 4 weeks	£175.00	£210.00	-£25.20	-10.7%
	Scaffold / Hoarding Licence Fee - Commercial	Up to 4 weeks	£290.00	£348.00	N/a	N/a
	Scaffold / Hoarding Licence Fee - Renewal	Further period of up to 4 weeks.	£133.75	£160.50	£3.90	2.5%
	Stopping up of the public highway applications	Each	£820.00	£984.00	£24.00	2.5%
	S171 Licence (e.g. works on highway or store building material on the highway)	Up to 4 weeks	£415.00	£498.00	£0.00	0.0%
		each additional week or part week	£26.67	£32.00	£0.80	2.6%
	S142 Licence to plant on highway	Each	£200.90	£241.08	£5.88	2.5%
	S177 Projection over highway	Each	£415.00	£498.00	N/a	N/a
	Consenting on ordinary waterCourse	Each	£53.33	£64.00	£1.60	2.6%
	Swapouts	Each	£398.75	£478.50	£11.70	2.5%
	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 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
STREETCARE						
Special Collections	Collection of 3 Items	Each	£50.00		£0.00	0.0%
	Your Reading Passport Concession	Each	£37.50		£0.00	0.0%
	Each additional item	Each	£8.00		£0.00	0.0%
	Fridge freezers - Domestic fridge/freezer (tall)	Each	£48.00		£0.00	0.0%
	Your Reading Passport Concession	Each	£36.00		£0.00	0.0%
	Cancellation charge (less than 3 days before collection)	Each	£11.20		£0.00	0.0%
	- Half load	1/2 load	Price on Application			
	- Full load	1 Load				
Trade Waste	Trade General sack in multiples of 50	Per 50	£142.50		£2.50	1.8%
	Trade recycling sack in multiples of 50	Per 50	£97.50		£17.50	21.9%
Waste Bins	Food Caddy replacement - Domestic	Each	£0.00		£0.00	N/A
	140 litre replacement - Domestic residual	Each	£0.00		£0.00	N/A
	240 litre new (plastic) - Domestic residual	Each	£49.70		£1.20	2.5%
	240 litre replacement - recycling (new developments)	Each	£49.70		£1.20	2.5%
	240 litre replacement - recycling (Resident)	Each	£0.00		£0.00	0.0%
	360 litre new (plastic) - Domestic	Each	£73.20		£1.80	2.5%
	1100 litre (steel) - Trade Waste	Each	Price on Application			
	1100 litre (Plastic) - Trade Waste	Each				
	Bin delivery charge - per bin	Each	£15.70		£0.40	2.6%
Green Waste	Green Waste Service Bin	Per annum	£61.50		£1.50	2.5%
	Green Waste Service Bin (Concession)	Per annum	£46.15		£1.15	2.6%
	Green Waste Service Bag	Per annum	£20.50		£0.50	2.5%
	Green Waste Service Bag (Concession)	Per annum	£15.40		£0.40	2.7%
	New/Replacement Green Waste Bin	Each	£38.95		£0.95	2.5%
	New/Replacement Green Waste Bag	Each	£12.30		£0.30	2.5%
	Bin delivery charge - per bin	Each	£15.70		£0.40	2.6%
Skip Licences	Skip permit application and first 2 weeks	Each	£80.00		£0.00	0.0%
	Skip permit fee for each additional week	Each	£36.00		£0.00	0.0%
	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	Price on Application			
	Exterior Cleansing and Graffiti Removal	Graffiti removal - call out and first hour	Each	£78.41	£94.10	£2.29
Each additional hour of graffiti removal		Each	£78.41	£94.10	£2.29	2.5%
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 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
HOUSING						
Temporary Accommodation Charges - B&B	One Room	Each				
	Two Room	Each				
Temporary Accommodation charges Base Rent - non B&B	One Room/One Bedroom	Each				
	Two Bedrooms	Each				
	Three Bedrooms	Each				
Temporary Accommodation charges Service Charge - non B&B	One Room/One Bedroom	Each				
	Two Bedrooms	Each				
	Three Bedrooms	Each				
Garage Rentals	Various	Each				
LIBRARIES						
Overdue Charges	Adult Book - daily (to a maximum of £10.00)	Item	£0.29		£0.01	3.6%
	Children's Book - Daily (to a maximum of £3.00)	Item	£0.12		£0.01	9.1%
	Children's CD - Story/Teen (to a maximum of £4.00)	Item	£0.12		£0.02	20.0%
	CD - SINGLE (to a maximum of £12.00)	Item	£0.50		£0.00	0.0%
	CD - Set (to a maximum of £15.00)	Item	£0.60		£0.00	0.0%
	DVD (to a maximum of £15.00)	Item	£1.20		£0.00	0.0%
Hire Charges	Children's CD - Story/Teen	21 Days	£0.00		£0.00	0.0%
	CD - Single	21 Days	£0.50		£0.00	0.0%
	CD Set 2-6	21 Days	£2.00		£0.00	0.0%
	CD Set 7+	21 Days	£3.00		£0.00	0.0%
	DVD - 1-2	7 Days	£2.50		£0.00	0.0%
	DVD Set 3-6	7 Days	£4.00		£0.00	0.0%
	DVD Set 7+	7 Days	£4.00		£0.00	0.0%
	Children's DVDS	7 Days	£1.00		£0.00	0.0%
	Audio Visual Subscription (unlimited)	per year	£50.00		£0.00	0.0%
Children's activity Sessions	Cost recovery fee	Per child	£1.00		£0.00	0.0%
All Your Reading Passport discounts are removed						
Reservations	Not in Stock	Item	£3.50		£0.50	16.7%
	In stock	Item	£0.70		£0.10	16.7%
	From the British Library	Item	£10.00		£1.00	11.1%
	Periodical Articles (+ photocopying charge per sheet)	Item	£10.00		£1.00	11.1%
Photocopies	A4	per sheet	£0.15		£0.00	0.0%
	A3	per sheet	£0.30		£0.00	0.0%
Printing from Public Computers	A4 - Black & White	per sheet	£0.15		£0.00	0.0%
	A4 - Colour	per sheet	£0.30		£0.00	0.0%
Replacement Cards	Library Card Replacement or Provision of pin for Library Card	Item	£3.00		£0.00	0.0%
Local Studies Camera Licence		per day	£5.00		£0.00	0.0%
Local Studies High Res Scanning		per image	£2.00		£0.00	0.0%
Fee for postal item lost notice		per letter	£1.00		£0.00	0.0%
Admin fee for lost/damaged stock		per item	£5.00		£0.00	0.0%

Proposed Fees and Charges from 1st April 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
LIBRARIES						
Overdue Charges	Toy - Small - Daily (To a max of 6.00)	Item	£0.15		£0.00	0.0%
	Toy - Large - Daily (To a max of 15.00)	Item	£0.40		£0.00	0.0%
Vocal Sets Service (RBC Residents)	Borrowing from Reading stock	Set	£5.00		£0.00	0.0%
	Overdue charges	Set	£5.00		£0.00	0.0%
Vocal Sets Service (Non-RBC Residents)	Borrowing from Reading stock	Set	£10.00		£0.00	0.0%
Orchestral Set Service	Booking fee	Set	£10.00		£3.00	42.9%
	Overdue charges	Set	£5.00		-£2.00	-28.6%
Drama Sets Service	Borrowing from Reading stock	Set	£5.00		£0.00	0.0%
	Overdue charges	Set	As per Adult Book			
Book Club Service (RBC Residents)	Annual subscription for group	Group	£20.00		£0.00	0.0%
	Borrowing from Reading stock	Set	£0.00		£0.00	0.0%
	Overdue charges	Set	As per Adult Book			
Book Club Service (Non-RBC Residents)	Annual subscription for group	Group	£30.00		£0.00	0.0%
	Borrowing from Reading stock	Set	£7.50		£0.00	0.0%
	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	0.0%
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	0.0%
Photocopying (serviced)	A4 colour	Sheet	£0.50		£0.00	0.0%
	A3 black and white	Sheet	£0.50		£0.00	0.0%
	Service charge (does not include postage)	Transaction	£6.00		£0.00	0.0%
Printing from microform	A4 print	Sheet	£1.00		£0.00	0.0%
	A3 print	Sheet	£1.00		£0.00	0.0%
Printing from microform (serviced)	A4 print	Sheet	£1.00		£0.00	0.0%
	A3 print	Sheet	£1.00		£0.00	0.0%
	Service charge (does not include postage)	Service	£5.00		£0.00	0.0%
Copies of Local Studies Images	Email	Image	£3.00		£0.00	0.0%
	Printed - glossy paper	Image	£5.00		£0.00	0.0%
Study Carrels	10:00-13:00	Session	£3.00		£1.00	50.0%
	13:00-closing time (17:00/19:00)	Session	£3.00		£1.00	50.0%
Library Display Panels		Booking	£6.00		£0.00	0.0%
Toy Library	Membership childminders/playgroups	Annual	£15.00		£0.00	0.0%
	Membership parents	Annual	£5.00		£0.00	0.0%
	Membership schools/nurseries/providers	Annual	£75.00		£0.00	0.0%
Hire Charges	Toy Small item	Item	£0.50		£0.00	0.0%
	Toy Large item	Item	£1.50		£0.00	0.0%
	Toy Large/Very large item	Item	£3.00		£0.00	0.0%
Libraries - gallery fee	Libraries	fortnight	£50.00		£0.00	0.0%
Libraries - room hire	Hire of a library space	Per Hour	£30.00		£5.00	20.0%

Proposed Fees and Charges from 1st April 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
PRIVATE SECTOR HOUSING						
Licence for house in multiple occupancy	Band A Licence Fee (Accredited Landlord - proof required)	per application	£690.00		£0.00	0.0%
	Band B Licence Fee (Non accredited landlords)	per application	£770.00		£0.00	0.0%
	Band C Licence Fee	per application	£1,485.00		£0.00	0.0%
	Charge per additional sleeping room over 5	per application	£25.00		£0.00	0.0%
	Band A Renewal Fee	per application	£395.00		£0.00	0.0%
	Band B Renewal Fee	per application	£475.00		£0.00	0.0%
	Band C Renewal Fee	per application	£815.00		£0.00	0.0%
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	£467.40	£560.88	£13.68	2.5%
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	£155.80	£186.96	£4.56	2.5%
Administration Charges	Fee for bounced cheque, copy of notices, copy of HMO licence, landlord information pack , HMO licence register	per transaction	£29.04	£34.85	£0.85	2.5%
Provision of Factual Statement	Factual Statement	per statement	£321.16	£385.39	£9.39	2.5%
Reading Rent with Confidence Scheme	inspection of each dwelling	per application	£180.00	£216.00	£0.00	0.0%
Non Statutory Inspection Charge	Inspection and schedule of works for empty homes	up to 4 hours	£311.60	£373.92	£9.12	2.5%

Proposed Fees and Charges from 1st April 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %	
LICENSING							
PREMISES LICENCES							
Gambling - Adult Gaming Centre Premises Licence	new	per licence					
	annual fee	per licence					
	variation	per licence					
	transfer	per licence					
	re-instatement	per licence					
	provisional statement	per statement					
	provisional statement - holder	per licence					
	copy of licence	per licence					
	notification of change	per licence					
Gambling - Betting Premises licence	new	per licence					
	annual fee	per licence					
	variation	per licence					
	transfer	per licence					
	re-instatement	per licence					
	provisional statement	per statement					
	provisional statement - holder	per licence					
	copy of licence	per licence					
	notification of change	per licence					
Gambling - Bingo Premises licence	new	per licence					
	annual fee	per licence					
	variation	per licence					
	transfer	per licence					
	re-instatement	per licence					
	provisional statement	per statement					
	provisional statement - holder	per licence					
	copy of licence	per licence					
	notification of change	per licence					
Gambling - Casino Premises licence	new	per licence					
	annual fee	per licence					
	variation	per licence					
	transfer	per licence					
	re-instatement	per licence					
	copy of licence	per licence					
	notification of change	per licence					
	Gambling - Family Entertainment Centre Premises Licence	new	per licence				
		annual fee	per licence				
variation		per licence					
transfer		per licence					
re-instatement		per licence					
provisional statement		per statement					
provisional statement - holder		per licence					
copy of licence		per statement					
notification of change		per statement					
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Proposed Fees and Charges from 1st April 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
LICENSING						
Gambling - Track premises licence	new	per statement				
	annual fee	per statement				
	variation	per statement				
	transfer	per licence				
	re-instatement	per licence				
	provisional statement	per statement				
	provisional statement - holder	per licence				
	copy of licence	per licence				
	notification of change	per licence				
	Sex Shop Licence	Grant/Renewal of Licence	per licence			
Sex Entertainment Licence (SEV)	Grant of Licence	per licence				
	Renewal of Licence	per licence				
	Variation	per licence				
	Transfer	per licence				
Film Classification	Film Classification (local film festivals)	per 15 mins or part thereof (of the film)				
Street Trading Outside Town Centre	OUT OF TOWN - Grant/ Renewal (Fast Food)	per stall/per application				
	OUT OF TOWN - Grant/Renewal (sandwich/Ice-cream/retail food)	per stall/per application				
	OUT OF TOWN - Grant/Renewal (Non Food)	per stall/per application				
	OUT OF TOWN - Occasional (1-8 days per year) with alcohol/food trader up to 3m (Trading dates listed on licence)	up to 3 x3 m single trader stall per day				
	OUT OF TOWN - Occasional (1-8 days per year) no alcohol/food trader up to 3m (Trading dates listed on licence)	up to 3 x3 m single trader stall per day				
	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				
	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				
	OUT OF TOWN - Occasional (9-14 days per year) (Trading dates listed on licence)	Single trader				
	OUT OF TOWN - Occasional (15-45 days per year) (Trading dates listed on licence)	Single trader				
	OUT OF TOWN - Occasional (46-60 days per year) (Trading dates listed on licence)	Single trader				
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Proposed Fees and Charges from 1st April 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
LICENSING						
Street Trading Town Centre	Town Centre - Grant/ Renewal (Broad Street)	per stall				
	Town Centre - Grant/ Renewal (Bridge Street)	per stall				
	Town Centre - Grant/ Renewal (Reading Station)	per stall				
	Town Centre - Market not under charter 1-14 days per yr	up to 3 x3 m single trader stall per day				
	Town Centre - Market not under charter 15-60 days per yr	up to 3 x3 m single trader stall per day				
	Town Centre - Market not under charter 1-14 days per yr	>over3x3m single trader stall per day				
	Town Centre - Market not under charter 15-60 days per yr	>over3x3m single trader stall per day				
	All Street Traders - Variation	per stall				
	All Street Traders - Additional Street Trading Assistant	per assistant				
	All Street Traders - fee for paying by direct debit - no other instalment system allowed	per application				
Scrap Metal	Site Licence - new/renewal	per 3 year licence				
	Collectors Licence -new/renewal	per 3 year licence				
	Variation of Site Licence /Collectors Licence	per licence				
	Simple Variation (ie. admin changes) for site Licence or Collector	per licence				
	Replacement Licence or badge for collector	per licence				
Pavement Café	Town Centre/Out of Town - Initial Charge	per annum				
	Town Centre - Plus payment per table	per annum				
	Out of Town - Plus payment per table	per annum				
Caravan Site Licence	Grant	per site				
	Transfer	per site				
	Variation	per site				
	Annual Fee (less than 10 units)	per site				
	Annual fee (less than 30 units)	per site				
	Annual fee (more than 30 Units)	per site				
	copies of site licence	per site				
Other Fees	Check & Submit Service	Each				
	Pre-application advice and site visit	Each				
	DBS Standard	per person				
	Door Safe log Book	per book				

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Proposed Fees and Charges from 1st April 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
LICENSING						
TRANSPORT LICENCES						
Hackney Carriage	Hackney carriage Vehicle grant or renewal	per operator				
	3 Year Hackney carriage driver new/ renewal (not including disclosure fee)	per operator				
Private Hire Operators - 1 Year Grant	Each additional applicant	per operator				
	1 -3 Vehicles	per operator				
	4-10 Vehicles	per operator				
	11-40 Vehicles	per operator				
	41-100 Vehicles	per operator				
	101+ Vehicles	per operator				
Private Hire Operators - 1 Year Renewal	Each additional applicant	per operator				
	1 -3 Vehicles	per operator				
	4-10 Vehicles	per operator				
	11-40 Vehicles	per operator				
	41-100 Vehicles	per operator				
	101+ Vehicles	per operator				
Private Hire Operators - 5 Year Grant	Each additional applicant	per operator				
	1 -3 Vehicles	per operator				
	4-10 Vehicles	per operator				
	11-40 Vehicles	per operator				
	41-100 Vehicles	per operator				
	101+ Vehicles	per operator				
Private Hire Operators - 5 Year Renewal	Each additional applicant	per operator				
	1 -3 Vehicles	per operator				
	4-10 Vehicles	per operator				
	11-40 Vehicles	per operator				
	41-100 Vehicles	per operator				
	101+ Vehicles	per operator				
Private Hire Vehicle and Driver	Private Hire Vehicle grant or renewal	per application				
	Executive vehicle grant or renewal	per application				
	3 Year driver new/renewal (not including disclosure fee)	per application				
School Transport	School Transport vehicle (Class IV) vehicle	per application				
	3 year ST driver grant/renewal (not incl disclosure fee)	per application				
School Transport - 1 Year Grant	Each additional applicant	per operator				
	1 -3 Vehicles	per operator				
	4-10 Vehicles	per operator				
	11-40 Vehicles	per operator				
	41-100 Vehicles	per operator				
	101+ Vehicles	per operator				

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Proposed Fees and Charges from 1st April 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
School Transport - 1 Year Renewal	Each additional applicant	per operator				
	1 -3 Vehicles	per operator				
	4-10 Vehicles	per operator				
	11-40 Vehicles	per operator				
	41-100 Vehicles	per operator				
	101+ Vehicles	per operator				
School Transport - 5 Year Grant	Each additional applicant	per operator				
	1 -3 Vehicles	per operator				
	4-10 Vehicles	per operator				
	11-40 Vehicles	per operator				
	41-100 Vehicles	per operator				
	101+ Vehicles	per operator				

Proposed Fees and Charges from 1st April 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
LICENSING						
TRANSPORT LICENCES						
School Transport - 5 Year Renewal	Each additional applicant	per operator				
	1 -3 Vehicles	per operator				
	4-10 Vehicles	per operator				
	11-40 Vehicles	per operator				
	41-100 Vehicles	per operator				
	101+ Vehicles	per operator				
Other Charges - Vehicle	Vehicle Transfer of ownership -(admin only + issue licence)	per application				
	Replace vehicle plate (4 new tags+plate+30 mins)	per vehicle				
	temporary replacement Hackney Carriage or Private Hire Vehicle Plate	per application				
	HC Taxi livery design + 1 vehicle	per application				
	HC Livery - Additional vehicle check	per vehicle				
	HC Taxi livery renewal +1 vehicle	per application				
	<3 YEAR COMPLIANCE TEST - PH, EXEC, HC OR ST	per application				
	AGED VEHICLE CHECK - PH, ST or Executive Vehicles over age 10 years +	per vehicle				
	ULEV VEHICLE	per vehicle				
	100% ELECTRIC VEHICLE	per vehicle				
	Other Charges - Driver	Driver knowledge test	per driver			
Rescheduled new driver interview/ (no shows)		per driver				
Change of Application HC to PH or PH to HC		per application				
Replacement badge or licence (incl change of address)		per driver				
Basic DBS (PHO, STO)		per applicant				
DBS Enhanced (HC, PH, ST driver)		per driver				
Driver - Visa Expiry (2 Badges, 1 cert+admin fee)		per driver				
Other Charges - Operator	Operator logbook	Per logbook				
	Admin charge + copy of the licence	per operator				
	Copy of the licence	Per Operator				
Other Charges - General	Bounced Cheque	Each				
	Admin Charge	Each				
	Factual Statement	Each				
	Check and submit taxi application form	Each				

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Proposed Fees and Charges from 1st April 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
FOOD & SAFETY						
Courses	Level 2 Food Safety & Hygiene Course (One day)	per candidate	£74.00		£2.00	2.8%
	Level 2 Food Safety in Catering Exam- re-sit fee	per candidate	£42.00		£1.00	2.4%
	Level 2 Food Safety - replacement certificate	Each	£86.00		£2.00	2.4%
	Level 2 Food Safety & Hygiene Course - on clients premises	Each	£825.00		£22.00	2.7%
	Level 2 Food Safety & Hygiene Course - on clients premises	Each	£1,070.00		£26.00	2.5%
	Additional candidates for level 2 Course on clients premises	Each	£82.00		£2.00	2.5%
	Level 3 Supervising food hygiene & safety (min 6 candidates)	Each	£332.00		£8.00	2.5%
	Level 3 Supervising food hygiene & safety (2 or more candidates)	Each	£300.00		£8.00	2.7%
	Level 3 Supervising food hygiene & safety (up to 10 candidates)	Each	£2,640.00		£65.00	2.5%
	Preparation & delivery of bespoke Training	Each	£152.00		£4.00	2.7%
	Food Hygiene Visits	Fee for missed Food Hygiene premises inspection visit where appointment made	Each	£38.00	£45.60	£1.20
Food Hygiene Rating Scheme re-inspection		Each	£175.00	£210.00	£6.00	2.9%
Food Hygiene Miscellaneous	Fishery Product Inspections per tonne (set by statute) - 1 Euro/ £0.90	Each	£0.90		£0.00	0.0%
	Approved Cold Store inspection per hour per Officer	Each	£78.00		£0.00	0.0%
	Export Food Certificate + additional fee based on hourly rate for food inspection	Each	£165.00		£0.00	0.0%
	Fridge/Freezer thermometer	Each			£3.00	0.0%
	Condemned Food Certificate	Each	£142.00		£4.00	2.9%
	Administration Fee/Cancellation Fee	Each	£34.00		£1.00	3.0%
	Factual Statement to solicitors & others	Each	£161.00		£4.00	2.5%
	Additional documents	Each	£106.00		£3.00	2.9%
Special treatments	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	0.0%
	Single treatment Operator (Fee for each treatment - cosmetic piercing, tattooist, acupuncture, electrolysis, cosmetic micro pigmentation)	per operator - One Off payment	£47.00		£1.00	2.2%
	Special Treatment Operator/premises Replacement Certificate (no changes)	per certificate	£32.00		£1.00	3.2%
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	£212.00	£254.00	£6.80	2.9%

Proposed Fees and Charges from 1st April 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
PRIMARY AUTHORITY AND BUSINESS ADVICE						
Primary Authority Business Advice	Commercial property search				-£74.00	0.0%
	Mini Primary Authority fee / minimum annual PA fee	less than 7 hours advice per year	£575.00		£75.00	15.0%
	Medi Primary Authority Fee	less than 25 hours advice per year	£1,950.00		£250.00	14.7%
	Pay as You Go standing charge (PAYG)	per profession	£1,600.00		£100.00	6.7%
	Primary Authority Advice (Admin Officer)	per hour			-£64.00	0.0%
	Primary Authority Partnership advice (EHO, TSO, Lice Officer)	per hour	£78.00		£6.00	8.3%
	Primary Authority Set up fee	per business	£270.00		£20.00	8.0%
	Additional Services outside RBC (ie Wales, Fire)	per service	£156.00		£11.00	7.6%
	Emergency Primary Authority Advice	per hour	£125.00		£5.00	4.2%
Business Advice - Regulation Services	Start Up advisory /Reg Services Health Check (Option 2)	per premises	£156.00		£4.00	2.6%
	Bespoke Service (Option 3) then hourly rate	per business	£820.00		£20.00	2.5%
Business Advice	Outside a Primary Authority Partnership	per hour	£78.00		£2.00	2.6%
TRADING STANDARDS & Coroners						
Petroleum Spirits (set by statute)	Up to 2500 litres	per licence	£44.00		£0.00	0.0%
	2500-50,000 litres	per licence	£60.00		£0.00	0.0%
	Over 50,000 litres	per licence	£125.00		£0.00	0.0%
	Transfer of Licence	per licence	£8.00		£0.00	0.0%
	Petroleum Search	per search	£74.00		£0.00	0.0%
Weights and Measures Verification Fees	Technical Officer Hourly Rate	Per Hour	£36.74		£0.00	0.0%
	Weights and Measures Inspector Hourly Rate	Per Hour	£61.32		£0.00	0.0%
Explosives (Set by statute)	Licence to store explosives no min separation					
	1 year	per Licence	£109.00		£0.00	0.0%
	2 year	per Licence	£141.00		£0.00	0.0%
	3 Year	per Licence	£173.00		£0.00	0.0%
	4 Year	per Licence	£206.00		£0.00	0.0%
	5 Year	per Licence	£238.00		£0.00	0.0%
	Renewal to store explosives no minimum separation					
	1 Year	per Licence	£54.00		£0.00	0.0%
	2 Year	per Licence	£86.00		£0.00	0.0%
	3 Year	per Licence	£120.00		£0.00	0.0%
	4 Year	per Licence	£152.00		£0.00	0.0%
	5 Year	per Licence	£185.00		£0.00	0.0%
	Licence to store explosives with min separation					
	1 Year	per Licence	£185.00		£0.00	0.0%
	2 Year	per Licence	£243.00		£0.00	0.0%
	3 Year	per Licence	£304.00		£0.00	0.0%
	4 Year	per Licence	£374.00		£0.00	0.0%
	5 Year	per Licence	£423.00		£0.00	0.0%
	Renewal to store explosives with minimum separation					
	1 Year	per Licence	£86.00		£0.00	0.0%
	2 Year	per Licence	£147.00		£0.00	0.0%
3 Year	per Licence	£206.00		£0.00	0.0%	
4 Year	per Licence	£266.00		£0.00	0.0%	
5 Year	per Licence	£326.00		£0.00	0.0%	
Variation/Transfer/Replacement	per Licence	£36.00		£0.00	0.0%	
Year round to sell fireworks	per Licence	£500.00		£0.00	0.0%	
Courses British Institute of Inn keeping Awarding Body Courses		per person	£75.00		£0.00	0.0%
TRADING STANDARDS & Coroners						
Coroner (Set by Statute)	Paper copy of document under 10 pages	First 10	£5.00		£0.00	0.0%
	Additional pages	Each	£0.50		£0.00	0.0%
	Document other than email or paper	Each	£5.00		£0.00	0.0%
	Inquest transcript of not more than 360 words	Each	£6.20		£0.00	0.0%
	for a copy of 361 to 1440 words	Each	£13.10		£0.00	0.0%
	for a of the first 1440 of a document exceeding 1440 words	Each	£13.10		£0.00	0.0%
	for each 72 words after the first 1440 words or part thereof	Each	£0.70		£0.00	0.0%

Proposed Fees and Charges from 1st April 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
ENVIRONMENTAL PROTECTION						
Environmental Protection & Nuisance Team	Contaminated Land/Environmental Information Request (Residents)	per hour	£43.99	£52.79	£1.29	2.5%
	Contaminated Land/Environmental Information Request (Commercial)	per hour	£63.38	£76.06	£1.86	2.5%
	Sound check consultancy	per hour	£63.38	£76.06	£1.86	2.5%
	Officer charge	per hour	£63.38	£76.06	£1.86	2.5%
Dog Warden	Statutory Stray Fee	Each			£-25.00	0.0%
	Dog picked up but not kennelled	Each	£63.55		£1.55	2.5%
	Dog picked up taken to kennels and returned to owner (new fee)	Each	£102.10		N/a	N/a
	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	0.0%
	Pet Shop small annual licence (exclusive of vets' fees)	Per Licence			£-168.33	0.0%
	Pet Shop large (exclusive of vets' fees) - more than 75m2	Per Licence			£-473.00	0.0%
	Pet shop/boarding/breeding licence amendment	Per Licence			£-99.75	0.0%
	small home boarder (annual fee)	Per Licence			£-91.50	0.0%
	medium home boarder (annual fee)	Per Licence			£-121.92	0.0%
	larger home boarder (annual fee)	Per Licence			£-195.67	0.0%
	small home boarder (min fee)	Per Licence			£-51.92	0.0%
	medium home boarder (min fee)	Per Licence			£-69.25	0.0%
	larger home boarder (min fee)	Per Licence			£-109.58	0.0%
	small home boarder (Pro rata fee)	Per Licence			£-7.42	0.0%
	medium home boarder (pro rata fee)	Per Licence			£-9.92	0.0%
	larger home boarder (pro rata fee)	Per Licence			£-15.67	0.0%
	small home boarder (late payment fee)	Per Licence			£-105.50	0.0%
	medium home boarder (late payment fee)	Per Licence			£-139.25	0.0%
	larger home boarder (late payment fee)	Per Licence			£-205.17	0.0%
	Animal Breeding Establishments (exclusive of vets' fees)	Per Licence			£-288.42	0.0%
	Horse Riding Establishment Licence	Per Licence			£-335.42	0.0%
	Dangerous Wild Animals Licence or Zoo Licence	Per Licence			£-370.83	0.0%
	Performing Animals Registration	Per Licence			£-463.50	0.0%
Performing Animals Licence	Per Animal Licence			£-41.17	0.0%	
LOCAL AIR POLLUTION PREVENTION AND CONTROL (LAPPC)						
Annual Subsistence Charge	Standard process Low	per Licence	£772.00		£0.00	0.0%
	Standard process Medium	per Licence	£1,161.00		£0.00	0.0%
	Standard process High	per Licence	£1,747.00		£0.00	0.0%
	Permit for Vapour Recovery Part I and Dry Cleaners L	per Licence	£79.00		£0.00	0.0%
	Permit for Vapour Recovery Part I and Dry Cleaners M	per Licence	£158.00		£0.00	0.0%
	Permit for Vapour Recovery Part I and Dry Cleaners H	per Licence	£237.00		£0.00	0.0%
	Permit for Vapour Recovery Part I & II combined L	per Licence	£113.00		£0.00	0.0%
	Permit for Vapour Recovery Part I & II combined M	per Licence	£226.00		£0.00	0.0%
	Permit for Vapour Recovery Part I & II combined H	per Licence	£341.00		£0.00	0.0%
	Vapour Recovery and other Reduced Fees L	per Licence	£228.00		£0.00	0.0%
	Vapour Recovery and other Reduced Fees M	per Licence	£365.00		£0.00	0.0%
	Vapour Recovery and other Reduced Fees H	per Licence	£548.00		£0.00	0.0%

Proposed Fees and Charges from 1st April 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
PLANNING						
PLANNING - PRE APPLICATION FEES						
Level 1	Householders advice on house extensions	Each	160.00	£192.00	£3.24	1.7%
	Follow up Meetings	Each	93.00	£111.60	£2.70	2.5%
	Small business and developers: advice on building works and change of use where the floor area involved is up to 200sqm.	Each	£160.00	£192.00	£18.00	10.3%
	Follow up Meetings	Each	£93.00	£111.00	£9.00	9.4%
	Proposals for local community uses - (Free of charge for up to 200sqm)	Each	£148.60	£178.30	£4.30	2.5%
	Follow up Meetings	Each	£93.00	£111.00	£9.00	9.4%
	Advertisements	Each	£250.00	£300.00	£0.00	0.0%
	Follow up Meetings	Each	£93.00	£111.00	£3.00	3.3%
	Telecommunication installations	Each	£155.00	£186.00	£6.00	3.3%
	Follow up Meetings	Each	£93.00	£111.00	£3.00	3.3%
	Listed Building consent /conservation area consent.	Each	£148.60	£178.30	£4.30	2.5%
	Follow up Meetings	Each	£93.00	£111.00	£3.00	3.3%
	Trees and Landscaping	Each	£148.60	£178.30	£4.30	2.5%
	Follow up Meetings	Each	£93.00	£111.00	£3.00	3.3%
	Level 2	201 - 499sqm	Each	£370.00	£444.00	£12.00
500 - 1000sqm		Each	£690.00	£828.00	£24.00	3.0%
1 - 3 dwellings		Each	£370.00	£444.00	£12.00	2.8%
4 - 9 dwellings		Each	£690.00	£828.00	£216.00	35.3%
10 - 15 dwellings		Each	£860.00	£1,032.00	£30.00	3.0%
15 - 19 dwellings		Each	£1,150.00	£1,380.00	£60.00	4.5%
One Meeting included in above fee, additional Meetings charged by hour.		Each	£118.00	£114.60	£-23.40	2.6%
Level 3	Introductory Meeting fee	Each	£235.00	£282.00	£6.00	2.2%
	Development > 1,001 sqm or 20+ dwellings or other proposals	Each	By Negotiation			
	Responses to Enquiries Involving Research	Each	By Negotiation			
PLANNING ADMINISTRATION CHARGES						
Planning History Search	Where more complicated or several addresses	per application	£28.20		£0.70	2.5%
Copies of Section 106 Agreements	per agreement	per application	£28.20		£0.70	2.5%
Copies of Planning Decision Notices	A list given of decision notices required	per application	£13.50		£0.50	3.8%
	One decision notice from Microfiche slide	per application	£13.50		£0.50	3.8%
	One decision notice from Microfiche slide plus plans (all on One slide)	per application	£28.20		£3.20	12.8%
	Scanning more than One slide	per application	£28.20		£3.20	12.8%
	Plans and documents for an application that need redacting	per application	£13.50		£0.50	3.8%
Enquiries for evidence that conditions have been discharged (statutory Fee)	Householders	per application	£34.00		£0.00	0.0%
	All others	per application	£116.00		£0.00	0.0%
S106 and Community Infrastructure Levy obligation enquiries		per application	£28.20		£3.20	12.8%
Returning Invalid	Refunds processed and advice given	per application				
Tree Preservation Order Documents		per application	£28.20		£3.20	12.8%

Proposed Fees and Charges from 1st April 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %	
PUBLIC CONVENIENCES							
	charge for entry to automated toilets	Each			-£0.40	0.0%	
COMMUNITY SAFETY							
Town Safe Radio Membership daytime		Annual membership	£450.00	£540.00	£0.00	0.0%	
Town Safe Associate member		Annual membership	£225.00	£270.00	£0.00	0.0%	
Town Safe External member		Annual membership	£250.00	£300.00	£0.00	0.0%	
Town Safe Night-time full membership		Annual membership	£400.00	£480.00	£0.00	0.0%	
Internal partners		Annual membership	£250.00		£0.00	0.0%	
Leisure							
Swimming							
Pool	Adult (Peak / Off Peak)	Session	£4.33	£5.20	£0.20	3.9%	
	Adult Your Reading Passport General	Session	£3.75	£4.50	£0.10	2.2%	
	Adult Your Reading Passport Concession	Session	£2.79	£3.35	£0.10	3.0%	
	Adult Your Reading Passport Concession Off Peak	Session	£0.00	£0.00	£0.00	0.0%	
	Junior / Student	Session	£2.58	£3.10	£0.10	3.3%	
	Junior / Student Your Reading Passport General	Session	£2.25	£2.70	£0.10	3.7%	
	Junior / Student Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0.0%	
	Under 3 all pools	Session	£0.00	£0.00	£0.00	0.0%	
	Holiday Swim Activity	Session	£0.83	£1.00	£0.00	0.4%	
	Family Swim Activity	Session	£10.17	£12.20	£0.30	2.5%	
	Pool Hire - Sports/community use	Meadway Pool	Per Hour	£72.17	£86.60	£2.15	2.5%
		South Reading Leisure Centre (Whole Pool)	Per Hour	£72.17	£86.60	£2.10	2.5%
South Reading Leisure Centre (Per lane)		Per Hour	£12.83	£15.40	£0.40	2.7%	
Membership Charges	Bronze Gym	per person	£14.58	£17.50	£0.50	2.9%	
	Bronze Gym Your Reading Passport	per person	£13.75	£16.50	£0.50	3.2%	
	Bronze Gym Pathway	per person	£13.75	£16.50	£0.50	3.2%	
	Silver Swim & Gym	per person	£19.17	£23.00	£0.50	2.2%	
	Silver Swim & Gym Your Reading Passport	per person	£17.50	£21.00	£0.50	2.5%	
	Silver Swim & Gym Pathway	per person	£17.50	£21.00	£0.50	2.5%	
	Silver Swim & Class	per person	£19.17	£23.00	£0.50	2.2%	
	Silver Swim & Class Your Reading Passport	per person	£17.50	£21.00	£0.50	2.5%	
	Silver Swim & Class Pathway	per person	£17.50	£21.00	£0.50	2.5%	
	Silver Gym & Class	per person	£19.17	£23.00	£0.50	2.2%	
	Silver Gym & Class Your Reading Passport	per person	£17.50	£21.00	£0.50	2.5%	
	Silver Gym & Class Pathway	per person	£17.50	£21.00	£0.50	2.5%	
	Gold Swim, Gym & Class	per person	£25.00	£30.00	£1.00	3.4%	
	Gold Swim, Gym & Class Your Reading Passport	per person	£22.92	£27.50	£1.00	3.8%	
	Gold Swim, Gym & Class Pathway	per person	£22.92	£27.50	£1.00	3.8%	
	Plat All facilities	per person	£30.00	£36.00	£1.00	2.8%	
Plat All facilities Your Reading Passport	per person	£27.50	£33.00	£1.00	3.1%		
Plat All facilities Pathway	per person	£27.50	£33.00	£1.00	3.1%		
Replacement	Single fee	per person	£4.29	£5.15	£0.15	2.9%	
Badminton	Adult	Session	£10.67	£12.80	£0.40	3.3%	
	Adult Your Reading Passport General	Session	£9.08	£10.90	£0.30	2.9%	
	Adult Your Reading Passport Concession	Session	£6.25	£7.50	£0.15	2.0%	
	Adult/Junior weekdays 9.00am - 5.00pm Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0.0%	
	Junior	Session	£5.33	£6.40	£0.25	4.0%	
	Junior Your Reading Passport General	Session	£4.58	£5.50	£0.15	2.8%	
	Junior Your Reading Passport Concession	Session	£3.21	£3.85	£0.10	2.5%	
Table Tennis	Adult	Session	£9.58	£11.50	£0.30	2.7%	
	Adult Your Reading Passport General	Session	£7.42	£8.90	£0.30	3.4%	
	Adult Your Reading Passport Concession	Session	£5.25	£6.30	£0.15	2.3%	
	Adult/Junior weekdays 9.00am - 5.00pm Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0.0%	
	Junior	Session	£4.79	£5.75	£0.75	14.9%	
	Junior Your Reading Passport General	Session	£3.75	£4.50	£0.20	4.7%	
	Junior Your Reading Passport Concession	Session	£2.67	£3.20	£0.20	6.7%	
Squash 40 minutes	Adult	Session	£9.58	£11.50	£0.30	2.7%	
	Adult Your Reading Passport General	Session	£7.92	£9.50	£0.90	10.4%	
	Adult Your Reading Passport Concession	Session	£5.75	£6.90	£0.75	12.1%	
	Adult/Junior weekdays 9.00am - 5.00pm Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0.0%	
	Junior	Session	£4.79	£5.75	£0.75	14.9%	
	Junior Your Reading Passport General	Session	£3.75	£4.50	£0.20	4.7%	
Junior Your Reading Passport Concession	Session	£2.67	£3.20	£0.20	6.7%		

Proposed Fees and Charges from 1st April 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
Leisure						
Area Hire - Sports community use	Meadway Hall Hire - Sporting booking	Per Hour	£50.00	£60.00	£2.30	4.0%
	Meadway / South Reading Leisure Centre Hall Hire - Non - Sporting Events	Per Hour	£84.17	£101.00	£2.80	2.9%
	Meadway Sports 1/2 Hall	Per Hour	£20.00	£24.00	£0.95	4.1%
	South Reading Leisure Centre Hall Hire	Per Hour	£41.67	£50.00	£2.00	4.2%
	South Reading Leisure Centre 1/2 Hall	Per Hour	£20.83	£25.00	£1.00	4.2%
	Meadway Studio Hire	Per Hour	£13.33	£16.00	£0.60	3.9%
	South Reading Leisure Centre Studio Hire	Per Hour	£30.83	£37.00	£1.50	4.2%
	Palmer Studio Hire	Per Hour	£30.83	£37.00	£1.30	3.6%
	Palmer Track/Cycle Hire	Per Hour	£40.42	£48.50	£1.50	3.2%
	Palmer Stadium Pitch Lights	Per Hour	£266.67	£320.00	£9.20	3.0%
	Palmer Stadium pitch without lights	Per Match	£176.67	£212.00	£6.50	3.2%
	Palmer event cycling / Athletics per additional out of hours	Per Match	£78.75	£94.50	£2.40	2.6%
	Palmer Adult RBC Athletics Meet	Per Hour	£61.67	£74.00	£1.90	2.6%
	Palmer Junior RBC Athletics Meet	Per Hour	£31.67	£38.00	£1.25	3.4%
	Palmer Adult Athletics Meet	Per Hour	£68.33	£82.00	£2.85	3.6%
Palmer Junior Athletics Meet	Per Hour	£35.00	£42.00	£1.00	2.4%	
Cycling / Athletics	Adult Cycling	Session	£5.17	£6.20	£0.30	5.0%
	Adult Athletics	Session	£5.17	£6.20	£0.30	5.0%
	Adult Your Reading Passport General	Session	£4.29	£5.15	£0.25	5.2%
	Adult Your Reading Passport Concession	Session	£2.83	£3.40	£0.15	4.6%
	Junior Athletic	Session	£2.50	£3.00	£0.30	11.1%
	Junior Cycling	Session	£3.17	£3.80	£0.10	2.8%
	Junior Your Reading Passport General	Session	£2.08	£2.50	£0.10	4.2%
	Junior Your Reading Passport Concession	Session	£1.50	£1.80	£0.05	2.7%
	Adult Tuesday & Thursday Cycling	Session	£5.25	£6.30	£0.30	5.0%
	Junior Tuesday & Thursday Cycling	Session	£2.63	£3.15	£0.30	10.3%
	Cycle Racing	Session	£3.42	£4.10	£0.10	2.6%
	Wheelie Fun	Session	£2.67	£3.20	£0.10	3.4%
	Everybody Active Cycling	Session	£3.00	£3.60	£0.10	2.7%
	Cycling for health	Session	£2.58	£3.10	£0.10	3.3%
	Cricket - Weekend	Adult One Off Game	Session	£135.00	£162.00	£4.70
Adult Block 10+ Games		Session	£115.00	£138.00	£3.90	2.9%
Junior One Off Game		Session	£67.50	£81.00	£2.20	2.8%
Junior Block 10+ Games		Session	£58.33	£70.00	£2.70	4.0%
Tennis	Adult Standard	Session	£5.25	£6.30	£0.15	2.3%
	Adult Your Reading Passport General	Session	£4.25	£5.10	£0.20	4.2%
	Adult Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0.0%
	Junior Standard	Session	£2.67	£3.20	£0.10	3.4%
	Junior Your Reading Passport General	Session	£2.25	£2.70	£0.10	3.7%
Junior Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0.0%	
Tennis (Artificial-turf)	Adult Standard	Session	£7.50	£9.00	£0.20	2.3%
	Adult Your Reading Passport General	Session	£6.00	£7.20	£0.20	2.9%
	Adult Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0.0%
	Junior Standard	Session	£3.75	£4.50	£0.10	2.2%
	Junior Your Reading Passport General	Session	£3.00	£3.60	£0.10	2.7%
Junior Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0.0%	
Bowls	Adult Standard	Session	£4.08	£4.90	£0.20	4.2%
	Adult Your Reading Passport General	Session	£2.75	£3.30	£0.10	3.0%
	Adult Your Reading Passport Concession	Session	£2.04	£2.45	£0.10	4.2%
	Junior Standard	Session	£2.04	£2.45	£0.10	4.2%
	Junior Your Reading Passport General	Session	£1.42	£1.70	£0.05	2.7%
	Junior Your Reading Passport Concession	Session	£1.17	£1.40	£0.05	3.2%
	Hire of woods and mats	Session	£3.25	£3.90	£0.10	2.5%

Proposed Fees and Charges from 1st April 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %	
Leisure							
Football	Adult One Off Game Standard	Match	£100.83	£121.00	£2.90	2.5%	
	Adult Block 10+ Games Standard	Match	£86.25	£103.50	£2.90	2.9%	
	Adult Block 5+ Teams Standard	Match	£77.08	£92.50	£2.35	2.6%	
	Senior League discounts	Match	£20.83	£25.00	£0.45	1.8%	
	Senior League discounts	Match	£15.75	£18.90	£0.45	2.4%	
	Senior League discounts	Match	£10.50	£12.60	£0.30	2.4%	
	Junior One Off Game Standard	Match	£55.00	£66.00	£1.65	2.6%	
	Junior Block 10+ Games Standard	Match	£40.00	£48.00	£1.25	2.7%	
	Junior Block 5+ Teams standard	Match	£35.00	£42.00	£1.15	2.8%	
	Mini Soccer per Game	Match	£16.67	£20.00	£0.75	3.9%	
	Mini Soccer 10+ Games	Match	£14.17	£17.00	£0.60	3.6%	
	Mini Soccer 5+ Teams	Match	£12.58	£15.10	£0.45	3.1%	
	Australian Rules & Gaelic	One Off	Match	£91.67	£110.00	£4.40	4.2%
Block 10+ Games		Match	£75.83	£91.00	£3.00	3.4%	
5-a-side football	Adult Peak - single	Per Hour	£46.67	£56.00	£1.80	3.3%	
	Adult Peak - Block	Per Hour	£38.75	£46.50	£1.33	2.9%	
	Junior Peak - single	Per Hour	£24.17	£29.00	£0.45	1.6%	
	Junior Peak - Block	Per Hour	£20.42	£24.50	£0.71	3.0%	
Casual Fitness	Adult - Peak Training	Session	£6.83	£8.20	£0.20	2.4%	
	Adult - Peak Training Your Reading Passport General	Session	£6.00	£7.20	£0.20	2.9%	
	Adult - Peak Training Your Reading Passport Concession	Session	£4.46	£5.35	£0.15	3.0%	
	Junior/Student - Peak Training	Session	£3.42	£4.10	£0.10	2.6%	
	Junior/Student - Peak Training Your Reading Passport General	Session	£3.00	£3.60	£0.10	2.7%	
	Junior/Student - Peak Training Your Reading Passport Concession	Session	£2.25	£2.70	£0.10	3.7%	
	Junior/Student Fitness Session	Session	£3.42	£4.10	£0.10	2.6%	
Courses	Junior Swimming 30 mins	Per Lesson	£5.50	£6.60	£0.15	2.2%	
	Junior Swimming 30 mins Your Reading Passport General	Per Lesson	£5.29	£6.35	£0.15	2.4%	
	Adult Swimming 30 mins	Per Lesson	£6.42	£7.70	£0.20	2.7%	
	Adult Swimming 30 mins Your Reading Passport General	Per Lesson	£6.17	£7.40	£0.20	2.8%	
	Trampoline 1hr	Per Lesson	£6.13	£7.35	£0.20	2.8%	
	Trampoline 1hr Your Reading Passport General	Per Lesson	£5.75	£6.90	£0.25	3.8%	
	Gymnastics 1hr	Per Lesson	£6.17	£7.40	£0.25	3.5%	
	Gymnastics 1hr Your Reading Passport General	Per Lesson	£5.75	£6.90	£0.25	3.8%	
	Gymnastics (Pre School) 45mins	Per Lesson	£5.13	£6.15	£0.15	2.5%	
	Badminton	Per Lesson	£5.83	£7.00	£0.25	3.6%	
	Badminton Your Reading Passport General	Per Session	£5.42	£6.50	£0.15	2.4%	
	Cardio Care 1hr General	Per Session	£3.83	£4.60	£0.10	2.2%	
	Cardio Care 1hr Your Reading Passport	Per Session	£3.58	£4.30	£0.10	2.4%	
	Cardio Care Course 6wk	Per Session	£21.58	£25.90	£0.60	2.4%	
	Cardio Care Course 6 wk Your Reading Passport	Per Session	£21.25	£25.50	£0.60	2.4%	
	Cardio Care Course 5wk	Per Session	£18.00	£21.60	£0.50	2.4%	
	Cardio Care Course 5 wk Your Reading Passport	Per Session	£17.75	£21.30	£0.55	2.7%	
	Administration charge for registration on to Courses Direct Debit	One Off	£3.67	£4.40	£0.11	2.4%	
	Group Training Sessions	Class A	Session	£6.42	£7.70	£0.20	2.7%
		Class B	Session	£5.58	£6.70	£0.15	2.3%
		Class C	Session	£4.83	£5.80	£0.15	2.6%
		Class D	Session	£4.58	£5.50	£0.15	2.8%
		Class E	Session	£3.83	£4.60	£0.10	2.2%
Class F		Session	£3.21	£3.85	£0.10	2.5%	
Pool Party		Session	£75.00	£90.00	£4.00	4.6%	
Tots		Session	£56.67	£68.00	£2.00	3.0%	
Disco		Session	£60.83	£73.00	£1.50	2.1%	
Cycling		Session	£94.17	£113.00	£3.00	2.7%	

Proposed Fees and Charges from 1st April 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
Leisure						
3G Hire	South Reading Leisure Centre 3G pitch (full)	Per Hour	£146.67	£176.00	£8.00	4.8%
	South Reading Leisure Centre 3G pitch (half)	Per Hour	£73.33	£88.00	£4.00	4.8%
	South Reading Leisure Centre 3G Pitch (quarter)	Per Hour	£36.67	£44.00	£2.00	4.8%
Tennis	South Reading Leisure Centre	Per Hour	£5.25	£6.30	£0.30	5.0%
Parties	Soft Play	Session	£69.17	£83.00	£3.00	3.7%
	Bouncy Castle (Half Hall)	Session	£69.17	£83.00	£3.00	3.7%
	Sporty	Session	£104.17	£125.00	£5.00	4.2%
	Pool Inflatable	Session	£112.50	£135.00	£5.00	3.8%
	Traditional Pool	Session	£69.17	£83.00	£3.00	3.7%
Club Charges	Reading Athletics Club	Session	£36.25	£43.50	£1.50	3.6%
	Reading Road Runners Friday	Session	£28.75	£34.50	£1.15	3.5%
	Reading Road Runners Wednesday	Session	£49.17	£59.00	£1.90	3.3%
	Reading Track Cycle	Session	£33.33	£40.00	£1.20	3.1%
	Palmer Park Velo Club Use	Session	£17.50	£21.00	£0.60	2.9%
	Palmer Park Velo Club Event	Session	£24.17	£29.00	£1.00	3.6%
	Aikido	Session	£20.00	£24.00	£1.35	5.9%
MUSEUM						
School Sessions	(Session, loan, membership, talk etc)	per event	£150.00	£180.00	£1.20	0.7%
Welcome and wow talks	(Session, loan, membership, talk etc)	per event	£40.00	£48.00	£6.00	14.3%
Membership 5 boxes RBC non academy		membership	£389.00	£466.80	£4.80	1.0%
Membership 3 boxes RBC non academy		membership	£335.00	£402.00	£6.00	1.5%
Membership 5 boxes academy schools		membership	£412.00	£494.40	£0.00	0.0%
Membership 3 boxes RBC academy		membership	£357.00	£428.40	£0.00	0.0%
Membership 5 boxes non RBC schools		membership	£459.00	£550.80	£0.00	0.0%
Membership 3 boxes non rbc schools		membership	£409.00	£490.80	£0.00	0.0%
Individual box loan		per box	£45.00	£54.00	£0.00	0.0%
Curious curator packs and welcome and wow talks		per occasion			£35.00	0.0%
Reminiscence		membership	£95.00	£114.00	£6.00	5.6%
Museum introduction		per occasion	£50.00	£60.00	£6.00	11.1%
Talks - Booked privately		per talk	£80.00	£96.00	£6.00	6.7%
Long talks - booked privately		per talk	£150.00	£180.00	£0.00	0.0%
photography/filming		per image/hour	From £17.50			
Archaeology		per deposit	From £117	From £140.40		
Corporate loans		membership	£1,000.00	£1,200.00	£0.00	
Family activities		per event	from £2			
Talks - Public		per event	£5.00		£0.00	
BERKSHIRE ARCHEOLOGY						
Charges for provision of Historic Environment Record data to commercial users	Berkshire Archaeology, DENS	Per Hour	£47.00	£56.40	£3.60	6.8%
ARTS VENUES						
Reading Arts - per transaction postage fee for ticket bookings	Across all price points for tickets available from Reading Arts and Venues	Per Transaction	£1.67	£2.00	£0.25	14.4%
Reading Arts - Membership scheme for The Hexagon	Charged at the discretion of customers, and along the booking pathway.	Per Transaction	£29.17	£35.00	£1.40	4.2%

Proposed Fees and Charges from 1st April 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
BUSINESS DEVELOPMENT						
Lamp Column Banner Advertising (Broad Street West)	Single (3 months)	each	£750.00	£900.00	£0.00	0.0%
	Renewal (additional 3 months)	each	£650.00	£780.00	£0.00	0.0%
	Pair (3 Months)	each	£1,300.00	£1,560.00	£0.00	0.0%
	Renewal (additional 3 months)	each	£1,000.00	£1,200.00	£0.00	0.0%
	Single (6 months)	each	£1,300.00	£1,560.00	£0.00	0.0%
	Renewal (additional 6 months)	each	£1,000.00	£1,200.00	£0.00	0.0%
	Pair (6 months)	each	£2,300.00	£2,760.00	£0.00	0.0%
	Renewal (additional 6 months)	each	£2,000.00	£2,400.00	£0.00	0.0%
Roundabout Advertising	Imperial Way - A33	each	£6,000.00	£7,200.00	£0.00	0.0%
	Castle Street - IDR	each	£6,000.00	£7,200.00	£0.00	0.0%
	Caversham Road - Richfield Ave	each	£5,200.00	£6,240.00	£0.00	0.0%
	Chatham Street - IDR	each	£8,000.00	£9,600.00	£0.00	0.0%
	Forbury Reservation	each	£2,000.00	£2,400.00	£0.00	0.0%
	Forbury / Kenavon Drive	each	£4,500.00	£5,400.00	£0.00	0.0%
	Hartland / Northumberland	each	£4,000.00	£4,800.00	£0.00	0.0%
	Honiton / Northumberland	each	£2,000.00	£2,400.00	£0.00	0.0%
	Norcot / Oxford Road	each	£8,000.00	£9,600.00	£0.00	0.0%
	Liebenrood / Tilehurst Rd	each	£3,600.00	£4,320.00	£0.00	0.0%
	Queens Road reservation	each	£2,000.00	£2,400.00	£0.00	0.0%
	Vastern / Caversham road	each	£3,600.00	£4,320.00	£0.00	0.0%
	Vastern / Forbury Road	each	£4,500.00	£5,400.00	£0.00	0.0%
	Vastern / George Street	each	£8,000.00	£9,600.00	£0.00	0.0%
	Whitley / Christchurch	each	£4,000.00	£4,800.00	£0.00	0.0%
	Whitley Wood Lane/Road	each	£4,000.00	£4,800.00	£0.00	0.0%
	Circuit / Southcote Lane	each	£2,000.00	£2,400.00	£0.00	0.0%
	Southcote Lane / Virginia Way	each	£3,000.00	£3,600.00	£0.00	0.0%
	Gillette Way / Rosekiln	each	£4,000.00	£4,800.00	£0.00	0.0%
		Discretionary discount <25%				
Welcome to Reading Signage	Single 12 months	each	£1,200.00	£1,440.00	£0.00	0.0%
	Single 6 months	each	£800.00	£960.00	£0.00	0.0%
	All 6 months	each	£3,600.00	£4,320.00	£0.00	0.0%
	All 12 months	each	£6,000.00	£7,200.00	£0.00	0.0%
TOWN HALL						
Reading Arts - per transaction postage fee for ticket bookings	Across all price points for tickets available from Reading Arts and Venues	Per Transaction	£1.67	£2.00	£0.25	14.4%
Reading Arts - Membership scheme for The Hexagon	Charged at the discretion of customers, and along the booking pathway.	Per Transaction	£29.17	£35.00	£1.40	4.2%
Concert Hall Room Hire	Room Hire	Day	From £2300	£2,760.00		
Concert Hall plus Tech package	Room Hire & Equipment	Day	£3,560.00	£4,272.00		
Victoria Hall Room Hire	Room Hire	Half Day/Day	From £525	£630.00		
Waterhouse Chamber Hire	Room Hire	Half Day/Day	From £220	£264.00		
Soane Space	Room Hire	Half Day/Day	From £190	£228.00		
Jane Austen/Oscar Wilde	Room Hire	Half Day/Day	From £92.50	£111.00		
Marcus Adams	Room Hire	Day	From £87.50	£105.00		
Concert Hall Daily Delegate Rate	Catering & room Hire	Day	From £47.5	£57.00		
TOWN HALL						
Victoria Hall Daily Delegate Rate	Catering & room Hire	Half Day/Day	£26.00	£31.20		
Waterhouse Daily Delegate Rate	Catering & room Hire	Half Day/Day	£31.00	£37.20		
Jane Austen/Oscar Wilde Daily Delegate Rate	Catering & room Hire	Half Day/Day	£31.00	£37.20		
Soane Space Daily Delegate Rate	Catering & room Hire	Half Day/Day	£25.00	£30.00		
Lectern PA Hire	Equipment	Day	£90.00	£108.00	£6.00	5.9%
PA Hire	Equipment	Day	£75.00	£90.00	£18.00	25.0%
Microphone Hire	Equipment	Day	£67.50	£81.00	£3.00	3.8%
Tech time	Equipment	Per hour	£32.50	£39.00	£3.00	8.3%
Monitor Hire	Equipment	Day	£45.00	£54.00	£6.00	12.5%
Additional Projector Screen	Equipment	Day	£20.00	£24.00	£2.40	11.1%
LCD Projector	Equipment	Day	£62.50	£75.00	£3.00	4.2%
Laptop Hire	Equipment	Day	£62.50	£75.00	£3.00	4.2%
Piano Hire	Equipment	Day	£100.00	£120.00	£48.00	66.7%
Piano Tuned	Equipment	Day	£110.00	£132.00	£12.00	10.0%
Lectern Hire	Equipment	Day	£17.50	£21.00	£2.40	12.9%
Flip Chart	Equipment	Each	£17.50	£21.00	£1.00	5.0%
Speaker phone	Equipment	Day	£35.00	£42.00	£2.40	6.1%
Display Board	Equipment	Day	£35.00	£42.00	£6.00	16.7%
Dance Floor	Equipment	Day	£100.00	£120.00	£30.00	33.3%
Pads & Pens	Equipment	Per person	£4.00	£4.80	£0.60	14.3%
Photocopies	Equipment	Each	£0.15	£0.18	£0.03	15.4%
Late Bar	Equipment	Event	£150.00	£180.00	£30.00	20.0%
Serving Staff	Equipment	Per hour	£20.00	£24.00	£1.20	5.3%

Proposed Fees and Charges from 1st April 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
Security Staff	Equipment	Per hour	£22.50	£27.00	£2.00	8.0%
DJ	Equipment	Per event	£450.00	£540.00	£30.00	5.9%
Stage - Victoria Hall	Equipment	Day	£87.50	£105.00		

Proposed Fees and Charges from 1st April 2021 - Directorate of Economic Growth & Neighbourhood Services

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
BERKSHIRE RECORDS OFFICE						
Copy certificates (baptism, burial, pre 1837 marriage)		Each	£11.67	£14.00	£0.00	0.0%
Copy certificates (post 1837 marriage)		Each	£9.17	£11.00	£0.00	0.0%
Reprographics		Each	£1.67	£2.00	£0.00	0.0%
Self Service Photos		Each	£0.83	£1.00	£0.00	0.0%
Self-Service Printouts		Each	£0.83	£1.00	£0.00	0.0%
Digital Photos		Each	£8.33	£10.00	£0.00	0.0%
Restoration Service		Half Hour	£13.33	£16.00	£0.00	0.0%
Research		Half Hour	£13.33	£16.00	£0.00	0.0%
Research		Per Hour	£26.67	£32.00	£0.00	0.0%
MODERN RECORDS						
Records Storage	Storage of records by box	Per Box	£9.00	£10.80	£0.00	0.0%
PLAY SERVICES						
School Support	1:1 Support Session	Per hour	£32.50		£0.98	3.1%
	Lunchtime Support Session	Per hour	£25.00		£1.89	8.2%
	STEPS - Travel Project	Per hour	£54.00		£1.47	2.8%
Hire	Equipment Hire - Large	per Session	£110.00		£4.94	4.7%
	Equipment Hire - Medium	per Session	£86.00		£1.95	2.3%
	Equipment Hire - Small	per Session	£54.00		£1.47	2.8%
Staff Support	0-5 Staff Support	Per hour	£17.00		£0.82	5.1%
Events	Play in the Park	per Session	£4.00		£0.85	27.0%
	Mini Kickers	Per hour	£2.50		£0.40	19.0%
	Walking Football	Per hour	£4.50		£0.30	7.1%
	Holiday Events	per Session	£7.00		£0.70	11.1%
Discretionary	Archery for over 50's	per Session	£8.00		£1.17	17.1%
	Team building	per Session	£70.00		£1.71	2.5%
Holiday Clubs Age range 4- 12	8:30am to 1pm	per Session	£10.00	£12.00	£1.00	9.1%
	1pm to 5:30pm	per Session	£10.00	£12.00	£1.00	9.1%
	9am to 3:30pm	per Session	£15.00	£18.00	£1.00	5.9%
	8:30am to 5:30pm	per Session	£20.00	£24.00	£2.00	9.1%
After School Club	Regular Session (single)	per child	£10.00	£12.00	£1.00	9.1%
	Regular Session (siblings)	per child	£9.00	£10.80	£2.00	22.8%
	Short Session (single)	per child	£7.50	£9.00	£1.00	12.4%
	Short Session (siblings)	per child	£6.75	£8.10	£1.70	26.6%

Proposed Fees and Charges from 1st April 2021 - Directorate of Resources

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %	
BEREAVEMENT SERVICES							
Reading Crematorium							
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 fee)	Each			£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	£850.00		£20.00	2.41%	
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 30 min service, 45 time slot	Each	£645.00		£15.00	2.38%	
	Cremation Fee without service including environmental levy (DIRECT Crem)	Each	£305.00		£5.00	1.67%	
	Memorial service or service of double length in addition to usual cremation or interment fee	Each	£420.00		£10.00	2.44%	
	Witness Direct Cremation	Each	£425.00		£5.00	1.19%	
	Saturday Surcharge	Each	£430.00		£15.00	3.61%	
	Sunday/ Bank Holiday Surcharge	Each	£620.00		£20.00	3.33%	
	Public Health Cremation Fee including environmental levy	Each	£600.00		£0.00	0.00%	
	Strewing of cremated remains	Remains received from another Crematorium	Each	£95.50		£3.00	3.24%
	Retention of remains on temporary deposit per month after the first month for a maximum of three months	Each	£86.00		£1.00	1.18%	
To witness the strewing of remains	Each	£45.00		£1.50	3.45%		
Unwitnessed strewing of remains	Each	£45.00		£1.50	3.45%		
Certified extract from register		Each	£39.00		£0.50	1.30%	
Book of remembrance	Two-line entry	Each	£67.71	£81.25	£2.25	2.86%	
	Five-line entry	Each	£112.92	£135.50	£4.00	3.05%	
	Five-line entry with illuminated capital	Each	£170.83	£205.00	£6.00	3.02%	
	Five-line entry with floral motif, service badge etc.	Each	£191.25	£229.50	£6.50	2.92%	
	Eight-line entry	Each	£152.50	£183.00	£5.00	2.81%	
	Eight-line entry with illuminated capital	Each	£213.33	£256.00	£7.50	3.02%	
	Eight-line entry with floral motif, service badge etc.	Each	£276.25	£331.50	£9.50	2.95%	
	Full coat of arms 5-8 lines	Each	£352.50	£423.00	£12.00	2.92%	
	Extra Lines upto a maximum of 11	Each	£25.21	£30.25	£0.75	2.56%	
Remembrance card	Copy of a two-line entry	Each	£41.25	£49.50	£1.00	2.05%	
	Copy of a five-line entry	Each	£69.58	£83.50	£1.50	1.83%	
	Copy of a five-line entry with any type of motif	Each	£136.00	£163.20	£3.20	2.00%	
	Copy of an eight-line entry	Each	£97.50	£117.00	£2.00	1.74%	
	Copy of an eight-line entry with any type of motif	Each	£151.67	£182.00	£3.20	1.79%	
Memorial vase and tablet	Purchase of vase and tablet	Each	£230.00	£276.00	£3.00	1.10%	
	Renewal for period of 10 years	Each	£300.00		£6.00	2.04%	
Memorial plaques	Replacement single plaque	Each	£85.42	£102.50	£3.00	3.01%	
	Replacement single plaque with motif	Each	£102.50	£123.00	£4.00	3.36%	

Proposed Fees and Charges from 1st April 2021 - Directorate of Resources

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
	Lease of single plaque space for 10 years *Fees are doubled in the case of a 12" x 4" double plaque	Each	£195.00		£4.00	2.09%
	Renewal of lease for baby plaque	Each	£23.50		£0.50	2.17%
	Photo Cameo on Plaque additional cost (added to normal plaque cost)	Each	£83.33	£100.00	£3.00	3.09%

Proposed Fees and Charges from 1st April 2021 - Directorate of Resources

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
BEREAVEMENT SERVICES						
Reading Crematorium						
Hall of Memory Tree Leaf	Lease for 5 years renewal	Each	£72.00		£1.50	2.13%
	Replacement leaf	Each	£60.42	£72.50	£2.00	2.84%
Memorial Tree	Provision of Tree, Surround and stem plaque	Each	£416.25	£499.50	£14.50	2.99%
	Lease for 10 years	Each	£620.00		£12.00	1.97%
Memorial bench	Replacement Bench	Each	£608.33	£730.00	£20.00	2.82%
	Lease for a 10 years	Each	£700.00		£15.00	2.19%
	Replacement plaque for tree or bench	Each	£129.58	£155.50	£4.50	2.98%
Wall Plaque	Purchase of memorial granite wall plaque	Each	£141.67	£170.00	£2.50	1.50%
	Lease of space for memorial granite wall plaque	Each	£300.00		£6.00	2.04%
Relocating plaque	Moving of Memorial Plaque to new location	Each	£52.50	£64.00	£2.00	1.61%
Administrative	Administration Fee	Each	£53.33	£64.00	£2.00	3.21%
Memorial Bed Garden	Replacement plaque and surround	Each	£416.25	£499.50	£14.50	2.99%
	Lease fee for 10 years	Each	£620.00		£12.00	1.97%
Birdbath Memorial Plaques	Replacement Plaque (row 1)	Each	£94.17	£113.00	£2.00	1.81%
	Replacement Plaque (row 2)	Each	£134.58	£161.50	£2.00	1.25%
	Replacement Plaque (row 3)	Each	£187.50	£225.00	£2.50	1.12%
	Replacement Plaque (row 4)	Each	£256.67	£308.00	£4.00	1.32%
	Replacement Plaque (row 5)	Each	£322.50	£387.00	£4.00	1.04%
	Renewal of Lease (10 years)	Each	£300.00		£6.00	2.04%
Sanctums	Granite Tablet (no motif)	Each	£370.83	£445.00	£13.00	3.01%
	Lease for further 25 years	Each	£690.00		£20.00	2.99%
Baby Grave Galvanised Sculpture	Plaque for baby grave	Each	£115.42	£138.50	£4.00	2.98%
	Replacement plaque	Each	£67.08	£80.50	£0.00	0.00%
Reading Cemetery						
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					
	Section B	Each	£2,410.00		£70.00	2.99%
	Section D	Each	£1,926.00		£56.00	2.99%
	Section G & Mayfield Traditional	Each	£1,500.00		£55.00	3.81%
	* For details of the locations of Sections B, D and G please call at the Cemetery office to					
	b) The lawn or park Cemetery in an earth grave 9 feet by 4 feet	Each	£1,075.00		£30.00	2.87%
	d) Desk Vase Tablet cremated remains plot for 2 set of ashes	Each	£570.00		£17.00	3.07%
	e) Grave purchased/ reserved for future use (trebled if out of borough)	Each	£540.00		£15.00	2.86%
* 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						

Proposed Fees and Charges from 1st April 2021 - Directorate of Resources

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
BEREAVEMENT SERVICES						
Reading Cemetery						
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	£215.00		£5.00	2.38%
	*Extension to lease for exclusive rights of burial for 15 yrs period on lawn graves	Each	£275.00		£5.00	1.85%
	*Extension to lease for exclusive rights of burial for 25yrs period on lawn graves	Each	£420.00		£10.00	2.44%
	*Extension to lease for exclusive rights of burial for 10 yrs period on traditional graves	Each	£285.00		£5.00	1.79%
	*Extension to lease for exclusive rights of burial for 15 yrs period on traditional graves	Each	£355.00		£5.00	1.43%
	*Extension to lease for exclusive rights of burial for 25yrs period on traditional graves	Each	£585.00		£10.00	1.74%
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					
Burials	Dig Fee to be claimed from Children's Funeral Fund (CFF) for interment of Stillborn to <5 years old.	Each	£120.00		£0.00	0.00%
	Dig Fee to be claimed from CFF for interment of a child aged 5-17yrs old	Each	£260.00		£0.00	0.00%
	c) If the body is that of a person aged 18 years or over	Each	£840.00		£25.00	3.07%
	d) Cremated remains in an existing grave or a cremated remains plot	Each	£145.00		£5.00	3.57%
	Dig Fee to be claimed from CFF for interment of cremated remains stillborn to <5 years old	Each	£15.50		£0.50	3.33%
	Dig Fee to be claimed from CFF for interment of cremated remains of a child aged 5-17yrs old	Each	£33.00		£1.00	3.13%
	f) Cremated Remains returned from elsewhere for Burial	Each	£50.50		£1.50	3.06%
	g) For any burial below 6 feet in depth an additional charge will be made per burial	Each	£297.00		£9.00	3.13%
	Additional depth for child under 18	Each	£182.00		£0.00	0.00%
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	£144.50		£4.50	3.21%
	c) If the body is that of a person aged 18 years or over (Public Health)	Each	£840.00		£25.00	3.07%
* 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	£290.50		£8.50	3.01%
	b) Lawn, Park and Mayfield Cemetery	Each	£202.00		£6.00	3.06%
	c) Park cremated remains section flat stone & DVT's	Each	£74.50		£2.00	2.76%
	f) Cremated Remains Headstone Section	Each	£74.50		£2.00	2.76%
Other fees and charges	Transfer of grant of exclusive right of burial	Each	£76.67	£92.00	£2.00	2.23%
	Search Fee - up to 4 records per enquiry	Each	£13.75	£16.50	£0.50	3.15%
	Search Fee - for 1 record	Each	£4.08	£4.90	£0.15	3.00%
	Exhumation of Cremated Remains	Each	£266.00		£8.00	3.10%
	Use of chapel prior to burial for stillborn child or a child under 18 years old	Each	£67.00		£2.00	3.08%
	Chapel Fee Prior to a Burial for person over 18 years old	Each	£425.00		£5.00	1.19%
	Administration Fee for Public Health Funeral	Each	£231.67	£278.00	£8.00	2.96%

Proposed Fees and Charges from 1st April 2021 - Directorate of Resources

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
	Charge for provision of a Quran grave	Each	£840.00		£25.00	3.07%
	Bench Maintenance (Powerwash and treatment with teak oil)	Each	£70.83	£85.00	£2.50	3.03%
	Removal of trees from plots	Each				0.00%
	Grave Maintenance	Each	£70.83	£85.00	£2.50	3.03%

Proposed Fees and Charges from 1st April 2021 - Directorate of Resources

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
BEREAVEMENT SERVICES						
Reading Cemetery						
Webcast Services	Live Webcast (upto 20 viewers)	Each	£29.17	£35.00	£0.00	0.00%
	Live+On-Demand Webcast for up to 28 days and downloadable	Each	£41.25	£49.50	£0.50	1.03%
	Physical copy of Webcast recording on DVD, blu-ray or USB memory stick and audio cd	Each	£46.67	£56.00	£1.50	2.75%
	Additional Physical copy CD, DVD, Blu-ray or USB	Each	£22.29	£26.75	£0.75	2.86%
Visual Tributes	Single Photo	Each	£11.58	£13.90	£0.40	2.93%
	Slideshow (up to 25)	Each	£35.62	£42.75	£1.25	3.01%
	Photo Tribute (up to 25)	Each	£63.96	£76.75	£2.25	3.03%
	Additional 25 photos	Each	£21.46	£25.75	£0.75	3.02%
	Photos & Video Tribute (up to 2 minutes)	Each	£83.25	£99.90	£2.90	2.99%
	Self Build Checking	Each	£18.75	£22.50	£0.50	2.29%
	Additional Time for tributes etc:				£0.00	0.00%
	DVD of Pro Photo tribute only	Each	£22.29	£26.75	£0.75	2.86%
	Physical Copy of Webcast recording including the Pro Photo Tribute on DVD, Memory Stick, Blu-ray	Each	£66.88	£80.25	£2.25	2.89%
	Downloadable copy of Pro Photo tribute	Each	£11.25	£13.50	£0.50	3.88%
Extra Work required on tributes	Each	£22.29	£26.75	£0.75	2.86%	
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.					

Proposed Fees and Charges from 1st April 2021 - Directorate of Resources

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
REGISTRATION SERVICE						
Registration Service	Notice of marriage or partnership	Per Person	£35.00	£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	£46.00	£0.00	0.00%
Registration Service	Registrar's attendance at outside church	Per couple	£90.00	£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	£300.00	£0.00	0.00%
Certificates	Registration Certificate at first time of registering the event	Per Certificate	£11.00	£11.00	£0.00	0.00%
	Express Service Replacement Certificate	Per Certificate	£35.00	£35.00	£0.00	0.00%
	Replacement certificate Closed Register -Postal/Telephone/web Incl. admin fee	Per Certificate	£11.00	£11.00	£0.00	0.00%
REGISTRATION SERVICE						
Correction Fee	Correction completed by Register office	Per correction	£75.00	£75.00	£0.00	0.00%
	Correction referred to GRO		£90.00	£90.00	£0.00	0.00%
	Amendment to birth record with 12 months of registration		£40.00	£40.00	£0.00	0.00%
Foreign Divorce admin fee	The administration of foreign divorces when giving notice of marriage or CP.	Per Person	£75.00	£75.00	£0.00	0.00%
Citizenship Ceremonies	Individual Citizenship Ceremony at The Town Hall (up to max of 10 people)	Per Person	£98.83	£120.00	£5.00	3.13%
	Friday & Saturday Individual Citizenship Ceremony at the Town Hall (up to max of 10 people)	Per Person	£137.50	£164.00	£5.00	3.77%
Approved Premises Marriages - (9am to 5pm)	Monday to Thursday (9am to 5pm)	Per Couple	£330.00	£395.00	£5.00	1.54%
	Friday & Saturday (9am to 5pm)	Per Couple	£380.00	£455.00	£5.00	1.33%
	Sunday & Bank Hols (9am to 5pm)	Per Couple	£409.17	£490.00	£5.00	1.24%
Approved Premises Marriages - After 5pm (Min of 2 -3 staff required. Registrar to conduct the	Venue: Monday to Thursday	Per Couple	£330.00	£395.00	£5.00	1.54%
	Venue: Friday & Saturday	Per Couple	£384.00	£460.00	£4.00	1.05%
	Venue: Sunday & Bank Hols	Per couple	£417.50	£499.00	£4.00	1.21%
New Ceremony Room: Reading Museum & Town Hall (Marriages / Civil Partnerships) (Only to 4pm as Town Hall closes) (Min of 2 -3 staff required. Registrar to conduct the	Monday to Thursday	Per Couple	£135.33	£162.00	£2.00	1.50%
	Friday & Saturday	Per Couple	£225.50	£270.00	£3.00	1.35%
	Sunday & Bank Hols	Per Couple	£409.17	£490.00	£5.00	1.24%
Renewal of Vows & Baby Naming (1 member of staff required)	Monday to Thursday	Per Ceremony	£132.00	£158.00	£2.00	1.54%
	Friday & Saturday	Per Ceremony	£160.50	£192.00	£3.00	1.90%
	Sunday & Bank Hols	Per Ceremony	£187.33	£224.00	£4.00	2.18%
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	£18.95	£22.75	£0.25	1.07%
	Changes to booking	Per Person	£18.95	£22.75	£0.25	1.07%

Proposed Fees and Charges from 1st April 2021 - Directorate of Resources

Service	Category	Charge Unit	New Fee from April 2021	Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
GIS - MAPPING						
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%
LEGAL SERVICES						
Right to Buy	Engrossment Fee (Freehold)	Per Transfer	£70.00	£84.00	£6.00	7.69%
	Engrossment Fee (Leasehold)	Per Lease	£80.00	£96.00	£6.00	6.67%
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%
INCOME & RECOVERY						
Council Tax Summons Cost		Per summons issued	£111.00		-£3.00	-2.63%
Business Rates Summons Cost		Per summons issued	£157.00		-£3.00	-1.88%
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%
DEMOCRATIC SERVICES						
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%
Admission Appeals - Admin Charge	Withdrawn/ Settled (W/S) Appeals	per admission appeal W/S after papers circulated	£50.00	£60.00	£0.00	0.00%
CUSTOMER SERVICES						
Blue Badges (New & Renewals)	Disabled Parking Badge	Each	£10.00		£0.00	0.00%
COMMUNICATIONS						
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%
KENNET DAY NURSERY						
Over 2 yrs - RBC		Daily rate (2 sessions)			-£48.03	N/A
Under 2yrs - RBC		Daily rate (2 sessions)			-£50.30	N/A
Over 2 yrs - Non RBC		Daily rate (2 sessions)			-£51.66	N/A
Under 2yrs - Non RBC		Daily rate (2 sessions)			-£53.89	N/A
3 yrs and over - RBC		Daily rate (2 sessions)	£49.44		£49.44	N/A
Under 3 yrs - RBC		Daily rate (2 sessions)	£51.44		£51.44	N/A
3 yrs and over - Non RBC		Daily rate (2 sessions)	£54.24		£54.24	N/A
Under 3 yrs - RBC		Daily rate (2 sessions)	£56.24		£56.24	N/A
* 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						
LEARNING AND WORKFORCE DEVELOPMENT						
Training	Places on training for school staff (1 day)	per place	£67.82		£1.82	2.75%
	Places on training for PVI sector	per place	£33.91		£0.91	2.75%

Equality Impact Assessment

Name of proposal/activity/policy to be assessed

2021/22 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: 24th November 2020

What is the aim of your policy or new service?

The aim of the Medium-Term Financial Strategy 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 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'.

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. And 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.

Who are the main stakeholders and what do they want?

Residents, businesses, councillors and council staff in Reading.

Our citizens panel Covid-19 survey indicates at priorities for residents since the pandemic have changed slightly. Their highest priorities now are: health services, access to open countryside and clean streets. This compares to the results to a similar question asked to the panel 2018 where their highest priorities were: level of crime, clean streets, good schools.

The survey also showed some differences across equality characteristics.

More younger people said they would need help with debt advice, mental health support and childcare services.

More respondents from BAME communities felt they will need help with debt advice, mental health support, employment services, childcare services and befriending.

More respondents with disabilities feel they will need support with debt advice, food banks, mental health support, shopping and befriending.

All groups need some help with using online services.

Assessment of Relevance and Impact

The draft budget proposes 67 new business cases for change as set out in Appendix 3. The Equality duty has been considered for each of these proposed savings. For the majority of these the Equality Duty is not relevant to the changes proposed or no negative impact is identified under the Equality Duty.

For 17 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
DACHS-2021-05 rev	Supporting Young People into adulthood (pressure)	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. Equality impact assessment may be required for individual proposals
DACHS-2021-19 rev	Supporting Young People into adulthood (savings target)	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. Equality impact assessment may be required for individual proposals
DACHS-2021-22 rev	Workforce Review	Potential for impact on staff. EQIA will be informed by consultation in Jan 21 & March 21
DACHS-2122-NEW-01	Alternative to Residential and Nursing Care for 18 to 64 Year Olds	Equality impact assessment may be required for individual proposals
DACHS-2021-21 rev	Outcome based delivery support (Promoting Independent Living)	Service users and their families could also 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. Equality impact assessment may be required for individual proposals
DACHS-2122-NEW-02	Efficiency savings secured through Public Health re-procurements	DAAT service users may experience an altered level of service/ access to treatment. Potential impact on success treatment completions and drug related harm in Reading. Consolidating of adults and young person service may be less desirable for some service users.
DEGNS-2122-02	Workforce Review	Potential for impact on staff
DEGNS-2021-33	Fundamental Service Review - Planning and Regulatory Services	Potential for impact on staff. EQIA will be completed in January 2021.

Appendix 8

Ref	Change Proposal	Reason for Equality Impact Assessment
DEGNS-2122-05	Unachievable licencing income due to Covid-19	Potential for impact on protected characteristic due to the demographic profile of taxi economy in Reading. EQIA will be completed in January 2021.
DEGNS-2122-08-rev	Town Hall Covid-19 income pressure and recovery plan	Potential for impact on staff
DEGNS-2122-10	Street Lighting Energy	Potential impact for access and safety for protected characteristics
DEGNS-2021-78	Commercialisation Direct Services	Potential for impact on staff
DEGNS-2122-13-rev	Review of office and workspace requirements	Potential for impact on staff
DOR-2021-06	New customer services model (Phase 2)	Potential for impact on staff. EQIA will be completed in January 2022 when the full consultation takes place
DOR-2122-NEW-03	Redesign of Reception Centre to reflect greater self-service options	Potential for impact on staff
DOR-2122-NEW-06	Reduction in staffing levels for HR and OD	Potential for impact on staff
COR-2122-NEW-01	Corporate Contractual Changes	Potential for impact on staff.

10 of these proposals have a potential for equality impact on staff. 4 of these proposals have a potential for impact on younger users of Adult Care services. Equality Impact Assessments will be undertaken and the outcomes reported back for consideration by the relevant committee as proposals are developed.

READING BOROUGH COUNCIL

REPORT BY RETURNING OFFICER AND ELECTORAL REGISTRATION OFFICER

TO:	POLICY COMMITTEE		
DATE:	14 DECEMBER 2020		
TITLE:	LOCAL GOVERNMENT BOUNDARY COMMISSION REVIEW OF WARD BOUNDARIES 2019-20		
LEAD COUNCILLOR:	CLLRS JASON BROCK/TONY PAGE	PORTFOLIO:	LEADERSHIP/ CORPORATE & CONSUMER SERVICES
SERVICE:	ELECTORAL ADMINISTRATION	WARDS:	BOROUGH-WIDE
LEAD OFFICER:	CHRIS BROOKS	TEL:	0118 937 2602 / 2731
JOB TITLE:	RETURNING OFFICER	E-MAIL:	Chris.brooks@reading.gov.uk

1. PURPOSE AND SUMMARY OF REPORT

- 1.1 Further to Minutes 20 and 38 of the Policy Committee on 15 July and 26 September 2019, and Minute 27 of full Council on 4 November 2019, to inform Members about the final recommendations of the LGBCE published on 29th September 2020 and the anticipated timetable for the making of an Order bringing the results of the Review into effect.
- 1.2 The Local Government Boundary Commission for England (LGBCE) has been undertaking an electoral review of the Council in its 2019-20 programme. This is because the 2017 canvass showed over 30% of the authority's current wards (5 out of 16) had a variance greater than 10% from the authority's average ratio of electors, which was 2,443 per Councillor or 7,329 per 3-member ward.
- 1.3 The LGBCE operates under the provisions of Part 3 of the Local Democracy, Economic Development & Construction Act 2009 (the 2009 Act). This established the LGBCE in place of the former Boundary Committee of the Electoral Commission. The last review of ward boundaries in Reading was undertaken by the former Boundary Committee of the Electoral Commission between February 2001 and June 2002, and was implemented from June 2004.
- 1.4 The 2001/02 review established a Council of 46 Councillors, representing 16 wards, of which 15 were 3-member wards which held elections by thirds. The remaining ward was Mapledurham, with one Councillor being elected every four years. The first stage of the review process, concerning Council size, was completed, with the LGBCE accepting the authority's submission, agreed by Policy Committee on 15 July 2019, that the authority continue to have elections by thirds, and that the number of Councillors be increased from 46 to 48, representing 16 three-member wards across the Borough, in recognition of the significant projected growth in the Borough's electorate, from 113,590 in 2019 to a projected 121,002 in 2025 (an increase of 7,412 electors, or 6.5%).

- 1.5 The LGBCE's timetable for the review is set out in Table 1 in Section 4. The LGBCE commenced the second stage of the review process - public consultation on warding patterns - on 27 August 2019, to run to 4 November 2019. In line with the LGBCE's good practice advice, the Policy Committee on 26 September 2019 set up an advisory cross-party Ward Boundary Review Working Party's to assist the development of the Council's response to the consultation. This Working Party met twice, on 2 and 22 October 2019, to develop a submission for the authority to make to the LGBCE.
- 1.6 The Council meeting of 4 November 2019 agreed the authority's submission on warding patterns to the LGBCE, as part of the LGBCE's first period of consultation, which ended on 4 November 2019.
- 1.7 Council on 4 November 2019 resolved the following:
- That the detailed deliberations of the cross-party Working Party be noted and endorsed, and the map showing the Working Party's proposals be agreed and submitted to the LBCE along with the supporting explanation (to follow and be circulated to all Councillors) as set out in the Minutes of the two Working Party meetings and this report. That the suggested names of the 16 wards be as shown in Table 2 in Section 5.
- 1.8 The Council's Ward Boundary Review Submission was lodged with the LGBC on 4 November 2020.
- 1.9 The LGBCE commenced its consultation on its Draft Recommendations on 4 February 2020. The consultation period was due to end on 13 April 2020, but owing to COVID-19 the LGBCE re-opened consultation on the draft recommendations on 8 June 2020, with an end date of 20 July 2020. It received comments from one Borough MP, one Councillor, three local political parties, five local community organisations, and 20 local residents, which can be reviewed on the LGBCE's website: www.lgbce.org.uk/all-reviews/south-east/berkshire/reading
- 1.10 The LGBC issued its Final Recommendations on 29 September 2020 which are annexed to this report. They provide for a Council of 48 Members, representing 16 three-member seats, all elected by thirds. The new warding arrangements will come into effect from May 2022, when all-out elections for all 16 wards will be held.

2. RECOMMENDED ACTIONS

- 2.1 That the Final Recommendations of the LGBCE dated September 2020 on the new electoral arrangements for the Council, be noted;
- 2.2 That the Returning Officer be authorised to take all necessary action to implement the new electoral arrangements in May 2022, including reviewing polling district boundaries and polling places.

3. POLICY CONTEXT AND LEGAL IMPLICATIONS

3.1. Under S56(1) of the 2009 Act, the Commission must, from time to time, conduct a review of the area of each principal council, and recommend whether a change should be made to the electoral arrangements. In this regard, electoral arrangements means (S56(4)):

- The total number of Councillors
- The number and boundaries of electoral areas for the election of Councillors
- The number of Councillors to be returned by any electoral area
- The name of the electoral area

3.2 Under S56(2), the Commission may conduct a review of all or any part of a principal council's electoral arrangements, including the number and boundaries of wards. In this regard, the Commission will be likely to conduct such a review in two circumstances:

- If it considers, having had regard to the council's annual canvass returns, that the ratio of local government electors to Councillors in a ward or wards is out of balance
- If a council requests the LGBCE to do a review, and the LGBCE agree that there are grounds to do so.

3.3. More details are given in Schedule 2 to the 2009 Act. Para. 2 relates to District Councils (which appears to include Unitary Authorities). This requires the LGBCE, in making its recommendations, to have regard to:

- a) The need to secure that the ratio of the number of local government electors to the number of Councillors is, as nearly as possible, the same in every electoral area - over the 5 year period following implementation
- b) The need to reflect the identities and interests of local communities and, in particular the desirability of fixing boundaries:
 - which are and will remain easily identifiable
 - so as not to break any local ties
- c) The need to secure effective and convenient local government
- d) Where an authority has a scheme of election by thirds, as in Reading, the desirability of securing that each electoral area returns an appropriate number of Councillors.

3.4. The 2009 Act does not specify a timetable for these reviews, although the reference to the 5 year period following implementation carries an inference. However, the LGBCE review each council's annual canvass returns each year, and if they consider that a council is no longer securing the ratios specified in (a) above, the LGBCE will write to the council's chief executive to give notice that they will be conducting a boundary review.

3.5 In terms of the requirement to achieve equality of representation (see 3.3(a) above), the old Boundary Committee operated to statutory criteria which required ward electorates to be within 10% of the Borough average, and not to vary by more than 30% against each other. These statutory criteria have disappeared through the 2009 Act, but the LGBCE are still working to them.

- 3.6 In order to develop the Council’s response to the LGBCE’s ward review consultation, the Policy Committee on 26 September 2019 set up an advisory working group with a cross-party membership (6:3:1:1), with the following terms of reference:

To consider the Local Government Boundary Commission Review of Reading’s Ward Boundaries 2019-20 and make observations and recommendations to the Council or Policy Committee on warding patterns for approval and submission to the Commission during the public consultation periods.

4. REVIEW TIMETABLE

- 4.1 The LGBCE started the review in November 2018, and planned to conclude it by 30 June 2020. The original anticipated time-table for the review was in Table 1 as follows:

Table 1 - LGBCE Timetable

February / March 2019	Preliminary meetings held with officers, group leaders and councillors
20 August 2019	Commission agree total number of councillors for authority
27 August 2019 - to 4 November 2019	First public consultation period inviting proposals for warding patterns
21 January 2020	Commission agree draft recommendations
4 February 2020 - to 13 April 2020	Second consultation on draft recommendations
16 June 2020	Commission agree final recommendations
30 June /2020	Final recommendations published
Autumn 2020	Order laid in Parliament
May 2022	Implementation

- 4.2 The General Election of December 2019 meant the LGBCE Final recommendations meeting was delayed until 18 August 2020 which led to the final recommendations being published by the LGBCE on 29th September 2020.
- 4.3 The review was progressing in line with the revised timetable until April 2020. The impact of the COVID-19 pandemic caused the LGBCE to reopen the Second consultation on the draft recommendations on 8 June 2020 which ran until 20 July 2020. The LGBCE published its Final recommendations on 29 September 2020 as opposed to the intended publication of 30 June 2020.
- 4.4 The Order is to be laid before parliament in January 2021
- 4.5 The new electoral arrangements will be implemented at an ‘all-out’ election in 2022. The mechanism for deciding how long a councillor serves from the whole Council elections in 2022 will be based on the number of votes polled with the lowest of the three elected councillors serving initially for one year, the middle serving for two years, and the top councillor serving for a full four years. Thereafter each councillor would serve a full four years.

5 FINAL RECOMMENDATIONS

- 5.1 The Final Recommendations are for 16 three-councillor wards. The LGBCE considers that its final recommendations provide for good electoral equality while reflecting community identities and interests where it received such evidence during consultation.
- 5.2 The Final Recommendations are based on the draft recommendations with modification to the proposed Caversham and Thames wards based on the submissions received. The LGBCE also made a minor modification to the boundaries between Church and Redlands wards and has changed the name of the Heights ward to Caversham Heights ward.
- 5.3 Caversham and Thames Wards. The LGBCE received eight submissions which disagreed with the proposals for the new Thames ward, which straddles the River Thames. The consideration of these submissions is contained in paragraphs 48, 49, and 50 of the final recommendation report. The LGBCE considered the evidence and decided to amend the boundary by moving the centre of Caversham into Caversham ward, which it considered helped alleviate some of the governance concerns raised in relation to the proposed Thames ward. The LGBC confirmed the draft recommendations in this area with the above amendment between the boundaries of the ward.
- 5.4 Church Ward. The LGBCE received four submissions in relation to the draft recommendations for church ward which contended that the whole of Northcourt Avenue should remain in Church ward. The LGBC agreed that there was considerable evidence to suggest that Northcourt Avenue has strong community ties and should therefore remain wholly in the same ward. The LGBCE also proposed to run the boundary partially along Northcourt Avenue to ensure the university premises along the road are kept within Redlands ward, as recommended by the Council, to place University Halls of Residence in the same ward. The LGBCE took the view that Marlborough House should be kept within Church ward as it constitutes part of Northcourt Avenue; and considered that its above recommendations will ensure effective and convenient local government.
- 5.5 Save for the above amendments the LGBCE confirmed its draft recommendations as final.
- 5.6 Table 2 below sets out the 16 new wards and the changes made from the current wards.

Table 2 - New Warding Arrangements

New Ward	Changes from current wards
Abbey	Central core of Abbey ward, with north and eastern areas transferred to new Thames ward, and small transfers to Coley and Redlands ward; and the small part of Battle ward east of railway transferred to Abbey ward.
Battle	Core of current ward, with small transfers to Abbey, Coley, and from and Norcot Kentwood wards.
Caversham	Northern part of Caversham ward and southern part of Thames wards

Caversham Heights	Mapledurham ward and northern part of Thames ward, plus small transfer from Peppard ward
Church	Core of current ward, plus north-eastern parts of Whitley ward; and transfers to Redlands around university (excluding Northcourt Avenue); and to Whitley south of Hartland Road
Coley	Core of Minster ward, with small transfers to Katesgrove and Southcote, and from Battle wards.
Emmer Green	Core of Peppard ward with small transfers from Thames and Caversham wards
Katesgrove	Core of current ward, with small transfers from Minster ward to align western boundary to Rose Kiln Lane (not River Kennet)
Kentwood	Core of current ward, less small transfer to Battle ward
Norcot	Core of current ward, with minor boundary adjustments with Battle, Southcote and Tilehurst wards
Park	NO CHANGE
Redlands	Current ward, plus transfers from Abbey and Church
Southcote	Core of current ward, plus transfer of Minster ward west of railway, and boundary adjustments with Norcot ward.
Thames (new)	Southern part of Caversham ward and northern and eastern parts of Abbey ward.
Tilehurst	Core of current ward, with minor boundary adjustment with Norcot and Southcote wards
Whitley	Core of current ward, plus south-western part of Cburch ward; and less north-eastern parts to Church

6. CONTRIBUTION TO STRATEGIC AIMS

- 6.1 The ward boundary review goes to the heart of promoting local democracy and electoral equality for local residents. It supports the promotion of the participation of Reading people in local democracy.

7. COMMUNITY ENGAGEMENT AND INFORMATION

- 7.1 The LGBCE has carried out two consultations with the Council, as described above in section 4.

8. EQUALITY IMPACT ASSESSMENT

- 8.1 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.
- 8.2 In this regard you **must** consider whether the decision will or could have a differential impact on: racial groups; gender; people with disabilities; people of a particular sexual orientation; people due to their age; people due to their religious belief.

- 8.3 It is not considered that an equality impact assessment is necessary for the purpose of responding to the LGBCE on the number of Councillors or ward boundaries. In this respect it is recognised that Reading is a thriving multi-cultural community, which is reflected in the composition of the current Council, and ward electorate.

9. ENVIRONMENTAL IMPACT

- 9.1 There are no environmental concerns as a result of the LGBCE's review of ward boundaries in Reading.

10. FINANCIAL IMPLICATIONS

- 10.1 The 2018/19 budget for electoral registration is £327k, and the budget for local elections is £190k: the cost of the review has been met from within these budgets.
- 10.2 The increase of the number of Councillors by two to 48 Councillors will increase the Councillors' Allowance budget by £16,440pa. The individual Councillor Allowance is to be linked to the increase in Local Government pay.

11. BACKGROUND PAPERS

Reports and maps submitted to the Ward Boundary Review Working Party.

LGBCE Draft recommendations 4th February 2020.

Report by the LGBCE dated 29 September 2020 Final Recommendations on the new Electoral Arrangements for Reading Borough Council.

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Final recommendations on the new electoral arrangements for Reading Borough Council

Electoral review

September 2020

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Tel: 0330 500 1525

Email: reviews@lgbce.org.uk

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A note on our mapping:

The maps shown in this report are for illustrative purposes only. Whilst best efforts have been made by our staff to ensure that the maps included in this report are representative of the boundaries described by the text, there may be slight variations between these maps and the large PDF map that accompanies this report, or the digital mapping supplied on our consultation portal. This is due to the way in which the final mapped products are produced. The reader should therefore refer to either the large PDF supplied with this report or the digital mapping for the true likeness of the boundaries intended. The boundaries as shown on either the large PDF map or the digital mapping should always appear identical.

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Introduction

Who we are and what we do

1 The Local Government Boundary Commission for England (LGBCE) is an independent body set up by Parliament.¹ We are not part of government or any political party. We are accountable to Parliament through a committee of MPs chaired by the Speaker of the House of Commons. Our main role is to carry out electoral reviews of local authorities throughout England.

2 The members of the Commission are:

- Professor Colin Mellors OBE (Chair)
- Andrew Scallan CBE (Deputy Chair)
- Susan Johnson OBE
- Peter Maddison QPM
- Amanda Nobbs OBE
- Steve Robinson
- Jolyon Jackson CBE (Chief Executive)

What is an electoral review?

3 An electoral review examines and proposes new electoral arrangements for a local authority. A local authority's electoral arrangements decide:

- How many councillors are needed.
- How many wards or electoral divisions there should be, where their boundaries are and what they should be called.
- How many councillors should represent each ward or division.

4 When carrying out an electoral review the Commission has three main considerations:

- Improving electoral equality by equalising the number of electors that each councillor represents.
- Ensuring that the recommendations reflect community identity.
- Providing arrangements that support effective and convenient local government.

5 Our task is to strike the best balance between these three considerations when making our recommendations.

¹ Under the Local Democracy, Economic Development and Construction Act 2009.

6 More detail regarding the powers that we have, as well as the further guidance and information about electoral reviews and review process in general, can be found on our website at www.lgbce.org.uk

Why Reading?

7 We are conducting a review of Reading Borough Council ('the Council') as the value of each vote in borough elections varies depending on where you live in Reading. Some councillors currently represent many more or fewer voters than others. This is 'electoral inequality'. Our aim is to create 'electoral equality', where votes are as equal as possible, ideally within 10% of being exactly equal.

8 This electoral review is being carried out to ensure that:

- The wards in Reading are in the best possible places to help the Council carry out its responsibilities effectively.
- The number of voters represented by each councillor is approximately the same across the borough.

Our proposals for Reading

9 Reading should be represented by 48 councillors, two more than there are now.

10 Reading should have 16 wards, the same number as present.

11 The boundaries of all wards, except Park, should change.

12 We have now finalised our recommendations for electoral arrangements for Reading.

How will the recommendations affect you?

13 The recommendations will determine how many councillors will serve on the Council. They will also decide which ward you vote in, which other communities are in that ward, and, in some cases, which parish council ward you vote in. Your ward name may also change.

14 Our recommendations cannot affect the external boundaries of the borough or result in changes to postcodes. They do not take into account parliamentary constituency boundaries. The recommendations will not have an effect on local taxes, house prices, or car and house insurance premiums and we are not able to take into account any representations which are based on these issues.

Review timetable

15 We wrote to the Council to ask its views on the appropriate number of councillors for Reading. We then held three periods of consultation with the public on warding patterns for the borough. The submissions received during consultation have informed our final recommendations.

16 The review was conducted as follows:

Stage starts	Description
20 August 2019	Number of councillors decided
27 August 2019	Start of consultation seeking views on new wards
4 November 2019	End of consultation; we began analysing submissions and forming draft recommendations
4 February 2020	Publication of draft recommendations; start of second consultation
13 April 2020	End of consultation
8 June 2020	Re-opened consultation on draft recommendations
20 July 2020	End of consultation; we began analysing submissions and forming final recommendations
29 September 2020	Publication of final recommendations

Analysis and final recommendations

17 Legislation² states that our recommendations should not be based only on how many electors³ there are now, but also on how many there are likely to be in the five years after the publication of our final recommendations. We must also try to recommend strong, clearly identifiable boundaries for our wards.

18 In reality, we are unlikely to be able to create wards with exactly the same number of electors in each; we have to be flexible. However, we try to keep the number of electors represented by each councillor as close to the average for the council as possible.

19 We work out the average number of electors per councillor for each individual local authority by dividing the electorate by the number of councillors, as shown on the table below.

	2019	2025
Electorate of Reading	113,590	121,002
Number of councillors	46	48
Average number of electors per councillor	2,469	2,521

20 When the number of electors per councillor in a ward is within 10% of the average for the authority, we refer to the ward as having 'good electoral equality'. All of our proposed wards for Reading will have good electoral equality by 2025.

Submissions received

21 See Appendix C for details of the submissions received. All submissions may be viewed on our website at www.lgbce.org.uk

Electorate figures

22 The Council submitted electorate forecasts for 2025, a period five years on from the scheduled publication of our final recommendations in 2020. These forecasts were broken down to polling district level and predicted an increase in the electorate of around 7% by 2025.

23 We considered the information provided by the Council and are satisfied that the projected figures are the best available at the present time. We have used these figures to produce our final recommendations.

² Schedule 2 to the Local Democracy, Economic Development and Construction Act 2009.

³ Electors refers to the number of people registered to vote, not the whole adult population.

Number of councillors

24 Reading Council currently has 46 councillors. We have looked at evidence provided by the Council and have concluded that increasing by two will ensure the Council can carry out its roles and responsibilities effectively.

25 We therefore invited proposals for new patterns of wards that would be represented by 48 councillors.

26 As Reading Council elects by thirds (has elections in three out of every four years) there is a presumption in legislation⁴ that the Council have a uniform pattern of three-councillor wards. We will only move away from this pattern of wards should we receive compelling evidence during consultation that an alternative pattern of wards will better reflect our statutory criteria.

27 We received one submission about the number of councillors in response to the consultation on our draft recommendations. This submission suggested that the council size should increase to 49 and stated that an alternative scheme should be utilised for the borough. However, we did not consider the scheme was supported by sufficient evidence and were therefore not persuaded to increase to 49 councillors. We have therefore maintained 48 councillors for our final recommendations.

Ward boundaries consultation

28 We received 19 submissions in response to our consultation on ward boundaries. These included one borough-wide proposal from the Council, which developed its proposals through a cross-party working group. This was approved at a full Council meeting on 4 November 2019. The remainder of the submissions largely provided localised comments for warding arrangements in particular areas of the borough.

29 One submission was signed by 24 electors from Church ward and contained two partial warding schemes. We gave this submission careful consideration but concluded that the proposal was descriptive in nature and lacked the evidence to support some of its proposals. In particular, we noted that the scheme often mentioned moving electors from certain wards into others without specifying exactly where this should take place. It was therefore difficult to accommodate these suggestions. The submission also reasoned that parliamentary constituency boundaries should be taken into account and used this as an explanation for some of its proposals. However, parliamentary constituencies are not a point of consideration for the Commission as they do not form part of our statutory criteria for assessing ward boundaries. Where possible, and where evidence was provided, we sought to

⁴ Schedule 2 to the Local Democracy, Economic Development & Construction Act 2009 paragraph 2(3)(d) and paragraph 2(5)(c).

take account of the points raised in the submission. This submission also received support from the Northcourt Avenue Residents' Association.

30 Some of the submissions made comments regarding the possibility of amending the external borough boundary. We were unable to have regard to this issue in our draft recommendations as amendments to authority boundaries are not considered as part of an electoral review.

31 The borough-wide scheme provided for a uniform pattern of three-councillor wards for Reading. We carefully considered this scheme and were of the view that the proposed pattern of wards resulted in good levels of electoral equality in most areas of the authority and generally used clearly identifiable boundaries.

32 Our draft recommendations also took into account local evidence that we received, which provided further evidence of community links and locally recognised boundaries. In some areas we considered that the proposals did not provide for the best balance between our statutory criteria and so we identified alternative boundaries.

33 We visited the area in order to look at the various different proposals on the ground. This tour of Reading helped us to decide between the different boundaries proposed.

34 Our draft recommendations were for 16 three-councillor wards. We considered that our draft recommendations would provide for good electoral equality while reflecting community identities and interests where we received such evidence during consultation.

Draft recommendations consultation

35 We received 30 submissions during consultation on our draft recommendations. These included submissions from the Reading Borough Council's Labour Group and the Conservative Group who both expressed support for our draft recommendations in full. The Reading & Wokingham Green Party contended that our draft recommendations were not fully in line with their views, but nonetheless considered them reasonable.

36 Additionally, we received a full scheme based on a council size of 49 councillors from a local resident. It was difficult to assess the viability of the scheme, as it did not offer detail as to where its proposed boundaries were. Furthermore, the scheme proposed numerous changes across various parts of the borough in councillor size and boundaries, without evidencing why these should occur or giving detail of the geographical location of the proposed boundaries. Overall, we were not

convinced by the evidence put forward and were therefore not persuaded to adopt these proposals as part of our final recommendations.

37 The majority of the other submissions focused on specific areas, particularly our proposals for the area north of the River Thames, as well as our proposals for a ward that straddled the river. We also received a few submissions in relation to Northcourt Avenue and our proposed name change of Minster ward to Coley. The remainder of the submissions largely provided localised comments for warding arrangements in particular areas of the borough.

38 Some of the submissions made comments regarding the possibility of amending the external borough boundary. We were unable to have regard to this issue in our final recommendations as amendments to authority boundaries are not considered as part of an electoral review.

39 Our final recommendations are based on the draft recommendations with a modification to our proposed Caversham and Thames wards based on the submissions received. We also make a minor modification to the boundaries between Church and Redlands wards and propose changing the name of our proposed The Heights ward to Caversham Heights.

Final recommendations

40 Our final recommendations are for 16 three-councillor wards. We consider that our final recommendations will provide for good electoral equality while reflecting community identities and interests where we received such evidence during consultation.

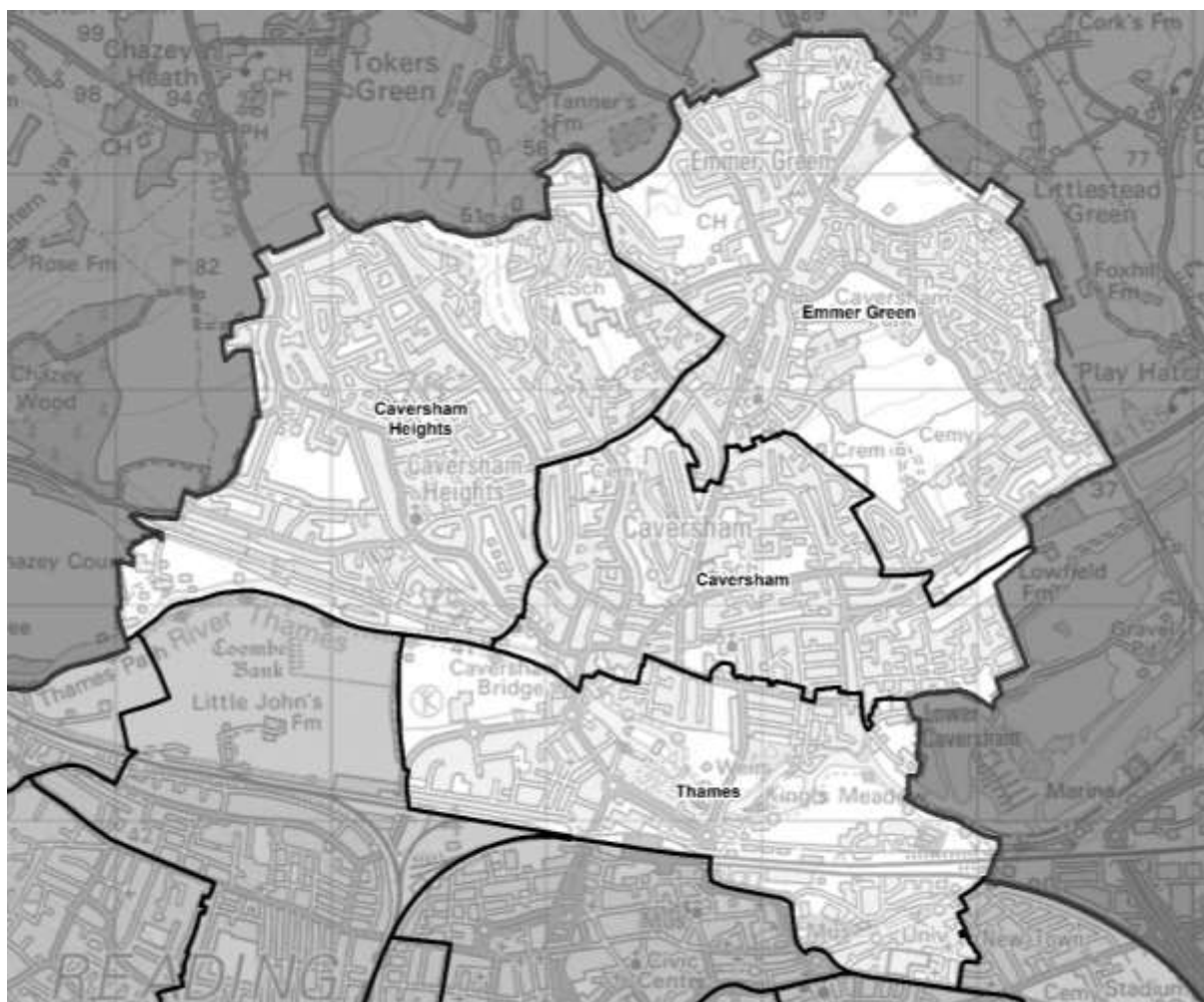
41 The tables and maps on pages 12–21 detail our final recommendations for each area of Reading. They detail how the proposed warding arrangements reflect the three statutory⁵ criteria of:

- Equality of representation.
- Reflecting community interests and identities.
- Providing for effective and convenient local government.

42 A summary of our proposed new wards is set out in the table starting on page 29 and on the large map accompanying this report.

⁵ Local Democracy, Economic Development and Construction Act 2009.

Caversham, Caversham Heights, Emmer Green and Thames



Ward name	Number of councillors	Variance 2025
Caversham	3	3%
Caversham Heights	3	0%
Emmer Green	3	3%
Thames	3	-9%

Caversham Heights and Emmer Green

43 We received a submission from a resident in relation to the ward boundaries in this area. The submission contended that the ward boundary should be adjusted to run along Surley Row rather than St Barnabas Road and Evesham Road. This was on the basis that this triangular area had stronger links with the Emmer area and that residents used facilities in Emmer Green. We considered this alternative but were not persuaded we had received sufficient evidence to justify this change.

44 The remaining submissions proposed that different ward names should be used for this area. Two submissions from local organisations argued that the wards should be renamed Caversham East and Caversham West on the basis that they were

neutral ward names. The submissions argued that The Heights inferred elitism, with one of the submissions suggesting that the ward did not contain the area wholly known as Caversham Heights. The submissions also stated that our proposed Emmer Green ward contained an area that is not locally referred to as Emmer Green and proposed that Caversham East would be a more neutral and fitting choice of ward name.

45 We received another submission from a resident who expressed their disagreement with the ward name The Heights, arguing that its use was elitist. Councillor Barnett-Ward agreed with our proposed Emmer Green ward name but argued that The Heights should be renamed Caversham Heights. Similarly, a local resident agreed with our choice of Emmer Green as a ward name on the basis that it 'better reflects the community' and was more fitting than the current ward name of Peppard. The submission also proposed that The Heights ward should be renamed Caversham Heights as it 'is used by a number of local community organisations/facilities' whilst The Heights is not widely used in the local area.

46 We considered the different arguments put forward in relation to the ward names for the area. Whilst we understood the logic behind the proposed Caversham East and Caversham West ward names, we did not consider them to be fully representative of the area. On the basis of the evidence received, we consider Caversham Heights to be a more fitting ward name than The Heights and we have therefore decided to make this change as part of our final recommendations. We considered our proposed ward name of Emmer Green to be sufficiently representative of the area and better known locally. Furthermore, we note that our proposed ward is similar to the current ward, which is named Peppard. We therefore consider there is no necessity to include 'Caversham' in the ward name.

47 We confirm our draft recommendations as final for this area, with one amendment to change the name of our proposed The Heights ward to Caversham Heights.

Caversham and Thames

48 We received the most submissions in relation to our proposals for this area. Eight submissions disagreed with our proposals for Thames ward, with many stating that governance issues would arise from a ward that spanned the river. The bulk of arguments put forward to us argued that there was also a lack of commonality between communities either side of the river. Some submissions also contended that the area south of the Kennet and Avon Canal had different needs, with one respondent stating that this area was in fact Newtown and should therefore be placed in Park ward.

49 We considered the evidence put forward to us and looked at possible alternative options for the area. We noted that were we to draw the boundary along

the river as some suggested, this would split this area into a single-councillor and two-councillor ward and the former would have poor electoral equality. Similarly, it is worth noting that it is not possible to add the area to the south of the Kennet & Avon Canal to Park ward and achieve good electoral equality in either Thames ward or Park ward. We therefore do not recommend adopting any of these changes. Furthermore, we are statutorily obliged to adopt a three-councillor ward pattern where a council elects by thirds, unless there is substantial evidence to counter this. Whilst we note the concerns raised in relation to our proposals, we would contend that the proposal still provides for the best balance of our statutory criteria, in that it has good electoral equality and follows generally clear and identifiable boundaries. While some comments have been made in relation to community links, no strong evidence has been provided for a viable alternative warding pattern for this area.

50 We received a submission from the Friends of Caversham Court Gardens that stated that the St Peter's Conservation Area should be placed within our proposed Caversham ward. This sentiment was echoed in other submissions and the Caversham & District Residents' Association submitted a proposal that placed this area and some of the High Street in Caversham ward. The association stated that the High Street area belonged with Caversham and would also help ease the burden on Thames ward, as the councillors would not have to deal with issues arising from this area, which had more similarities with Caversham.

51 We carefully considered the evidence received and have decided to amend the boundary between the two wards. Furthermore, we consider that moving the centre of Caversham into Caversham ward will help alleviate some of the governance concerns raised in relation to our proposed Thames ward. We also received a suggestion from Councillor Barnett-Ward to rename our proposed Thames ward either Riverside or Thameside. Councillor Barnett-Ward suggested the latter on the basis that Thameside Primary School is in the ward and that both 'would be fitting names that would make sense to residents'. Whilst we accept that Thameside had prevalence in the ward, we still deemed Thames to be an accurate description, in light of the River Thames spanning the centre of the ward. On this basis we have not chosen to rename the ward.

52 Therefore, we confirm our draft recommendations as final for this area, with one amendment between the boundaries of the ward, as discussed above.

Abbey, Battle and Kentwood

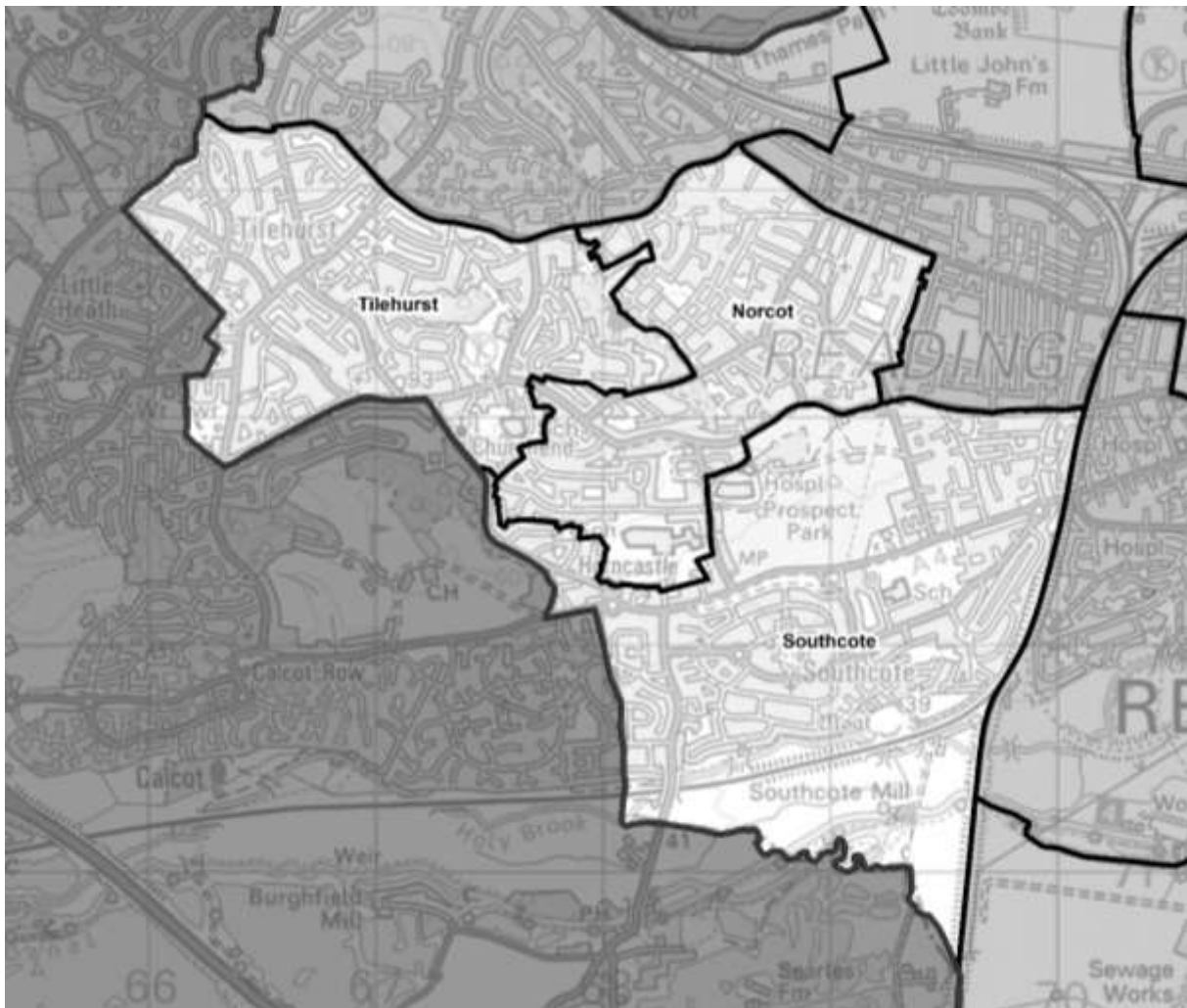


Ward name	Number of councillors	Variance 2025
Abbey	3	-3%
Battle	3	2%
Kentwood	3	-8%

Abbey, Battle and Kentwood

53 We received no submissions that related directly to these wards. We have therefore decided to confirm our draft recommendations as final.

Norcot, Southcote and Tilehurst

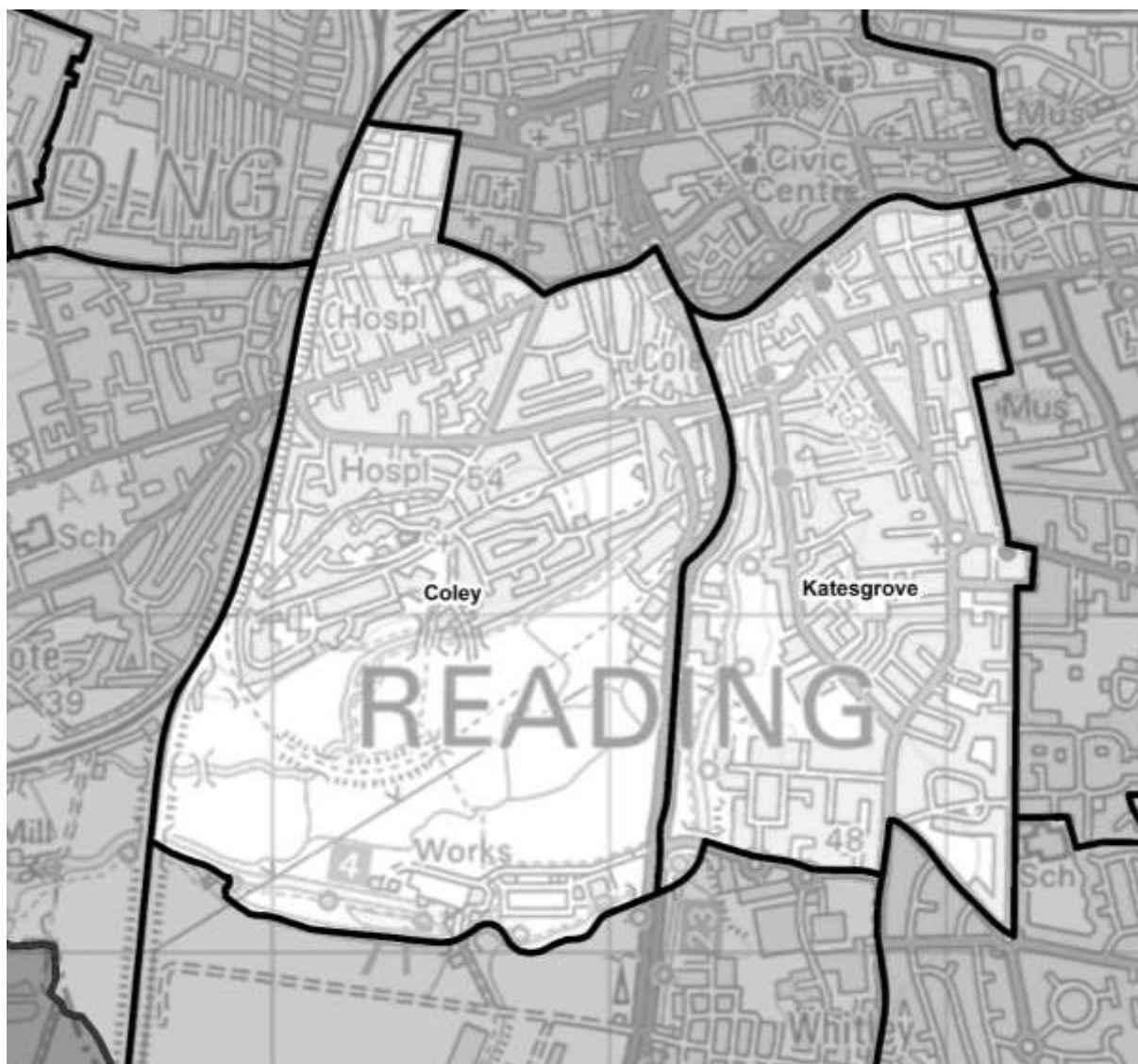


Ward name	Number of councillors	Variance 2025
Norcot	3	4%
Southcote	3	3%
Tilehurst	3	-2%

Norcot, Southcote and Tilehurst

54 We received no submissions that related directly to these wards. We have therefore decided to confirm our draft recommendations as final.

Coley and Katesgrove



Ward name	Number of councillors	Variance 2025
Coley	3	-7%
Katesgrove	3	3%

Coley

55 We received six comments in relation to our draft proposals for this ward. The comments largely referred to our proposed name choice of Coley, with four arguing that the current ward name of Minster should be retained based on its historical importance to the area. One of the respondents stated that they were happy with our proposed ward boundaries. Councillor Barnett-Ward agreed with our proposed choice of Coley, on the basis that it is more widely used by people in the area. Similarly, we also received a submission from a local resident stating a preference for the name of Coley as it corrected 'the historic anomaly relating to the fact that Minster is no longer situated in the ward'. The resident also argued that Coley was a

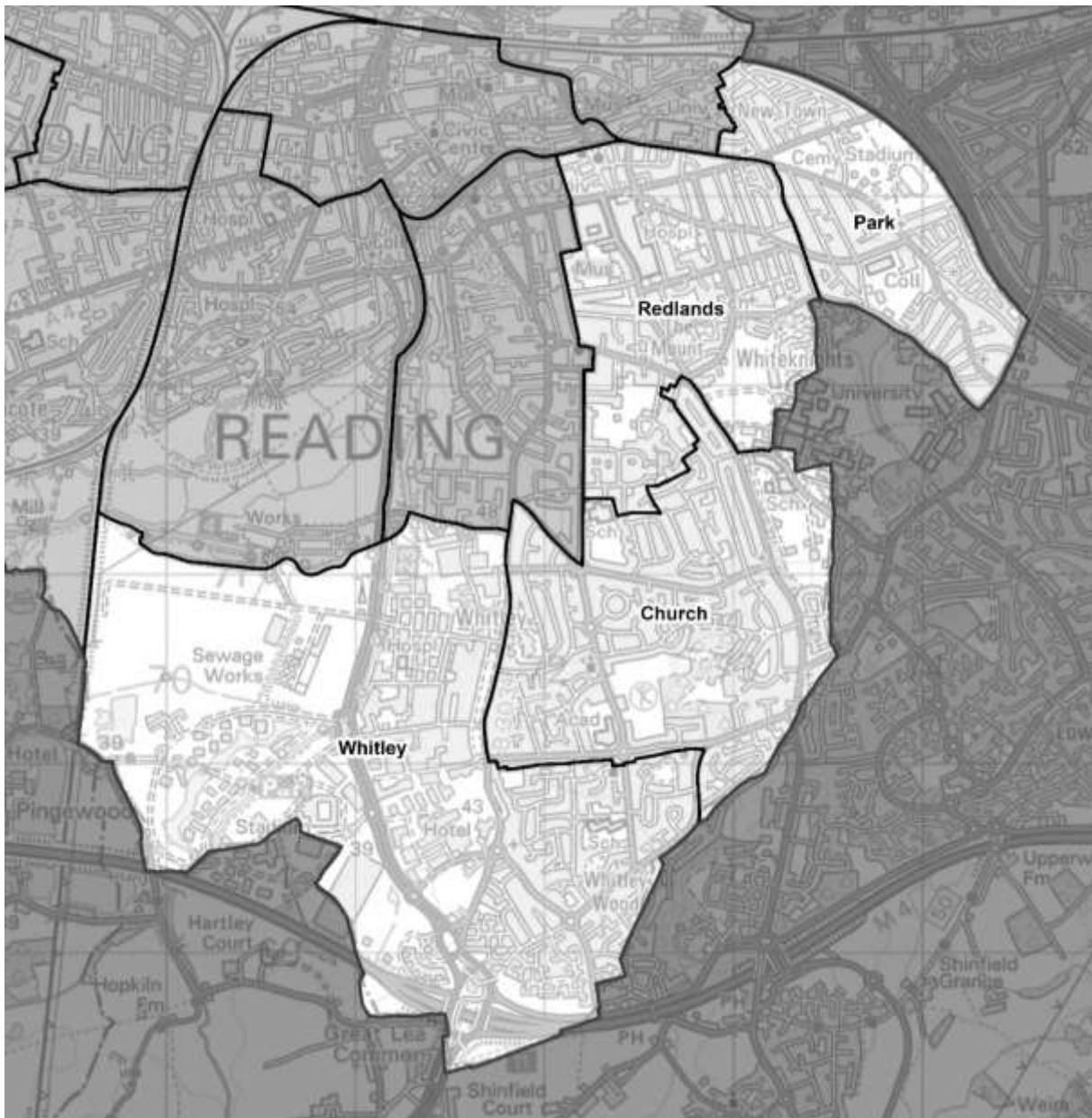
better reflection of local community identity, particularly as the new ward largely covers the areas of Coley and Coley Park.

56 We considered the arguments put forward and agree that the name Coley is more reflective of how the area is referred to by residents. Whilst we acknowledge the historical importance of Minster to the area, we consider that this is not representative of its community identity. Therefore, we confirm our draft recommendations for this ward as final.

Katesgrove

57 We received no submissions that directly related to this ward. We have therefore decided to confirm our draft recommendations as final.

Church, Park, Redlands and Whitley



Ward name	Number of councillors	Variance 2025
Church	3	9%
Park	3	-8%
Redlands	3	-2%
Whitley	3	10%

Church

58 We received four submissions in relation to our draft recommendations for Church ward. Three of these submissions were from a local resident, Matt Rodda MP (Reading East) and the Northcourt Avenue Residents' Association, who all contended that Northcourt Avenue should remain in Church ward. Matt Rodda MP

argued that the ward boundary should run along Christchurch Road as this is a clear and identifiable boundary. He also stated there was strong community evidence to keep Northcourt Avenue in the same ward, owing to the work that the residents' association does, which demonstrates a strong community.

59 The Northcourt Avenue Residents' Association similarly argued that they should be kept in the same ward owing to their strong community ties. Unlike Matt Rodda MP, they proposed that the ward boundary should instead extend to include Northcourt Avenue, running along Shinfield Road and behind the housing on Northcourt Avenue.

60 We received a further submission from a local resident stating that they were content with our draft recommendations for Church ward but that the ward should be renamed Whitley. They argued that the name Church did not reflect the community contained in the proposed ward and noted that it contained areas often identified as Whitley. We considered the argument put forward but would contend that renaming this ward Whitley would likely result in more confusion. Whilst we accept that some areas currently in Whitley would be moved into this ward, we would also contend that both wards still broadly resemble the current warding arrangements. Therefore, we do not propose adopting this name change.

61 Having carefully considered the evidence received, we agree that there is considerable evidence to suggest that Northcourt Avenue has strong community ties and should therefore remain wholly in the same ward. Whilst we agree with Matt Rodda MP that Christchurch Road is a clear and identifiable boundary, it is not possible to use this as a ward boundary and ensure good electoral equality. We also studied the boundary put forward by the Northcourt Avenue Residents' Association but noted that it would include some areas of Reading University campus, such as the field extension of St Patrick's Hall. We therefore propose adopting this suggestion but with an amendment, running the boundary partially along Northcourt Avenue to ensure that the university premises along the road are kept within Redlands ward. In doing this, we consider our recommendations will ensure effective and convenient local government. We were of the view that Marlborough House should be kept in Church ward, as it constitutes part of Northcourt Avenue.

62 We therefore confirm our draft recommendations for Church ward as final, with an amendment to the ward boundary described above.

Park, Redlands and Whitley

63 We received two submissions in relation to this area. One resident proposed that the boundary of Whitley ward should continue along Basingstoke Road to the B3031 rather than along Hartland Road. The submission argued that this would accommodate the new build areas of Green Park, Kennet Island and Reading Gateway, and ensure that their needs are not overlooked by the rest of the ward. We

considered this argument but note that this proposal would not achieve good electoral equality for Church ward. Therefore, we do not recommend adopting this proposal.

64 We also received a submission from a resident who argued that the wards Whitley and Park should be renamed. They suggested that Whitley ward could be renamed Whitley Wood, Whitley Wood & Kennet Island or West Whitley. As discussed earlier, this respondent also proposed that Church ward should be renamed Whitley. We considered this proposal but chose not to adopt this name choice. We are not convinced that any of the alternative names provide a better reflection of communities in the proposed ward. The submission also proposed renaming Park ward to Palmer Park. It was stated that this is an identifying feature of the ward and would identify the significance of George Palmer, a prominent historical figure associated with the area. We considered this suggestion and noted the historical reference but would contend that Park is a better reflection of current community identities in this area of the borough.

65 We received no submissions that directly related to Redlands ward. In consideration of all the evidence received, we have decided to confirm our draft recommendations as final for Park and Whitley wards, with an amendment to Redlands ward as discussed in the context of Church ward above.

Conclusions

66 The table below provides a summary as to the impact of our final recommendations on electoral equality in Reading, referencing the 2019 and 2025 electorate figures. A full list of wards, names and their corresponding electoral variances can be found at Appendix A to the back of this report. An outline map of the wards is provided at Appendix B.

Summary of electoral arrangements

	Final recommendations	
	2019	2025
Number of councillors	48	48
Number of electoral wards	16	16
Average number of electors per councillor	2,366	2,521
Number of wards with a variance more than 10% from the average	3	0
Number of wards with a variance more than 20% from the average	1	0

Final recommendations

Reading Council should be made up of 48 councillors serving 16 wards representing 16 three-councillor wards. The details and names are shown in Appendix A and illustrated on the large maps accompanying this report.

Mapping

Sheet 1, Map 1 shows the proposed wards for Reading Borough Council. You can also view our final recommendations for Reading Council on our interactive maps at www.consultation.lgbce.org.uk

What happens next?

67 We have now completed our review of Reading Council. The recommendations must now be approved by Parliament. A draft Order – the legal document which brings into force our recommendations – will be laid in Parliament. Subject to parliamentary scrutiny, the new electoral arrangements will come into force at the local elections in 2022.

Equalities

68 The Commission has looked at how it carries out reviews under the guidelines set out in Section 149 of the Equality Act 2010. It has made best endeavours to ensure that people with protected characteristics can participate in the review process and is sufficiently satisfied that no adverse equality impacts will arise as a result of the outcome of the review.

Appendices

Appendix A

Final recommendations for Reading Borough Council

	Ward name	Number of councillors	Electorate (2019)	Number of electors per councillor	Variance from average %	Electorate (2025)	Number of electors per councillor	Variance from average %
1	Abbey	3	5,883	1,961	-17%	7,315	2,438	-3%
2	Battle	3	7,281	2,427	3%	7,709	2,570	2%
3	Caversham	3	7,648	2,549	8%	7,769	2,590	3%
4	Caversham Heights	3	7,543	2,514	6%	7,586	2,529	0%
5	Church	3	8,218	2,739	16%	8,246	2,749	9%
6	Coley	3	6,946	2,315	-2%	7,061	2,354	-7%
7	Emmer Green	3	7,652	2,551	8%	7,804	2,601	3%
8	Katesgrove	3	7,066	2,355	0%	7,825	2,608	3%
9	Kentwood	3	6,795	2,265	-4%	6,975	2,325	-8%
10	Norcot	3	7,645	2,548	8%	7,901	2,634	4%
11	Park	3	6,811	2,270	-4%	6,987	2,329	-8%
12	Redlands	3	6,838	2,279	-4%	7,408	2,469	-2%

Ward name	Number of councillors	Electorate (2019)	Number of electors per councillor	Variance from average %	Electorate (2025)	Number of electors per councillor	Variance from average %
13 Southcote	3	7,642	2,547	8%	7,763	2,588	3%
14 Thames	3	5,434	1,811	-23%	6,892	2,297	-9%
15 Tilehurst	3	7,255	2,418	2%	7,411	2,470	-2%
16 Whitley	3	6,933	2,311	-2%	8,350	2,783	10%
Totals	48	113,590	-	-	121,002	-	-
Averages	-	-	2,366	-	-	2,521	-

Source: Electorate figures are based on information provided by Reading Borough Council.

Note: The 'variance from average' column shows by how far, in percentage terms, the number of electors per councillor in each electoral ward varies from the average for the borough. The minus symbol (-) denotes a lower than average number of electors. Figures have been rounded to the nearest whole number.

Appendix B

Outline map



A more detailed version of this map can be seen on the large map accompanying this report, or on our website: www.lgbce.org.uk/all-reviews/south-east/berkshire/reading

Appendix C

Submissions received

All submissions received can also be viewed on our website at:

www.lgbce.org.uk/all-reviews/south-east/berkshire/reading

Political Groups

- Reading & Wokingham Green Party
- Reading Borough Council Conservative Group
- Reading Borough Council Labour Group

Councillors

- Councillor A. Barnett-Ward (Reading Borough Council)

Members of Parliament

- Matt Rodda MP (Reading East)

Local Organisations

- Caversham & District Residents' Association
- Caversham GLOBE
- Friends of Caversham Court Gardens
- Northcourt Avenue Residents' Association
- North Reading Safer Neighbourhood Forum

Local Residents

- 20 local residents

Appendix D

Glossary and abbreviations

Council size	The number of councillors elected to serve on a council
Electoral Change Order (or Order)	A legal document which implements changes to the electoral arrangements of a local authority
Division	A specific area of a county, defined for electoral, administrative and representational purposes. Eligible electors can vote in whichever division they are registered for the candidate or candidates they wish to represent them on the county council
Electoral fairness	When one elector's vote is worth the same as another's
Electoral inequality	Where there is a difference between the number of electors represented by a councillor and the average for the local authority
Electorate	People in the authority who are registered to vote in elections. For the purposes of this report, we refer specifically to the electorate for local government elections
Number of electors per councillor	The total number of electors in a local authority divided by the number of councillors
Over-represented	Where there are fewer electors per councillor in a ward or division than the average
Parish	A specific and defined area of land within a single local authority enclosed within a parish boundary. There are over 10,000 parishes in England, which provide the first tier of representation to their local residents

Parish council	A body elected by electors in the parish which serves and represents the area defined by the parish boundaries. See also 'Town council'
Parish (or town) council electoral arrangements	The total number of councillors on any one parish or town council; the number, names and boundaries of parish wards; and the number of councillors for each ward
Parish ward	A particular area of a parish, defined for electoral, administrative and representational purposes. Eligible electors vote in whichever parish ward they live for candidate or candidates they wish to represent them on the parish council
Town council	A parish council which has been given ceremonial 'town' status. More information on achieving such status can be found at www.nalc.gov.uk
Under-represented	Where there are more electors per councillor in a ward or division than the average
Variance (or electoral variance)	How far the number of electors per councillor in a ward or division varies in percentage terms from the average
Ward	A specific area of a district or borough, defined for electoral, administrative and representational purposes. Eligible electors can vote in whichever ward they are registered for the candidate or candidates they wish to represent them on the district or borough council

READING BOROUGH COUNCIL

REPORT OF EXECUTIVE DIRECTOR OF RESOURCES

TO:	POLICY COMMITTEE		
DATE:	14 DECEMBER 2020		
TITLE:	CORPORATE DEBT RECOVERY POLICY		
LEAD COUNCILLOR:	COUNCILLOR EMBERSON	PORTFOLIO:	CORPORATE AND CUSTOMER SERVICES
SERVICE:	FINANCE	WARDS:	BOROUGHWIDE
LEAD OFFICER:	SAMANTHA WILLS	TEL:	0118 937 2711
JOB TITLE:	REVENUES & BENEFITS MANAGER	E-MAIL:	Samantha.wills@reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The Council's Corporate Debt Recovery Policy was submitted and approved by Policy Committee on 3 November 2014.
- 1.2 The introduction of the Policy enabled all Directorates to have consistent debt recovery processes and fully understand their role and responsibilities in the process.
- 1.3 The Policy has now been reviewed to ensure it fits in with best practice. The updated Policy is attached at Appendix 1.
- 1.4 The Corporate Debt Recovery Policy and its Appendices is a compilation of recovery policies relating to outstanding debts raised by various departments across the Council.
- 1.5 The Policy has been written in conjunction with all departments to ensure its accuracy and viability.
- 1.6 The approach outlined will benefit the authority by:
 - Achieving the best possible cash flow for the Council whilst ensuring that the liability to pay is calculated correctly
 - Providing good financial management and control across the Council
 - Enforcement action is reasonable, and;
 - Those who are vulnerable are assisted in meeting their financial obligation to the Council

2. RECOMMENDED ACTION

- 2.1 That the Committee approve the Policy as set out at Appendix 1;
- 2.2 That delegated authority be given to the Chief Finance Officer for minor amendments in consultation with the relevant Lead Councillor, to allow for the Policy to be updated and to take any service improvements or changes into account in the future.

Appendix 1
Corporate Debt Recovery Policy

3. POLICY CONTEXT

- 3.1 The Council needs an effective debt management policy to support the maximisation of debt collection in an efficient and effective manner. Debt is a topical and high-profile area in the current economic climate and the policy needs to ensure the Council takes account of the circumstances of the debtor.
- 3.2 Its implementation aims to deliver measurable service improvement and adherence to recognised good practice.
- 3.3 Reading Borough Council believes its collection and debt recovery policy should be fair to everyone, especially those on low incomes. It is recognised that people do not pay their debts for a variety of reasons. Some people may deliberately set out to delay or not make payments and all methods of enforcement will be used to secure payment in these cases. Some people, because of living in or on the margins of poverty, may have difficulty in paying. The Council will use its best endeavours to help such people and to minimise the impact of debt on them.
- 3.4 Some people may be able to pay but do not pay because of an oversight or personal difficulties and not because of a deliberate decision to avoid or delay payment. The Council will seek to help such people develop a culture of payment by encouraging them to get in contact and discuss any difficulties. The need to get in touch is central to the policy.
- 3.5 Where a person makes contact their circumstances will be considered with a view to agreeing a reasonable payment arrangement, minimising recovery action and helping to alleviate hardship.
- 3.6 Where people fail to make contact or maintain arrangements, recovery action will continue.
- 3.7 There are already sound debt recovery procedures in place within Revenues & Benefits, Housing, Parking and Financial Services. This Policy provides an overarching framework and covers the collection of Rents, Council Tax, Business Rates, Business Improvement Districts, Housing Benefit Overpayments, Sundry Debts and Parking.

4. POLICY AIMS

- 4.1 The key aims of the Policy are as follows:
 - To maximise the collection of income due by;
 - implementation of a transparent charging policy
 - accurate, clear and timely billing and;
 - deploying effective, appropriate and timely recovery processes
 - To deploy recovery methods appropriate to debt type and debtor's ability to pay. Debtors identified as unable to pay will receive appropriate debt management and benefit advice, be helped to make and adhere to payment arrangements and understand options to minimise costs in the future.
 - To facilitate a coordinated approach to managing multiple debts owed to the Council.
 - To ensure that debts are managed in accordance with legislative provisions and best practice.

- To foster good financial management and control across the Council
 - To ensure income relating to all types of debt is managed in accordance with the Council's Constitution, the Financial Rules and this Policy.
 - To ensure performance in relation to debt recovery is regularly reported through the relevant management structures of the Council.
- 4.2 Following adoption of the Policy, services and key staff will be trained in the policies aims, and specific procedures. Standard operating practices to shares intelligence about our customers debt will be established so the principals of the debt policy are delivered upon. Regular refresher training would be provided and annual reporting of position.
- 4.3 Corporate debt working group workshops will be held at a minimum every 3 months to discuss performance, training needs and relevant topics. In addition, the group will be working towards creating an automated view of the customer overall debt provision in line with our 'golden record' of the customer and data insight strategy as outlined in the Customer Experience Strategy.
- 4.4 The Council is committed to continuous improvement and it is critical that new approaches and ways of working will be introduced. The Policy will be reviewed biennially as a minimum to allow it to be updated and to take any service improvements or changes into account.

5. CONTRIBUTION TO STRATEGIC AIMS

- 5.1 The Policy supports 2 keys areas in our Corporate Plan priorities:
- Securing the Economic Success of Reading
 - Protecting & enhancing the lives of vulnerable Adults & Children
- 5.2 It ensures a fair and consistent approach to debt recovery whilst supporting the most vulnerable and protecting the financial stability of the Council.

6. COMMUNITY ENGAGEMENT AND INFORMATION

- 6.1 Consultation has been carried out with a number of internal departments to update the existing Corporate Debt Recovery Policy. These included the following services: Finance, Revenues and Benefits, Housing, Parking, Customer Services, Accounts Receivable, Adult Social Care and Legal.
- 6.2 The draft policy has been shared with the voluntary sector.
- 6.3 The Corporate Debt Policy provides residents with the assurance that the Council recognises that some individuals and commercial organisations can have problems paying and that the Council aims to provide assistance to help them meet their obligations.
- 6.4 This Policy in no way promotes a two-tier system, as there will always be customers who pay their bills on time and those who don't. The policy was established to support individuals and commercial organisations to deal with their debts, as they would still be expected to pay what is due.

7. EQUALITY IMPACT ASSESSMENT

- 7.1 The Corporate Debt Recovery Policy applies equally to all residents; therefore, no equalities issues arise.

8. LEGAL IMPLICATIONS

- 8.1 The Policy will promote good practice and a consistent approach in the recovery of debt and, where service areas consider it is appropriate to recommend the write off any debts that are irrecoverable, after ensuring any necessary consultation with Legal Services.

9. FINANCIAL IMPLICATIONS

- 9.1 The failure to adopt an effective approach to debt recovery could result in an inability to plan finances effectively in a difficult economic climate over the period covered by the Medium Term Financial Plan.

- 9.2 The failure to adopt an effective approach could also impact on the authority's financial position; namely the bad debt provision of the authority and the level of income generated from fees and charges.

- 9.3 The Council's charged income for the financial year 2019-20 was £358.9m broken down as follows:

- £142m Business Rates
- £107m Council Tax
- £59m Sundry Debtors
- £44m Housing (inc. Housing Revenue Account, Community Care Properties, Garages, Bed and Breakfast & Temporary Accommodation & Guaranteed Rent Scheme)
- £2.3m Housing Benefit Overpayments
- £4.6m Penalty Charge Notices for Parking and Bus Lane contraventions

The Council wrote off debts of £410k in the financial year 2019-20 (Business Rates £198k, Council Tax £43k, Housing Benefit Overpayments £13k + Housing Former Tenant Arrears £46k, Sundry Debt £110k)

As at 31 March 2020 the Council had £51.6m of outstanding debt, broken down as follows:

- £7.5m Business Rates including costs (1st April 1995 - 31st March 2020)
- £16.1m Council Tax including costs (1st April 1993 - 31st March 2020)
- £15m Sundry Debtors (1st April 1997 - 31st March 2020)
- £1.7m Housing Current arrears (1st April 2019 - 31st March 2020, inc. Housing Revenue Account, Community Care Properties, Garages, Bed and Breakfast & Temporary Accommodation & Guaranteed Rent Scheme)
- £1.6m Housing Former arrears (1st April 1990 - 31st March 2020, inc. Housing Revenue Account, Community Care Properties, Garages, Bed and Breakfast & Temporary Accommodation & Guaranteed Rent Scheme),
- £7m Housing Benefit Overpayments (1st April 2004 - 31st March 2020)
- £2.7m Penalty Charge Notices for Parking and Bus Lane contraventions (1st April 2016 - 31st March 2020)

- 9.4 The adoption of the amended Policy, does not in itself have any resource implications, but aids transparency and understanding about the procedures and processes relating to debt recovery and write off protocols within the Council. This is because, as part of the Council's budget process the bad debt provision is reviewed for all its aged debt and the provision is adjusted as necessary. Provisions are also reviewed during the production of its statutory final accounts, to consider the debts written off during the year and whether the bad debts provisions remain sufficient or not.

- 9.5 Performance monitoring will form part of the corporate debt working group, targets will be set within this group. Where performance is not being achieved, steps will be taken to understand why, best practice will be shared and processes introduced where applicable to improve, with an aim to achieve top quartile performance (in comparison to similar councils)

10. ENVIRONMENTAL IMPLICATIONS

- 10.1 None arising.

11. BACKGROUND PAPERS

- 11.1 There are none.

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Reading Borough Council

Corporate Debt Recovery Policy

Date approved, XXXX 2020

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1. Introduction

- 1.1 This document details the Council's policy on the billing, collection and recovery of monies due to the Council.
- 1.2 The underpinning approach to the Council's collection and recovery activity is to prevent arrears arising in the first place. Accordingly, we have a wide range of practices in place to ensure residents and businesses understand their obligations to pay and provide support to help them meet this obligation where necessary.
- 1.3 The Council is committed to ensuring its approach to debt collection and arrears management is carried out legally, fairly and ethically, considering the circumstances of each case and will keep its processes under review to ensure they are effective, proactive and fit for purpose.
- 1.4 Sums due to the Council can be a mixture of statutory and non-statutory charges, though the majority of income is associated with charges (and sometimes penalty charges) arising from statutory regimes. The methods for billing and recovery of statutory debts are tightly prescribed and recovery practices must comply with these requirements.
- 1.5 This Policy sets out the general principles to be applied in relation to debt management and income collection by all areas of the Council.
- 1.6 The Council has both a legal duty and responsibility to its residents to ensure that income due is paid promptly. The collection of income owed is also key to ensuring that there is sufficient money available to fund Council service delivery. It is therefore essential that all sums due are collected efficiently and effectively, and that debt owed to the Council beyond its payment terms is kept to a minimum. Late payments may result in the Council charging late-payment interest on sums outstanding or seeking interest during recovery processes where it is lawful and appropriate to do so.
- 1.7 Income that is not collected or takes extra effort to collect ultimately puts pressure on service budgets and the need to make compensating cuts.

2. Aims

- 2.1 The Council aspires to achieve best practice in its revenue collection processes, ensuring that billing is timely, accurate and clearly communicated, that appropriate enforcement action is taken when necessary and, that those who are vulnerable or experiencing financial difficulty are assisted in meeting their financial obligations to the Council.
- 2.2 In order to support our residents, the Council has signed up to the Citizens Advice Council Tax Protocol which promotes closer working with our Citizens Advice colleagues to achieve positive outcomes.
- 2.3 The Council aims:
 - To maximise the collection of income due by;
 - implementation of a transparent charging policy

- accurate, clear and timely billing and;
- deploying effective, appropriate and timely recovery processes
- To deploy recovery methods appropriate to debt type and debtor's ability to pay. Debtors identified as unable to pay will receive appropriate debt management and benefit advice, be helped to make and adhere to payment arrangements and understand options to minimise costs in the future.
- To facilitate a coordinated approach to managing multiple debts owed to the Council.
- To ensure that debts are managed in accordance with legislative provisions and best practice.
- To foster good financial management and control across the Council
- To ensure income relating to all types of debt is managed in accordance with the Council's Constitution, the Financial Rules and this policy.
- To ensure performance in relation to debt recovery is regularly reported through the relevant management structures of the Council.

2.4 The Council wants to help people and businesses experiencing financial difficulties. At the same time, the Council has a duty to ensure that people and businesses pay their bills as quickly as possible.

2.5 The Council will balance these aims by:

- Acting as early as possible to help those who are struggling to pay.
- Attempting to assist the customer in sorting out debt problems before they escalate out of control. Identifying potential problems when possible and providing timely money advice referral where early contact has identified financial difficulty, e.g. Citizens Advice etc.
- Facilitating a co-ordinated approach to enable customers to manage multiple debts across services.
- Providing arrangements for those who genuinely need time to pay their debts.
- Asking customers to provide reasonable information regarding their finances, if required, to facilitate agreement of an affordable arrangement.
- Periodically reviewing instalment arrangements to ensure that debts are being cleared as quickly as possible.
- Informing customers that once an agreement has been made no further action will be taken unless the arrangement is broken or a review of the arrangement is made.
- Recognising and protecting the customer's rights at every stage of the process.
- Complying with the relevant customer care standards.
- Using plain English in letters and all other correspondence.
- Providing translation services where required.

- Treating individuals equally, consistently and fairly, regardless of age, gender, disability, and sexual orientation and ensure that individual's rights under Data Protection and Human Rights legislation are protected.

3. Scope of the Policy

3.1 This policy applies to the collection of the following debt types and recognises our supporting role, required for those who are unable to pay:

- Council Tax
- Non-Domestic Rates (NDR/Business Rates) & Business Improvement District (BID) Levies
- Housing Rents, Service Charges and rechargeable repairs
- Housing Benefit and Council Tax Benefit/Support Overpayments
- All other Sundry Debt (Council Services which include non-residential /residential financial care contributions, contractual debts including commercial debts, valuation, trade waste, licensing, overpaid salaries and wages etc).
- Penalty Charge Notices for Parking and Bus Lane Contraventions

3.2 There are specific rules and regulations which govern the recovery and collection of some of these debts which are set out in the Corporate Debt Recovery Policy Appendices

4. Policies common to all types of debt

4.1 All bills and invoices in respect of services delivered by the Council should be correctly addressed to the person who is liable for the payment (see Appendix 1 re “legal personality”).

4.2 Where appropriate all services should be paid up front and bills must be issued as soon as practicable and ideally prior to services being delivered.

4.3 The Council will always attempt to use the most efficient method of debt recovery in order to maximise income.

4.4 The Council will encourage the most cost-effective payment methods with the emphasis on electronic payment methods that require no human intervention by officers of the Council to achieve its crediting to the account in question.

4.5 Staff seeking to recover debts will ensure information is accessible through translations, larger print versions or sign language, as appropriate to the needs of the debtor.

4.6 Where the potential for a statutory benefit or discount exists in relation to a debt, efforts will be made to make the debtor aware of such opportunities and they will be encouraged to apply for these.

4.7 All notices issued by the Council will be identifiable as being from the Council by use of the corporate logo and providing full contact details.

- 4.8 Where either national or local performance indicators exist, the Council will strive for top quartile performance (in comparison to similar councils) and will publish its actual performance against these targets annually. Progress reports will be provided at regular intervals during the year for management purposes and reporting to appropriate committees.
- 4.9 The Council supports the provision of advice from external agencies and will work in partnership with welfare advice agencies where authorised by the debtor in connection with debts due to the Council. The Council recognises the benefits that these organisations can offer both the debtor and the Council in prioritising repayments to creditors and in maximising income available to the debtor.
- 4.10 In cases of multiple debts (situations where monies are owed to more than one service area, e.g. NNDR, Council Tax and Housing Benefit overpayment) there can be problems in determining the relative priority of the individual debts for both the individual concerned and officers pursuing settlement. In such cases officers are expected to liaise and agree a co-ordinated recovery approach, which reflects these policy aspirations together with the need to balance repayment profiles across all debts due to the Council.
- 4.11 Section 6 below details the Hierarchy of Debt; however, it should be noted that lower priority debts will also require payment and will not automatically be written off.
- 4.12 The Council recognises prompt recovery action is key in managing debt and maximising income. The Council will therefore:
- Regularly monitor the level and age of debt.
 - Set clear targets for the recovery of debt.
 - Publish and communicate clear written recovery procedures.
 - Apply its recovery processes on a timely basis
 - Agree and utilise a hierarchy approach to the collection of multiple debts
 - Regularly review its recovery methods to ensure compliance with best practice and maximum recovery.
 - Review all debts deemed irrecoverable prior to agreeing any write-off.
- 4.13 All Sundry debt accounts that are written off will be written off as a charge against the service income code it was raised against.
- 4.14 Separately the Council make a bad and doubtful debt provision for all income streams. These are reviewed at each financial year-end.
- 4.15 Where an external agency is procured to assist with the collection of debt the flow of information between the Council and the agency must be in a secure electronic format and in accordance with the Council's policies for data security.
- 4.16 Where legislation permits, the Council will seek to levy and recover from the debtor any and all costs/fees that are legitimately due from the debtor to the Council or its agents as a result of late payment. Only in exceptional cases, where it would not be in the public interest to pursue costs/fees, will they be waived.

5. Principles of Recovery

- 5.1 The Council will follow the principles outlined below in all its recovery action.
- Our action will be **proportionate**
 - Our approach will be **consistent**
 - Our actions will be **transparent**
- 5.2 Additionally, our intention will be to be firm, fair and effective whilst adhering to our customer service standards.
- 5.3 We support the Citizens Advice Council Tax Protocol and recognise that where local authorities and debt advice agencies work closely together, collection processes can be improved. This leads to more early intervention to support people struggling with payments, helps prevent further charges and reduces both collection costs and demand on local public services,
- 5.4 **Proportionality** - Proportionality allows for a balance to be struck between the potential loss of income to the Council and the costs of collection.
- 5.5 **Consistency** - Consistency means taking a similar approach in similar circumstances regardless of debt and debtor to ensure equity for all. The Council aims to achieve consistency in:
- The advice it provides,
 - The use of its powers, and
 - The recovery procedures used.
- 5.6 However, the Council recognises that consistency may not mean uniformity and variables including the following will be taken into account:
- The social circumstances of the debtor
 - The debtor's payment history
 - The debtor's ability to pay
- 5.7 **Transparency** - Transparency is important in maintaining public confidence and enabling people to understand what is expected of them and what they should expect from the Council. It includes explaining clearly the reasons for taking recovery action and the associated timescales.
- 5.8 A distinction must be made between advice and legal requirement.
- 5.9 Communications should be in Plain English, and large print with Braille or translated versions will be made available to customers upon request or where identified that this is required.
- 5.10 With the exception of Council Tax and NNDR and any charge that is made by way of a "fine" for non-compliance with the law, an opportunity will be provided for the debtor to discuss what is required to comply with the law before formal recovery action is taken. In the case of Council Tax, NNDR, and other statutory charges where the

customer seeks clarification of their legal obligations, the Council will provide this. A written explanation will be provided of any rights of appeal against formal recovery action either before, or at the time the action is taken.

Recovery Methods

- 5.11 The Council will differentiate wherever possible between those who can't pay, those who won't pay and those who have gone away. The purpose of this differentiation is to target the most effective recovery method to recover the debt.
- 5.12 A range of recovery options are available for use where arrangements to pay have broken down, options include:
- Attachment of Earnings Order
 - Deductions from benefit
 - Enforcement Agent action
 - Charging Order
 - Insolvency (bankruptcy) action
 - County Court Judgement
 - Securing the debt by obtaining a charging order against assets
 - Enforced sale of assets
 - Suspension of non-essential services and legal rights within the tenancy agreements
 - Eviction
 - Committal to prison
- 5.13 The Council will always take recovery action where a customer does not pay and does not say they are having difficulty paying. The choice of recovery method will depend on several factors including the methods available for a particular type of debt. If the customer tells the Council soon enough that they are having problems paying and agrees a special payment arrangement, the Council will not take further recovery action, provided the agreement is complied with. However, if recovery action has started (e.g. we have sent a court summons) and a special payment arrangement is made subsequently, the Council will continue with recovery action and ask the magistrate/Judge for a Liability Order/ suspended possession order and hold it to protect the Council's position.
- 5.14 Where the debt is for an ongoing service provided by the Council which the Council does not have to provide (for example Trade Refuse) the service will be suspended until the debt is paid or an acceptable special payment arrangement is made.
- 5.15 The collection process for Adult Social Care charges will be similar to other types of sundry debt, However, we will take into account the vulnerable nature of customers and additional steps will be followed to try and understand the customers' personal and financial circumstances so that we can act in the best interests of the customer, other service users and the Council.
- 5.16 Use of eviction from Council properties will be a last resort and is governed by legislation.

Evasion and Fraud

- 5.17 The unlawful evasion of payments due to the Council reduces the financial resources available to the Council and has a direct impact on all residents, businesses and other organisations that rely on Council services. Unlawful evasion or fraud to avoid payment will not be tolerated and where this is identified then in addition to taking action to enforce payment the Council will seek to impose such further penalties or sanctions as the law allows, which may include prosecution.
- 5.18 Where debts arise through evasion or fraud the Council will seek to recover payment in full as quickly as possible and whilst each case will be considered on its own merits they will only agree payment arrangements in very exceptional circumstances.

6. Hierarchy of Debt

- 6.1 Some customers will owe money to multiple service areas. If they are on a low income or experiencing financial hardship it needs to be as clear as possible, which debts the Council considers a priority.
- 6.2 Priority will normally be given to debts where non-payment could lead to loss of the customer's home or imprisonment. These relate to Rent/Service charges and Council Tax, which are most commonly enforced through the courts as per statutory requirements. Account will also be taken of the stage reached in the recovery process.
- 6.3 Other debts owed to the Council may, depending on the circumstances, be of a lower priority. However, this should not provide a debtor with a reason to believe that they are not liable to pay these debts. In some instances, the Council must follow statutory procedures for these debts as well.
- 6.4 When agreement on appropriate action and priority cannot be reached between service managers the individual case will be referred to the Council's Assistant Director of Finance who will decide.
- 6.5 Where a credit is identified on a customer's account, where ever possible; checks will be made for other outstanding debts by the customer, prior to a refund being made.
- 6.6 Where other debts are identified, it may be necessary to obtain the customer's permission to transfer the credit to another outstanding debt, though normally every reasonable effort must be made not to refund the credit whilst other debt is outstanding.

7. Payment

- 7.1 The Council will wherever possible require payment up front, or at the request of the service. The Council's preferred method of payment is Direct Debit or online electronic bank payment. We will continue to improve systems, so this is available for an increasing range of debts. However, this does not prohibit payment by other methods, including credit and debit cards, paypoint payment cards and barcoded bills, post office payments, standing orders and other electronic banking methods, such as internet banking and touch tone telephone payments.

8. Debt Write-Off

- 8.1 The Council will seek to minimise the cost of write-offs to local Council Tax payers by taking all necessary action to recover what is due. All debts will be subject to the full collection, recovery and legal procedures.
- 8.2 However, the Council recognises that each year a small number of debts become irrecoverable, and in such circumstances prompt and regular write-off of such debts is good practice.
- 8.3 The Council's Debt Write-off Policy can be viewed here. However, the write off of debt is only appropriate where: -
- The demand or invoice has been raised correctly and is due and owing; and
 - There is a justified reason why the debt should not be pursued further.
- 8.4 Write offs must also be authorised in accordance with the Council's Finance and Contract Rules.

9. Helping Customers

Customer Care

- 9.1 The Council will ensure all demands for payment provide the following information clearly:
- The amount owing and service it relates to
 - The date by which payment is due
 - How payment can be made
 - Where payment can be made
 - The account reference so the account can be credited quickly and correctly.
 - Contact details if the customer has a problem paying
- 9.2 The Council will be mindful when dealing with customers; those that may fall into the following categories and could be considered vulnerable:
- The Elderly
 - People with a disability
 - The seriously ill (*including mental health issues*)
 - The recently bereaved
 - Single parent families
 - Pregnant women
 - Unemployed people
 - Those who have obvious difficulty in understanding/speaking/ reading English
 - Those experiencing Domestic Abuse

- 9.3 The Council will guard against misuse of vulnerable status, but also be aware that individuals may not admit to being vulnerable.
- 9.4 Where appropriate the Council will make suitable referrals to the advice sector and allow a period for them to take advice.
- 9.5 If it is not possible to establish someone is vulnerable, but we believe they are as a result of a visit or phone call, a letter will be sent referring them to the relevant advice agencies and allow them a period to do this.
- 9.6 The Council will make an informed decision as to whether the customer has capacity to deal with the issue, but in most instances, recovery can continue where appropriate.

Financial Difficulty

- 9.7 Invoices will advise customers that if they believe they cannot afford to pay as billed they should contact the Council as soon as possible; recovery action will be taken if a bill is not paid and no contact has been made.
- 9.8 Officers may where appropriate and depending on individual circumstances enter into a payment agreement or carry out a financial assessment of a customer's incomings and outgoings. This may mean at times advising customers that they will need to rethink their spending habits and prioritise what they pay to whom differently.
- 9.9 The Council will always require debt to be cleared as quickly as the customer's finances will allow and each case will be considered on its own merits. Debt recovery staff are always available to discuss Customers' requirements and provide instalment applications and advice.

How to get help and advice

- 9.10 The Council will offer professional advice to all its customers and signpost customers facing financial difficulty to external partners, including Citizens Advice and Welfare rights.
- 9.11 Residents experiencing difficulties paying their rent and or service charges will be referred to the Council's in-house Debt advice Team to prevent homelessness.
- 9.12 Where appropriate customers will be made aware of the Council's discretionary housing/council tax support schemes to encourage maximisation of take up.
- 9.13 The Council where aware of a business struggling to meet their debt liability to the local authority will where appropriate sign post to them to available help.
- 9.14 The Council will where appropriate make businesses aware of the small business rates relief or other reliefs as appropriate to encourage maximisation of take up to reduce their business rates.
- 9.15 For other types of debt, we will work closely with the business to ascertain the reason for non or late payment and make appropriate arrangements to collect the debt. This may mean extending the time to pay or offering a further arrangement.

- 9.16 However, where a person/business does not pay, and there is not a valid reason for non-payment, we will continue to enforce the recovery tools available, such as use of court action, enforcement agents and insolvency.
- 9.17 In some instances, this may include the withdrawal of service, for example trade waste collection, where we would withdraw the service if invoices remained outstanding.
- 9.18 However, before any action is taken, there would be contact with the person/business to understand why they have not been able to pay and an appropriate assessment of their circumstances taken in to account before any further action is taken.
- 9.19 With effect from May 2021 The Breathing Space and Mental Health Moratorium legislation will come into force, the requirements of these regulations will be incorporated into this Policy.

Visiting Customers

- 9.20 The Council or contracted External Debt Recovery and Enforcement Agents may undertake visits to persons/businesses in arrears in order to resolve accounts outstanding.
- 9.21 The Council will make every effort where possible to co-ordinate visits to debtors so that where appropriate and practical, different debts owed by the same person/business can be addressed at the same time.

If someone needs further assistance

- 9.22 Some people may still need further help and may require the assistance of one of the following:
- Citizens Advice - for personal debt and housing advice
www.citizensadvice.org.uk
03444 111 444
 - Reading Borough Council Debt Advice
www.reading.gov.uk/debtadvice
The Council's Debt Advice Team can help Council tenants, residents affected by the Benefit Cap or residents working with Reading Borough Council Housing Advice Team to explore ways to increase your income, reduce your outgoings and review the options for you to deal with your debts.
0118 937 2197 or email debt.advice@reading.gov.uk
 - Reading Borough Council Housing Advice
www.reading.gov.uk/housing
If you think you are at risk of being made homeless, please contact our Housing Advice team.
0118 937 2165 or email housing.advice@reading.gov.uk
 - Communicare - Advice, Information & Support
www.communicare.org.uk
0118 926 3941 or email office@communicare.org.uk

- Reading Community Welfare Rights Unit - for personal debt and welfare benefit advice and assistance
<https://readingspecialist.co.uk/>
0118 955 1070
- Money Advice Service - for personal debt and financial advice
<https://www.moneyadviceservice.org.uk/en>
- National Debtline
0808 808 4000
www.nationaldebtline.co.uk
- Age UK for independent advice on benefits / financial concerns
0800 678 1602
www.ageuk.org.uk
- Step Change Debt Charity
0800 138 1111
<https://www.stepchange.org/>

Free, confidential help and advice for Businesses can be found at:

- Business Debt Line
0800 197 6026
<https://www.businessdebtline.org/>

9.23 There are many other advice call centres and websites available on-line, though many sites are profit-making and will charge for their services - customers are advised to use care and check for fees and charges when selecting any of these services.

Paying by instalments

9.24 When a Customer finds themselves in difficulty with debt, it may be possible that all of their debts, including all Council debts, will be taken into account when assessing ability to pay. All cases will be dealt with individually according to the circumstances surrounding their debt. For non-priority debts an assessment of the ability to pay will be based on the proportion of disposable income that the customer states that he/she has and realistic regular payment amounts will be agreed in preference to taking legal action.

9.25 The intention is that the debts should be cleared as soon as possible. It may not always be appropriate to offer payment by instalments. For instance, some accounts may not be paid by instalments e.g. where a customer has requested goods or services from the Council - they would be expected to be able to pay if they've made the order, or if they have incurred parking or bus lane penalties. The Council will consider what course of action is appropriate as follows:

- Payment at once, in full as per the invoice, agreement etc.
- Payments within 3 months - agreed without completing pro-forma of details of income and expenditure, but written agreement from the customer is required.

- Payment within 12 months - would require income and expenditure details to be supplied.
- Payment over a longer period if the customer does not have the funds to clear the debt as above - would require income and expenditure details to be supplied and would be subject to periodic/annual review.

9.26 To determine the level of instalments, departments will use standardised Income and Expenditure pro-forma which take account of the standards and guidelines available nationally and documents supporting the financial statement may be required for an arrangement to be made.

9.27 Once an arrangement is made customers are expected to comply with that arrangement. Where a customer's circumstances change and the arrangement becomes difficult to sustain, contact should be made to discuss further options. Failure to make contact and comply with the arrangement will result in further recovery action.

9.28 Where instalment orders have been set following a judgment or order through the County Court/Magistrates based on the debtor's means at the time the order is made, these can only be amended by a further order pursuant to an application from one of the parties. This may impact on instalment agreements for multiple debts.

What Service Will Customers with Multiple Debts Receive?

9.29 Customers presenting with multiple debts need to believe that there is a solution to their debt problems and should be actively encouraged to share with staff, information on all monies owed in order for the most appropriate referral to be made.

9.30 The Policy does not promote a "one size fits all" approach, but rather looks to work with the customer to take agreed steps to help address multiple debts.

9.31 To this end, the response to debt management will vary as different solutions will be needed to address the far-ranging complexity of cases.

9.32 Alongside the debt owed to the Council, the Policy will enable customers to receive help, advice and support in agreeing realistic payments to other creditors including HM Courts & Tribunal Service (in respect of fines), utilities, credit companies and mobile phone suppliers.

9.33 Taking a case by case approach will also enable diversity and exclusion issues to be addressed.

9.34 Support will be offered including access to interpreters for customers whose first language is not English or for those who are deaf, ensuring staff attending appointments are able to address the individual customer's needs. Where requested the provision of supporting information for customers will be made available in an appropriate format, e.g. large print, Braille or audio.

Complaints

9.35 Most complaints can be addressed by discussing the issues. If we agree a solution, we will keep a record to make sure nothing was missed.

- 9.36 If we cannot solve the problem immediately it will be passed on for further investigation and action. We use a two stage complaints process to do this, full details of the Corporate Complaints Procedure can be found at:
<https://www.reading.gov.uk/council/feedback/corporate-complaints-procedure/>

Rights of Appeal

- 9.37 There are a number of ways in which people can appeal about decisions the Council may have taken:
- Valuation Tribunal: For people who believe the Council has acted incorrectly on a Council Tax billing matter.
 - Magistrates Court: For people who are aggrieved by the recovery process for Council Tax and Non-Domestic Rates and for Non-Domestic Rates payers who believe the Council acted incorrectly on a billing matter.
 - Appeal Tribunal: For decisions made on Housing Benefit claims
 - County Court: For those defending possession actions of Council property, action taken to recover Housing Benefit overpayments and for Sundry Debt Invoices.
 - Traffic Penalty Tribunal: for appeals against Parking and Bus Lane Penalty Charge Notices (PCNs)

10. Maintaining Good Practice

- 10.1 The Council will seek to comply with best practice guidance in respect of local authority revenue collection published by recognised bodies including guidance provided by professional institutes such as the Chartered Institute of Public Finance and Accountancy, the Institute of Revenues, Rating and Valuation and CIVEA. The Council will also seek to comply with the following guidance;
- Collection of Council Tax arrears good practice protocol (Published by Citizens Advice July 2009)
 - National Standards for Enforcement Agents January 2012 (Published by Ministry of Justice)
 - Council Tax - guidance to local councils on good practice in the collection of Council Tax arrears (June 2013)
 - CIVEA Code of Conduct and Good Practice Guide (2012)
- 10.2 Staff employed in the collection of revenue will receive appropriate training commensurate with their duties. Professional development and membership of professional institutes such as the Institute of Revenues Rating and Valuation (IRRV) will be encouraged, as well as ongoing professional development.

11. Governance & Performance Monitoring

- 11.1 The Debt Recovery Board is responsible for the monitoring of the implementation of the Corporate Debt Recovery Policy and associated procedures to ensure that it is effective.

11.2 The Board is chaired by the Assistant Director of Finance and includes officers from management teams that represent the following service areas:

- Services that raise and collect debt, including but not limited to Council Tax, Business Rates, Housing Benefit Overpayments, Business Improvement Districts, Housing, Parking & Sundry Debtors (which may also include reps from directorates they collect on behalf of where appropriate).
- Legal
- Finance

11.3 Monitoring will include:

- Monthly reports at a summary level to the s151 Officer and Corporate Management Team on debt management performance and write-off levels
- Quarterly reports at a summary level to appropriate committee meetings
- Rate of collection, to identify performance against the targets set for the collection of debt
- Reviewing the number of cases at each stage of the recovery process
- Ensuring write-off reviews are carried out in a regular and timely manner
- Benchmarking of services with other local authorities

11.4 The Council is committed to continuous improvement and it is critical that new approaches and ways of working are introduced. This policy will be reviewed biennially as a minimum to allow it to be updated and to take any service improvements or changes into account.

Reading Borough Council

Corporate Debt Recovery Policy Appendices

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Appendix 1 - Raising of Debt to Legal Entities

All invoices must be raised to a correctly named legal entity. In the event of non-payment, legal action cannot be taken against a non-legal entity. Legal entities are:

1. Individuals
2. Sole Traders
3. Partnerships
4. Limited companies
5. Charities limited by guarantee
6. Clubs run by a committee
7. Trustees
8. Executors or Personal Representatives

All invoices must state the full correct postal address, including postcode.

Rules to follow:

1. Individuals - This is usually someone living at a residential address. When a request is received for a service, the person's full name (title, forename(s) and surname) must be obtained and stated. Initials are not sufficient. If the request is on behalf of more than one person then the full name of each person must be obtained and stated. The full correct postal address, including postcode, must be stated.
2. Sole Traders - Where an individual is trading in his or her own name the full name of the individual as well as the business name must be obtained e.g. Mr John Smith, trading as Fast Removals. Evidence of the name of the business could be in the form of a request for services on a business letterhead. The individual's full postal address must also be requested.
3. Partnerships - 'LLP' must be added where applicable, otherwise the full names of one, two or more partners must be stated, followed by 'trading as' (as above). If LLP is applicable the full correct business address, including postcode, must be stated, otherwise the full correct postal address(es), including postcode of the partner(s) should be stated.
4. Limited Companies - the name must include 'Ltd' or 'Plc'. Invoices can be addressed to either the current registered office or to a place of business of the company. Evidence of their Limited Company Status and registered office must be obtained by requiring confirmation of the service request on their official letterhead. Further confirmation can be obtained from <https://www.gov.uk/government/organisations/companies-house>
5. Charities limited by guarantee - companies which are charitable and also limited by guarantee can be exempted from using the term 'Ltd' so, for example: "Oxfam" is a correct name. Evidence of their charitable status must be obtained by requiring confirmation of the service request on their official letterhead. Further confirmation can be obtained from <http://apps.charitycommission.gov.uk/Showcharity/RegisterOfCharities/registerhomepage.aspx>
6. Clubs run by a committee - the full name(s) and address(es) of the treasurer and / or the secretary, or the trustees must be stated.
7. Trustees - the full name(s) and address(es) of the trustee(s) and the full name of the trust must be stated.
8. Executors or Personal Representatives - must be addressed e.g. 'Mr Peter Smith, Executor of James Brown Deceased or 'Personal representatives of James Brown Deceased. The full postal address(es) of the executors/personal representatives must be stated.

Appendix 2 - Methods of Payment Policy

Introduction

1. The Council's preferred method of payment is payment up front, if applicable, or at request of service. Failing that Direct Debit is preferred, and we will continue to encourage this approach, and improve systems so it is available for an increasing range of debts whilst implementing our Digital Strategy. However, this does not prohibit continuing to accept payment by other methods.
2. A number of payment methods are available to customers to pay the Council. To operate efficiently the Council needs to provide the same facilities to all residents and businesses.
3. The Council is committed to offer increased access to services and as such must offer different payment methods, but must do so consistently giving heed to the need to minimize the cost of collection.
4. In order to promote the most cost effective and less manually driven processes, we will review arrangements, and may withdraw some options that are less cost effective.

Policy Aims

5. The Policy aims to:
 - Improve customer services through the range of payment methods.
 - Allow customers to make payments outside of office hours.
 - Standardise payment methods.
 - Enable efficiency savings through rationalisation.

Policy

6. The following methods of payment are currently offered/accepted (the list is not exhaustive):
 - Payment in Advance (the preferred method)
 - Direct Debit (the preferred method where it is necessary to invoice)
 - Debit Card
 - Via the Internet or Touchtone telephone using a debit or credit card.
 - Using a bar-coded bill / invoice at any Post Office or Paypoint outlet
 - Credit Card
 - Standing Order
 - BACS/CHAPS
7. For sundry debts, a direct debit should, wherever possible, be set up against an invoice in advance of the service being provided.
8. Barcodes should be used wherever possible on bills and invoices.
9. A de-Minimis level will not apply for payments made by debit or credit card.
10. No extra fee will be charged to those customers paying by debit or credit card.

11. Standard instalment dates for Council Tax, Non-Domestic Rates & Sundry Debt are as follows:

Council Tax Direct Debit:	1st, 8 th 15th or 25th of the month commencing in April of any financial year. Customers can opt to pay in up to 10 or 12 instalments.
Council Tax Non-Direct Debit:	1 st of the month commencing in April of any financial year. Customers can opt to pay in up to 10 or 12 instalments.
Business Rates Direct Debit:	1st & 15th of the month commencing in April of any financial year. Customers can opt to pay in up to 10 or 12 instalments.
Business Rates Non-Direct Debit:	1st of the month commencing in April of any financial year. Customers can opt to pay in up to 10 or 12 instalments.
Sundry Debts Direct Debit	1 st of the month commencing 14 days after invoice produced. 4 weekly in respect of social care on pre-set dates.
Housing Benefit Overpayments Direct Debit	1st, 15th or 25th of the month commencing 14 days after invoice produced.
Housing Direct Debit	Weekly on a Friday, Fortnightly on a Wednesday and monthly on the 2 nd , 11 th & 25 th of the month

Appendix 3 - Write-Off Policy

Introduction

1. The Policy is in respect of council tax, non-domestic rates, housing benefit and council tax benefit/support overpayments and sundry debts.
2. An integral part of debt recovery is the effective management of irrecoverable debts to ensure that resources are applied efficiently to the collection of monies outstanding which can reasonably be expected to be collected.
3. It is good practice to identify and write off irrecoverable debts. This enables the Council to use resources to their maximum benefit.

Policy Aims

4. There are consistent guidelines and procedures to follow.
5. Provide a framework to write off debts once every possible recovery process has been exhausted.
6. Strike a balance between protecting the Council's financial position and making sure anti-poverty issues are addressed.
7. Write offs are carried out in accordance with the Council's Finance and Contract Rules in force at that time.

Policy

8. Debts will normally only be considered for write off where the account is "closed" (i.e. no recurring debt). Only in exceptional circumstances will amounts on "live" (i.e. on-going accruing debt) accounts be considered. Such cases must demonstrate that further recovery action will not achieve collection of the debt.
9. The effectiveness of the Policy will be measured against the Council's Performance Framework.
10. It is not possible to list every scenario which could make a debt suitable for write off. However, Appendix 3a shows the main reasons why debts become irrecoverable
11. The Council will record all write off decisions.
12. Where sundry debts have been referred to the Accounts Receivable Team and it becomes impossible to recover the balance, the Accounts Receivable Team will provide a write off request to the instructing Service explaining the reasons why it is considered appropriate to write off the balance. The Accounts Receivable Team can only recommend writing off. It is the responsibility of the Assistant Director to ensure completion of the write off form and submit the request to the Accounts Receivable Team in accordance with the procedures identified in this guidance note. All relevant correspondence relating to the debt must accompany the write off form.
13. Irrecoverable debts will be referred to the relevant Officer(s) or Committee, designated under the Council's Finance and Contract Rules at a pre-agreed frequency and in a pre-agreed format. At officer level this is the Assistant Director of Finance.

Appendix 3a - Reasons for Write off

Absconded / No Trace	All reasonable attempts to find the debtor have failed.
Deceased	Insufficient or no funds in the Deceased's estate to pay the amount outstanding.
Debt "out of time"/ too old to recover	Debts over 6 years old where a liability order has not been granted (council tax and NNDR), or no contact has been made and no payments have been received (in accordance with the Limitation Act 1980 (as amended)). However, for certain Sundry Debts there may be exemptions to this rule and the Service should consult Legal Services where they believe the debt is no longer enforceable by virtue of the Limitation Act 1980.
Uneconomical to pursue / pursue further	When all recovery processes have been tried or considered or the cost of proceeding would be prohibitive.
Hardship	Each case taken on its merits.
Debt remitted by the Court	Magistrates have remitted the debt.
Bankrupt	The debtor is declared bankrupt and sums due as at the date of bankruptcy cannot be recovered.
Debt Relief Order (DRO)	The debt is included in a Debt Relief Order and cannot be recovered.
Company in Liquidation / Wound up / Dissolved / Struck off	The debtor is a Limited Company. The Company no longer exists as a legal entity and there is no means of recovering the debt.
Company in Administration	The company is being administered on behalf of its creditors and the Administrators have no legal responsibility for the accrued debts of the company.
Company Voluntary Arrangement (CVA)	The Company has entered into a voluntary arrangement with its creditors through an insolvency practitioner.
Individual Voluntary Arrangement (IVA)	The debtor has entered into an arrangement with creditors through an insolvency practitioner.
Non-recoverable housing benefit overpayment	Housing benefit has been overpaid but is not recoverable under the Housing Benefit Regulations 2006, 100(2) or the Housing Benefit (Persons who have reached the qualifying age for state pension credit) Regulations 2006, 81(2).

Appendix 3b - Recognised Forms of Evidence

The following are acceptable forms of evidence to substantiate the write off:

- Letter from solicitor, Next of Kin or Executor confirming no estate/assets or traceable executors
- Evidence of insolvency/bankruptcy/Debt Relief Order, i.e. screen print from insolvency register <https://www.insolvencydirect.bis.gov.uk/eiir/>
- Evidence of tracing activity, i.e. Experian search, statement of searches undertaken and results found
- Proof of address to confirm outside of UK
- Confirmation from HM Prison Service to confirm incarceration and length of detention
- Statement to confirm why uneconomical to pursue or why negotiation of part settlement is in the interest of the Council
- Court Order
- Financial Means Enquiry confirming hardship/financial or other

Appendix 3c - Sundry Debtors Write-Off Request Form

To: Recovery & Control Team, Level 2 Civic Offices

Academy Customer ID:

Invoice Number(s):

Customer Name:

Address:

Amount to be written off (excluding VAT) (£):

Amount of VAT to be written off (£):

VAT Code:

Is this a full write-off of the invoice or partial write off (delete as appropriate): **Full/Partial**

Actions taken to recover the debt (tick as appropriate):

- 1st Reminder
- Final Reminder
- Verbal Demand
- Tracing
- Referral to Debt Collection Agency *
- Legal referral and subsequent action*

** Level of debt which it is considered uneconomic or inappropriate to carry out the specified action - £50.00 Debt Collection Agency & £250.00 Legal referral*

Justification for write off (see table below of valid reasons for write off):

Evidence attached (delete as appropriate): **Yes/No**

(If insufficient evidence/justification, approval will be refused)

Directorate (please circle): DOR DACH DENS DCEEH

Cost Centre Code to be deducted:

Write-off requested by:

Name (PRINT):

Date:

By requesting this write-off I understand and agree that the relevant amount will be debited from the cost centre listed above.

Authorised by Assistant Director/Director (debt up to £1,000)

Name (PRINT):

Signed:

Date:

By authorising this write-off I understand and agree that the relevant amount will be debited from the cost centre listed above.

Authorised by Section 151 Officer (debt between £1,000 and £20,000)

Name (PRINT):

Signed:

Date:

By authorising this write-off I understand and agree that the relevant amount will be debited from the cost centre listed above.

Authorised by Policy Committee (debt in excess of £20,000)

Name (PRINT):

Signed:

Date:

Date of Policy Committee:

By authorising this write-off I understand and agree that the relevant amount will be debited from the cost centre listed above.

Refusal of Write Off Request

Name (PRINT):

Signed:

Date:

Refusal Reason:

Financial Regs (8.1.5) stipulate the following “No bona fide debt may be cancelled, other than by formal write-off. The scheme of delegation gives delegated authority to Directors/ Assistant Director delegated authority to write off debts, for a particular debtor, for sums up to £1,000 at their own discretion; and for sums of up to £20,000 with the consent of the Strategic Finance Director. In both cases they must keep a written record of the debt and the reasons for writing it off. The Strategic Finance Director will report to the Policy Committee on the writing-off of individual debts of over £20,000.”

System Control Use Only: Name of Officer: Date of system write off: Date indexed to l@work (in order to retrieve for audit purposes): Journal confirmation reference:

Appendix 4 - Council Tax & Non-Domestic Rates (NNDR) Recovery Policy

Introduction

1. Council tax is a tax levied on all eligible domestic dwellings. Non-domestic rates are a tax levied on eligible business properties. The amount of council tax levied is dependent on the council tax band that the property falls into and the amount of tax to be raised. The amount of non-domestic rates is dependent on the rateable value of the property and the nationally set rating multiplier.
2. The full rate of tax is liable to be paid unless the property, owner or occupier is eligible for a reduction or exemption. The main reasons for reductions include empty property discounts, Council Tax support for residents on low income, disregards, single occupancy discounts and charitable relief.
3. Council tax and non-domestic rates are payable in line with a statutory instalment scheme or by agreement. There is a legal duty placed on the Council and its Officers to collect outstanding debts in accordance with the Council Tax (Administration and Enforcement) Regulations 1992 and the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 (as amended).

Policy Aims

4. The Recovery policy will ensure that:
 - The Council will bill, collect and recover all debts in an economic, effective and efficient manner in accordance with legislation and best practice.
 - All taxpayers and ratepayers are treated fairly and objectively.
 - Action taken will be fair and open, no-one will receive less favourable treatment because of their race, nationality, colour, ethnic or national origin, religious belief, gender, marital status, sexual orientation, age or disability.

Policy

5. The Council will bill, collect and recover all debts in an economic, effective and efficient manner in accordance with legislation and best practice.
 - Demand notices and adjustment notices will be issued in accordance with regulations.
 - A recovery timetable will be drawn up before the beginning of each financial year.
 - Text Reminders, Reminders and final notices will be issued after an instalment has fallen due.
 - A summons to the Magistrates' Court will be issued if full payment has not been made in accordance with the previously issued notice.
 - If settlement is still not made an application will be made to the Magistrates to grant a Liability Order.
6. Following the grant of a Liability Order the debtor will be given an opportunity to make a suitable payment arrangement. Should the debtor not make or keep to a payment arrangement the following recovery action(s) can be taken. The recovery action(s) will be dependent on the circumstances of each individual case.

i. Attachment of Earnings

Deductions are made from the debtor's wages at a rate determined by legislation.

ii. Deductions from Income Support, Job Seeker's Allowance, Employment Support Allowance, Pension Credit and Universal Credit

Deductions are made from the debtor's benefits at a rate determined by legislation.

iii. Taking Control of Goods - use of Enforcement Agents

Enforcement Agents employed or contracted by the Council will be required to comply with the Enforcement Agent Code of Practice, Service Level Agreement(s) and the Tribunals, Courts and Enforcement Act 2007 and any other prevailing legislation at all times.

iv. Bankruptcy/Liquidation

If sufficient assets exist to meet the outstanding debt the Council can petition for Bankruptcy/Liquidation.

v. Charging Orders

An order placed on the debtor's property to secure the debt. County Courts are empowered to order the sale of the dwelling if the debtor does not pay.

vi. Committal

The Council can make an application to the Magistrates' Court to instigate action that could ultimately result in the debtor being sent to prison for non-payment.

vii. Attachment of Allowances

Deductions are made from Elected Members' Allowances.

The Council reserves the right to pursue the most appropriate of the above recovery methods depending on the specific personal and financial circumstances of the debtor.

Appendix 5 - Housing Benefit and Council Tax Benefit/Support Overpayment Policy

Introduction

1. Overpayments of Housing Benefit and Council Tax Benefit/Support are established through a change in benefit entitlement. They are described as an amount of benefit that has been awarded but to which there is no entitlement under the regulations.
2. Accurate and prompt identification of overpayments is important to ensure that the incorrect payment of benefit is discontinued and to maximise the chances of successful recovery.
3. The Council recognises that to ensure there is minimal loss to public funds firm but fair action must be undertaken in the administration of Housing Benefit and Council Tax Benefit/Support overpayments.
4. Proactive action in the recovery of overpayments has a deterrent effect. However, the Council has a responsibility to act in accordance with all relevant legislation and regulations
5. In all cases due regard will be given to the health and individual circumstances of the claimant to avoid causing unnecessary hardship.

Policy Aims

6. The policy will reflect best practice in the procedure for dealing with the administration and recovery of Housing Benefit and Council Tax Benefit/Support overpayments.
7. The policy will be flexible in its approach to the recovery of overpayments with each case treated on its own merits. The Council recognises that a policy which, for example, requires recovery in all cases or recovery is always made from specific categories of claimants is unlawful
8. The policy has regard to the rights of individuals and the obligations of the Council under the provision of the Human Rights Act 1998.
9. The Council will:
 - take steps to minimise and prevent overpayments from occurring
 - identify the overpayment promptly
 - stop the overpayment from continuing
 - classify the overpayment correctly
 - determine if the overpayment is recoverable and if recoverable
 - determine from whom to recover
 - determine the most appropriate method of recovery
 - notify the claimant and other affected persons of the decision
 - implement effective financial control of the recovery process

The Policy

10. The policy will be applied in all cases where an overpayment of benefit has occurred, that is, any amount of Housing Benefit or Council Tax Benefit/Support which has been paid but to which there was no entitlement whether on initial decision or on a subsequent revised or superseded decision.
11. In most cases overpayments can arise as a consequence of:
 - payments made in advance
 - late disclosure of a change in circumstances
 - errors made by the claimant when completing an application form or review form
 - claimant error
 - official errors made by the Council or the Department for Work and Pensions

- deliberate fraud
12. Official error overpayments are only recoverable if the claimant or the person from whom recovery of the overpayment is sought could reasonably have known that an overpayment was occurring at the time the overpayment occurred.

Prevention of Overpayments

13. Overpayments are often difficult and time consuming to administer. They can cause difficulties for claimants and their families as they try to manage on limited incomes. They are to be avoided where possible. This will be achieved by:
- telling claimants how to avoid overpayments, with letters, in leaflets and during verbal communications
 - encouraging claimants to maintain contact with us
 - processing information quickly and accurately to minimise overpayments
 - offsetting any new or underlying entitlement

Identifying Overpayments

14. The Council will endeavour to act on any information received in relation to a claimant's change in circumstances within seven days of having received sufficient information to identify that an overpayment has or will be occurring.
15. This action will in the first instance include the suspension of further ongoing payments of incorrect benefit.
16. The Council will endeavour to identify any change in circumstances that would result in an overpayment still outstanding after seven days by:
- undertaking a check of the Department for Work and Pensions records held on the Customer Information System (CIS) to identify whether entitlement to Income Support, Jobseeker's Allowance (Income Based) has ceased and if this information is not readily available on CIS by the sending of a benefits enquiry information letter
 - referring potential fraudulent overpayments to the Benefit Fraud team
 - ensuring that any post relating to the change in circumstances is collated and acted upon

Classification of Overpayments

17. The correct classification of overpayments is essential as, depending on the type of overpayment, the authority will receive a percentage of the overpayment back from the government by way of subsidy. A summary of the types of overpayments and percentage of subsidy allowed is shown at the end of this policy.
18. All overpayments must be correctly classified by an Officer of the Council who has had training to a sufficient standard to allow them to make decisions, which ensure the correct application of the law in the decision-making process.
19. All Officers with responsibility for classifying an overpayment must record both the classification and their reasons for it on the benefit file.

Calculation of Overpayments

20. Where an overpayment has occurred, the Council must invite claimants to provide sufficient information for any underlying entitlement to benefit for the overpayment period to be assessed.
21. The full amount of the overpayment should be recovered unless the health or financial circumstances of the person from whom recovery is being sought suggest a lesser amount would be appropriate.

22. In all cases the overpayment should be recovered as quickly as possible and normally no later than six years from the date recovery action is commenced.

Notification Letters

23. All notification letters must be dated and issued to all affected persons within fourteen days of the Council having made the decision.
24. The notification must include the reasons for the decision, the right to request a further statement and the time limit for doing so and the claimants appeal rights and the time limit for doing so.
25. Copies of the notification letter must be able to be reproduced in the event of an appeal, complaint or proceedings taken against the Council.

Decisions on Recoverability

26. In all cases where an overpayment has arisen the Council should consider whether an official error has caused or contributed towards the overpayment.
27. Where the Council has identified an overpayment, which was caused or contributed to by an official error, it should decide whether recovery of the overpayment is appropriate under the guidance issued by the Department for Work and Pensions.

Who Should the Overpayment be Recovered From?

28. Before recovery action begins consideration will be given as to whom is the most appropriate person to recover the overpayment from. This may in certain cases mean that further information is required from the affected parties.
29. Recovery should then be made from the most appropriate persons who may be:
 - the claimant
 - the person to whom the payment of benefit was made
 - the person who misrepresented or failed to disclose the material fact
 - the partner of the claimant if the partner was living with the claimant at the time of the overpayment and at the time the decision to recover was made
30. In all cases where the overpayment was the result of proven fraud the overpayment should, in the first instance, be sought to be recovered from the person who misrepresented or failed to disclose a material fact.

Recovery of Overpayments

31. In all cases where recovery of an overpayment is sought the Council will have regard to its statutory duty to protect the loss from public funds but in doing so will have regard to:
 - the length of time the recovery of the overpayment may take
 - the effect of recovery on the affected person
 - the ability of the affected person to repay the debt
32. The Council may consider the method of recovery of an overpayment at any time for the purpose of effectiveness and efficiency in financial control.
33. Only if it becomes clear after all attempts at recovering the overpayment have become exhausted and there is no hope of recovery, or there are extenuating circumstances, shall the debt be recommended for write-off. In all cases, the Council's Finance and Contract Rules shall be adhered to.
34. Recovery should be suspended if a claimant appeals a decision until the appeal has been resolved.

Methods of Recovery

35. Overpayments of recoverable Council Tax Benefit/Support will result in an adjustment being made to the claimant's council tax account for the appropriate year. An amended bill will be issued, and any unpaid monies will be subject to recovery action under the council tax regulations.
36. The most appropriate method of recovery for Housing Benefit Overpayments should be considered in all cases, including:
 - on-going deductions from further payments of Housing Benefit
 - deductions from other Department for Works and Pensions benefits
 - benefit debtor invoices
 - Direct Earnings Attachments
 - debits to the rent account where it is in credit
 - recovery from landlord
 - referral to an external debt collection agency (after all the above avenues of recovery are considered or exhausted)
 - applying to the County Court for a County Court Judgement (after all avenues of recovery are considered or exhausted). With a County Court Judgement (CCJ) further recovery actions can be taken, e.g. instructing enforcement agents or attaching the debtor's earnings.
37. A period of at least one calendar month should have elapsed before recovery action begins. This will allow for the claimant to re-apply for benefit, which may identify an underlying entitlement or for the claimant to register any appeal.
38. In cases where recovery from on-going benefit is sought the standard maximum rate of deduction as laid down by regulation should be applied unless the health or financial circumstances of the claimant suggest a more appropriate rate should be used. In all cases however a minimum amount of fifty pence per week Housing Benefit must remain in payment.
39. In the case of a bankrupt, recovery should be sought from on-going deduction of further payments of Housing Benefit or deductions from other Department for Works and Pensions benefits before court action is considered.
40. Where the claimant is deceased an invoice will be sent to their executors or representatives to seek recovery from their estate.

Monitoring and Reporting Mechanisms

41. Monitoring of overpayments will be carried out in conjunction with the Council's Corporate Performance Management System.

Write-Offs

42. Recovery of overpayments will be carried out as diligently as possible. However, if it becomes clear that there is no hope of recovery, or that there are extenuating circumstances the debt will be recommended for write off in accordance with the Write-Off Policy. In all cases the Council's Finance and Contract Rules will be adhered to.

Housing Benefit/Council Tax Support Overpayment Classification Types

Type of Overpayment	<i>Description</i>	<i>Subsidy Payable</i>
Local Authority Error	Local Authority (LA) error overpayments are those caused by a mistake, by an act or omission, by a LA when the claimant did not contribute to the mistake. These can result from incorrect information being extracted from a benefit claim, error in data input which result in the incorrect assessment of benefit or failure to act/act promptly on a notification of change in circumstances.	Subject to thresholds. The lower threshold is 0.48% of the total expenditure attracting full subsidy; the upper threshold is 0.54%. 100% subsidy will be payable if the level of error does not exceed the lower threshold. If LA error overpayments are greater than the lower threshold but do not exceed the upper threshold, then 40% subsidy is paid on the total LA error overpayments. If LA error overpayments exceed their upper threshold LAs receive nil subsidy on their LA error overpayments.
Claimant Error	An overpayment caused by the claimant or person acting on the claimant's behalf or any person the benefit is paid to, failing to provide information in accordance with Housing and Council Tax Benefit/Support regulations and has not been defined as fraudulent.	40%
Fraud	An overpayment occurring as a result of a payment of HB or CTB arising from a breach of section 111A or 112 of SSAA1992 or a person knowingly failing to report a relevant change of circumstances with intent to obtain or retain HB or CTB either for themselves or someone else.	40%
DWP Errors (Departmental Official Errors)	An overpayment arising from a mistake, whether in the form of an act or omission made by an officer of the DWP, HMRC or a person acting for them.	Nil If recovered 100% if not recovered
Technical HRA	An overpayment when a rent rebate is credited in advance of entitlement for a particular period, where a change of circumstances or a recoverable overpayment causes that entitlement to be removed or reduced.	Nil

Appendix 6 - Sundry Debt Policy

Policy

1. This Policy shall be known as 'The Sundry Debt Policy' and covers the collection of customer accounts due to Reading Borough Council.
2. It is the Council's policy to recover all collectable debt owed to it and with this overall objective in mind this policy aims to:
 - Maximise the collection of the Council's income
 - Reduce the time taken to raise invoices to within 10 days of the provision of service(s)
 - Reduce the time taken to collect charges
 - Reduce the level of debt owed to the Council and its provision for bad debts
 - Reduce the incidence of debt that cannot be collected
 - Focus the attention and improve education of Services to raise awareness of the importance of prompt debt recovery
 - Tackle any non-payment culture amongst customers.
3. This Policy supports these aims by:
 - Promoting ownership of debts by service providers
 - Ensuring that, where possible, payment up front is received
 - Ensuring whenever possible that collection of the fee or charge involved takes place prior to the service being provided so that credit is only given when essential to do so
 - Promoting a system of credit control
 - Ensuring invoicing procedures are carried out on an accurate and timely basis
 - Requiring that evidence to support the invoice exists in the form of an official purchase order or other written agreement
 - Encouraging debtors to pay promptly,
 - Making collection and recovery activity more efficient by prioritising collection of larger debts
 - Creation of a corporate framework to enable efficient and effective income management
4. The Policy aim is to achieve the following rates of collection in terms of both numbers and value of invoices:
 - 80% of invoiced debt to be collected within 35 days of the invoice being issued
 - The Accounts Payable & Accounts Receivable Manager will review each year the targets above.
 - The Council will publicise the fact that it has this policy and that it intends to pursue and enforce the collection and recovery of all debts owed to it.

Key Principles of Fees and Charges

5. The fee or charge imposed by the Council must be fair in relation to the goods and/or services provided and consistent with other Local Authorities.
6. The charge must reflect the principles outlined in the appropriate charging policy and in the Council's Finance and Contract Rules.
7. The charge must, depending on legislation, always cover the cost of providing goods or service and the costs of collection, unless the Council has taken a policy decision to subsidise the service.
8. The charge should wherever possible be obtained in advance of the goods and/or services being provided.
9. The charge must be collectable i.e. sound supporting documentation with timely access.

10. Fees and charges must be reviewed at least annually as part of the budget setting process.
11. There must be a clear and prompt billing and collection process
12. There must be a clear and consistent council-wide approach to the giving of credit and the collection of debt that is led by this policy.
13. The debt will remain the responsibility of the Service in which it was raised, and recovery action will be taken by the Accounts Receivable Team. It is the responsibility of the Services to assist the Accounts Receivable Team in collecting debts.

Responsibilities

14. Directors and Assistant Directors must ensure that:
 - The Corporate Debt Recovery Policy is adhered to
 - The key principles of fees and charges are adhered to
 - The parts of this policy that apply to their Service areas are correctly followed
 - Specific attention is paid to prohibit the poor practise of raising large value invoices at the financial year end
 - They proactively support the achievement of corporate targets for debt collection
 - Budget Managers are fully aware of their responsibilities
 - Relevant systems and procedures are in place
 - Officers involved in the debt collection process are appropriately trained and are aware of their responsibility
15. Internal Audit will provide assurance that this Policy is adhered to and is effective.

Validation

16. The Service responsible for raising an invoice request to the centralised invoice production team must ensure that the evidence of the service provided is fully validated and that the invoice is accurate and contains sufficient detail for both billing and recovery purposes.
17. The Accounts Receivable Team will validate customer name and address details prior to invoices being raised, to reduce errors and avoid duplication. It is the responsibility of the originating Service to ensure that the correct billing details are collected. If incorrect details are entered for validation the request will be referred back to the originator and deleted from the system until correct details are supplied.

Invoicing

18. Services are responsible for the request for raising of invoices in respect of the goods and/or services they supply on credit. The request must include:
 - Customer's full name(s)
 - Customer's full address(es), including postcode(s)
 - Customer's contact telephone number(s)
 - Customer's email address
 - Date of supply
 - Purchase order number (where applicable)
 - Full description of the service/goods provided
 - Amount due
 - VAT amount *
 - Total due
 - Financial code
 - Originating Service
 - Certification

This applies not only to their service but also when they are acting as an agent for another Group. In this latter case they should advise the relevant budget holder of the charge raised.

Note * current rates of VAT are standard, reduced and zero. In addition, some goods and services are exempt from VAT or out of scope. Officers should refer to the service accountant when deciding on the correct VAT treatment.

19. All invoices must be raised to a correctly named legal entity. In the event of non-payment, legal action cannot be taken against a non-legal entity. Legal entities are:

- Individuals
- Sole Traders
- Partnerships
- Limited companies
- Charities limited by guarantee
- Clubs run by a committee
- Trustees
- Executors or Personal Representatives

Further information and rules to follow are detailed in Appendix 1.

20. Unless agreed otherwise by the Accounts Receivable Team, an invoice must be raised within 10 working days of the goods and/or services being supplied. The Accounts Receivable Team will monitor performance against this target.

21. An invoice should not be raised:

- For less than £50.00. For fees and charges less than £50.00 payment must be made prior to the goods or services being provided. However, this excludes legal charges (e.g. ground rent) and arrangements already in place.
- Where the charge is not known in advance
- If a purchase order or written agreement has not been received
- When it cannot be proven that the goods and/or services have been supplied
- When the amount due has previously been paid
- Where an invoice for the same goods or service has already been raised.
- To artificially enhance income targets.

22. All services must keep any supporting information, for a period of six years plus the current year.

Payment Methods

23. Invoices may be paid by any of the methods in Appendix 2 Methods of Payment Policy.

Credit Limits

24. For goods and/or services to be supplied and costing over £5,000 and where a payment up front cannot be obtained, a credit check must be run on all customers except those in the public sector. The Service must contact the Accounts Receivable Team to carry this out.

25. Where possible, systems should be checked prior to the provision of a service.

26. Credit/Service provision must not be given to customers who previously have been consistently late payers or have not paid at all. Only the respective Assistant Director can approve credit facilities where a customer has previous history of non-payment or late payment.

27. Preferential credit limits must not be agreed for any customer.

Payment Terms

28. The Council will collect monies owing to it fully and promptly.
29. Payment terms will only be granted where the customer is not able to settle the debt in full in one payment. On receipt of an invoice a customer can make arrangements to clear the amount outstanding by way of weekly, fortnightly or monthly instalments. Payment should be made by direct debit wherever possible.
30. All requests from customers to enter into arrangements for payment must be referred to the Accounts Receivable Team regardless of the amount. The Accounts Receivable Team will set up and monitor all payment arrangements.
31. The Accounts Receivable Team will withdraw payment terms if a debtor fails to honour the agreement entered into.
32. Where invoices are raised payment becomes due after 30 days (or less where agreed).

Accounting Arrangements

33. Services will receive the credit when an invoice is raised.
34. Any third-party fees or charges associated with recovering a debt will be charged to the Service.
35. Where debts cannot be recovered, the original credit will be debited from the Service budget by way of a write off; all write offs to be signed off in accordance with the Finance and Contract Rules.
36. Refunds of any overpayments will be processed by the Accounts Receivable Team via a refund request form only where there are no other debts outstanding for that customer. Should a customer have an outstanding debt then any overpayment will be off set after the customer has been informed. Credits less than £1.00 will not be refunded.
37. Direct debit administration is carried out by the Accounts Receivable Team. All rejections and cancellations are carried out by the Accounts Receivable Team who will arrange to notify the appropriate individual Services.

Recovery

38. A reminder will be sent for all invoices unpaid usually after 1 day past the due date, i.e. day 31 after the invoice is raised.
39. If an invoice is unpaid after a minimum of 6 days past its due date (i.e. 36 days after the invoice is raised) a telephone reminder is made to the debtor by the Accounts Receivable Debt Team to recover the amount due.
40. If after a further 10 days the invoice is unpaid (i.e. 46 days after the invoice is raised), a pre legal letter (letter before action) will be issued, and a request for the supporting information for legal action will be sent to the Service.
41. After a further 7 days (i.e. 53 days after the invoice is raised) if the invoice is still unpaid, the Accounts Receivable Team may commence legal action with either our in-house legal team or external.

Stage*	When	How
Reminder notice	31 days from date of invoice	Generated by the debtors system
Telephone reminder	36 days from date of invoice	List generated by the debtors system
Letter before action	46 days from date of invoice	Generated by the debtors system
Request for supporting information for legal action	On decision to take Court action	Manually generated Email to Service requesting proof of debt in 7 days
Legal action	53 days from date of invoice On receipt of full documentation from Service	Legal action taken to recover debt

Note* these tasks will be performed by the Accounts Receivable.

42. At any time after the issue of a reminder notice the Accounts Receivable Team may refer the debt to a debt collection agency or, in the case of outstanding commercial rents where the debtor is still in occupation, the Accounts Receivable Team may refer the debt to an enforcement agent to follow the Commercial Rent Arrears Recovery process (CRAR). Once a case has been referred to a debt collection agency or enforcement agent any payment arrangement the debtor enters into must be made directly with that agency unless the Accounts Receivable Team agrees otherwise.
43. The Accounts Receivable Team must attempt to trace any debtors who have absconded or use external agents to do so. Where an external agent is used, charges will apply to the originating Service for this work.
44. Recovery action may be halted at any part of the process if the debtor enters into suitable payment terms with the Accounts Receivable Team to clear the debt by instalments within a reasonable timeframe.
45. Recovery action may be halted at any part of the process if the originating Service decides not to allow recovery for the good of the service. When this happens the originating Service must bear the cost. The Accounts Receivable Team will arrange to raise a credit note/write off to cancel the charge and will also recharge the Service for any fees and costs already incurred.
46. In cases of non-payment for on-going services withdrawal of non-statutory services must be initiated no later than the pre legal letter stage (46 days) to prompt payment.
47. No further requests for goods or services should be actioned until outstanding debts are paid in full. Services must check the debtors system to confirm this.

Queries and Disputes

48. If a charge is disputed the Service must notify the Accounts Receivable Team immediately to prevent the recovery process continuing. All disputes must be resolved by the Service within 90 days of the invoice being raised and the Accounts Receivable Team notified of the outcome.
49. Where disputes are not resolved within this timeframe the Accounts Receivable Team will raise a credit note to remove the debt from the system and notify the Service when this happens. The Service is then responsible for requesting the re-raising of the invoice once the dispute is resolved, if appropriate.

Legal action

50. Where a debt collection agency or enforcement agent fails to collect the amount due or where a decision is made to pursue the debt in the County Court.
51. Single or multiple recoverable debts up to £5,000 will be considered for action through the County Court by the Accounts Receivable Team, but only if the originating service can provide the necessary supporting documentation.
52. All recoverable debts over £5,000 will be considered for County Court action by the Accounts Receivable Team, but only if the originating service can provide the necessary supporting documentation.
53. Failure to provide the necessary supporting documentation will result in the Accounts Receivable Team raising a credit note/write off to cancel the charge, and the loss of income will be met by the originating Service.
54. Where necessary, legal advice and representation will be sought by the Accounts Receivable Team.

Credit Notes

55. There is a clear distinction between raising a credit note and writing off a debt.
56. A credit note to cancel or reduce a debt must only be issued to:
 - Correct a factual inaccuracy
 - Correct an administrative error
 - Cancel an invoice where a dispute has not been resolved in the specified time.
 - Adjust the amount of debt due
57. Where a credit note is submitted to correct a factual error the credit note will not be processed until the correct details are supplied for resubmission. Both actions will be carried out simultaneously to ensure prompt and accurate processing with a clear audit trail.
58. Credit note requests raised by Services must be made on the correct credit memo with a full written explanation of why a credit note is applicable. Credit notes will be reviewed during the Audit process to ensure that they are completed in accordance with this policy.

Write Offs

59. A review will be undertaken to assess the recoverability of debt outstanding at the year-end. The following factors will be considered in the review:
 - The type of debt;
 - How long it has been unpaid; and
 - The history of the debt since it was raised.

Where these factors suggest that the debt may not be recovered, a provision will be raised against the balance and a charge will be made against the service to more accurately reflect the financial position of the Council. In the event that the income is collected at a future date, an adjustment will be made to the service to reflect the recovery.

60. Write-offs will be charged to individual service budgets.
61. Delegations and limits regarding write-offs can be found in the Finance and Contract Rules which form part of the Council's Constitution.

62. A debt write-off must not be used to by-pass the normal debt recovery procedure and therefore there will be internal monitoring of the revised policy to ensure write off is being used correctly.
63. Write-offs can only proceed after consultation with the Accounts Receivable Team.
64. A Write-Off Request Form (Appendix 3c) must be completed for each write-off explaining the reasons for the decision for write-off and confirming that the debt recovery procedures have been followed.
65. The original Write-Off Request form should be sent to the Accounts Receivable Team who will suppress debt recovery in relation to the invoice to which the write-off relates.
66. When a write-off is approved the form will be signed and returned to the Accounts Receivable Team to update the Sundry Debt system.
67. The Accounts Receivable Team or the Section 151 Officer may request further information from the originating Service to determine whether the debt is enforceable.
68. If the Accounts Receivable Team or the Section 151 Officer believes the justification for write-off does not comply with the guidance procedures or an invalid reason is given, the form will be returned to the Service for reconsideration or amendment.
69. A centralised record of all write-offs will be kept by the Accounts Receivable Team to be accessible for monitoring purposes.

Monitoring

70. Information and reports will be used to monitor performance against targets and timescales set. Regular reports will be issued to each Service for them to review their outstanding debts.
71. The Accounts Receivable Team is authorised to report to the Section 151 Officer any major issues arising from the above.

Review

72. The procedures will be reviewed biannually but may be amended at any time to incorporate new procedures, practices or legislative requirements.

Appendix 7 - Housing Policies

Appendix 7a - Current Rent/Dwelling Charge, Service Charges and Rechargeable Repair Recovery Policy

Introduction

Rent, Services charges and rechargeable repairs are due when a tenancy agreement is signed and paying these are one of the most important responsibilities of the tenant as it covers the cost of providing a landlord function.

1. In all cases due regard will be given to the health and individual circumstances of the tenant to avoid causing unnecessary hardship and to prevent homelessness.
2. At all stages of recovery, the tenant will be offered a variety of options to support them to maintain their tenancy and manage their finances.

Policy Aims

3. The Recovery policy will ensure that:
 - The Council will collect and recover all debts in an economic, effective and efficient manner in accordance with legislation and best practice.
 - All tenants are treated fairly and objectively.
 - Action taken will be fair and open, no-one will receive less favourable treatment because of their race, nationality, colour, ethnic or national origin, religious belief, gender, marital status, sexual orientation, age or disability.

Policy

4. The Council will collect and recover all debts in an economic, effective and efficient manner in accordance with legislation and best practice.
 - Text, E-mail and Telephone Reminders, will be issued after a payment has fallen due.
 - Reminders and Final demands will be issued in accordance with pre court protocol.
 - A visit to the property will be carried out if the above attempts at contact have failed and arrears remain outstanding in accordance to pre court protocol.
 - A Notice of Seeking possession will be hand delivered to the property if attempts at contact have failed and arrears remain outstanding in accordance to pre court protocol.
 - A claim for Possession will be issued to the County Court if attempts at contact have failed and arrears remain outstanding in accordance to pre court protocol.
 - If a suspended possession order is granted and this order is breached or an outright possession order is granted, letters, texts, e-mail, telephone call and a visit to the property will be attempted to get the shortfall or the full balance paid.
 - If the above proves unsuccessful a warrant for eviction will be issued to the County Court
 - Once notification of the eviction is received a pre eviction letter will be hand delivered to the property advising the tenant that they have the right to apply for a stay hearing at the County Court.
 - If a hearing is listed the County Court Judge can order for the warrant to be suspended on terms that regular payments are made.
 - If no hearing is requested by the tenant, the warrant for eviction will be executed.

- If the warrant is suspended but the terms of the order are breached letters, texts, e-mail, telephone call and a visit to the property will be attempted to get the shortfall or the full balance paid.
- If the above proves unsuccessful a request is made to the County Court to re- issue the warrant.

ii. Deductions from Income Support, Job Seeker's Allowance, Employment Support Allowance, Pension Credit and Universal Credit

Deductions are made from the debtor's benefits at a rate determined by legislation.

The Council reserves the right to pursue the most appropriate of the above recovery methods depending on the specific personal and financial circumstances of the debtor.

Appendix 7b - Former Rent/Dwelling Charge, Service Charges and Rechargeable Repair Recovery Policy

Introduction

Former Rent, Services charges and rechargeable repairs are monies left unpaid when a tenancy comes to an end.

1. In all cases due regard will be given to the health and individual circumstances of the former tenant to avoid causing unnecessary hardship and to prevent homelessness.

Policy Aims

2. The Recovery policy will ensure that:
 - The Council will collect and recover all debts in an economic, effective and efficient manner in accordance with legislation and best practice.
 - All tenants are treated fairly and objectively.
 - Action taken will be fair and open, no-one will receive less favourable treatment because of their race, nationality, colour, ethnic or national origin, religious belief, gender, marital status, sexual orientation, age or disability.

Policy

3. The Council will collect and recover all debts in an economic, effective and efficient manner in accordance with legislation and best practice.
 - Text, E-mail and Telephone Reminders, will be issued after a payment has fallen due.
 - Reminders and Final demands will be issued in accordance with pre court protocol.
 - A visit to the property will be carried out if the above attempts at contact have failed and arrears remain outstanding in accordance to pre court protocol.
 - A Notice of Seeking possession will be hand delivered to the property if attempts at contact have failed and arrears remain outstanding in accordance to pre court protocol.
 - A claim for Possession will be issued to the County Court if attempts at contact have failed and arrears remain outstanding in accordance to pre court protocol.
 - If a suspended possession order is granted and this order is breached or an outright possession order is granted, letters, texts, e-mail, telephone call and a visit to the property will be attempted to get the shortfall or the full balance paid.
 - If the above proves unsuccessful a warrant for eviction will be issued to the County Court
 - Once notification of the eviction is received a pre eviction letter will be hand delivered to the property advising the tenant that they have the right to apply for a stay hearing at the County Court.
 - If a hearing is listed the County Court Judge can order for the warrant to be suspended on terms that regular payments are made.
 - If no hearing is requested by the tenant, the warrant for eviction will be executed.
 - If the warrant is suspended but the terms of the order are breached letters, texts, e-mail, telephone call and a visit to the property will be attempted to get the shortfall or the full balance paid.
 - If the above proves unsuccessful a request is made to the County Court to re- issue the warrant.

ii. Deductions from Income Support, Job Seeker's Allowance, Employment Support Allowance, Pension Credit and Universal Credit

Deductions are made from the debtor's benefits at a rate determined by legislation.

The Council reserves the right to pursue the most appropriate of the above recovery methods depending on the specific personal and financial circumstances of the debtor.

Appendix 7c - Former Tenant Arrears

1. Introduction

- 1.1 The Department for Work and Pensions (DWP) makes annual grants available to local authorities for DHP purposes. The Council needs to consider how to allocate this limited resource in a way that is not only fair, but also supports those that the Council considers to be in most need of assistance.
- 1.2 This policy sets out how Reading Borough Council Tenant Services intends to collect and manage all Former Tenant Arrears (FTA's).
- 1.3 The purpose of the Former Tenant Arrears policy is to:
- Maximise income and sustain the HRA Business Plan;
 - Manage FTA's consistently and prevent 'bad debt' remaining on tenant's accounts.

2. Scope of policy

- 2.1 This policy applies to:
- Reading Borough Council Tenant Services employees
 - Current and former tenants of Reading Borough Council
 - Partners to Reading Borough Council
- 2.2 The Policy relates to rent, service charges and other Housing debts owed to Reading Borough Council in relation to properties or garages.

3. Legislation

- Housing Act 1985
- Landlord and Tenant Act 1987
- Human Rights Act 1998
- Equalities Act 2010
- Data Protection Act 1998
- Reading Borough Council Tenancy or license agreement(s)

4. The Policy.

- 4.1 The authority has a policy to mount a rigorous campaign to ensure that every effort is made to recover all former tenant debts. The recovery officers will use this policy as an aid to deal consistently and efficiently with these debts with the aim of maximising income and reducing the level of debt.
- 4.2 It must be noted that the guidelines within this document are not exhaustive, and that recovery procedures remain flexible in order to adapt to circumstances of a particular case.

5. Recovery where a forwarding address is known

- 5.1 Once a debt has been determined, the amount shown is correct and a forwarding address identified, the officer will take a series of actions as listed below in order for the debt to be paid in full or a realistic affordable agreement to be made to recover the outstanding debt(s).
- | | |
|-----------------------------|--|
| • Letter 1 | If no response or broken arrangement |
| • Call to tenant/text | 3 weeks after letter 1 and no response or payment |
| • Letter 2 | 3 weeks after call/text, if no payment or response |
| • Call to tenant/text/Visit | 3 weeks after letter 2 |

- Letter 3 3 weeks after text/call

5.2 The actions in the table are not exhaustive and will be supplemented by telephone calls, emails and texts (where there is a valid contact).

5.3 If there is no response from the tenant 3 weeks after letter 3 has been sent, the officer will decide depending on the level of debt, the next appropriate action which would either involve referral to Legal Services, the enforcement of a Money Judgment, commencement of a County Court Judgement or Write off.

5.4 The debtor when contacting the Council will be able to pay the debt in full or set up a payment plan that is affordable and has a reasonable time scale.

5.5 Payment plans will be recorded and monitored by Income Recovery Officers.

6. Recovery following a tenant moving into a care home

6.1 If the tenant has moved into care and debt has arisen as a result, the usual recovery procedures will apply. Income Recovery Officers will use a sympathetic approach when contacting the next of kin or executors.

7. Recovery following a tenant's death

7.1 In these cases, any debt will be charged to the estate. Therefore, letters would be sent to the person who notified us of the death to establish if there is a will, who is the executor, and if there is any estate.

7.2 Any cases identifying No estate that total over £600 will be checked with the public trustee's office to then be considered for write off. Any cases under £600 will automatically be identified for write off.

7.3 If we have been informed of the death by an agency or internal departments within the council due to the fact that the tenant has no known next of kin or executor, any debts under £600 would be put forward for write off, anything over will be confirmed with Public Trustees Office.

8. Recovery where a forwarding address is not known

8.1 If the debtor's whereabouts are not known, the officer must commence trace action. This would involve investigating in-house computer systems such as OHMS, I@W, Academy, and through liaison with other internal and external agencies that may have been involved with this tenant, family members/neighbours.

8.2 Where this has proved negative, an Experian trace will be carried out no sooner than 3 months after the closure of the last known tenancy and should be repeated once a month for the next 3 months to try and locate them.

8.3 If after 3 attempts that proves negative, the debt will be submitted for write off.

8.4 Once the debtor is successfully traced, the processes in section 4 will commence.

8.5 The extent and length of time to which a debt is pursued will depend on the level of the debt compared to the cost of recovery.

9. Minimal accounts

9.1 If the sum outstanding is less than £10 it is considered as uneconomical to pursue unless we are aware of the tenant's current address, or they have an open current account, or they have other outstanding debts with the Housing department.

9.2 If any of the above does not apply, then the officer will move the account onto write off status and put the reason on the notebook.

10. Dispute

10.1 It is possible that the former tenant may contact during any point of the recovery procedure to dispute the debt owed. The officer should take full details of why the former tenant is disputing this, investigate their reasons and feedback the outcome to the tenant.

11. Agreements

11.1 The former tenant may contact during any point of the recovery procedure and make an agreement to clear the debt.

11.2 At this point, the recovery officer will take full details of their household income, expenditure, and any other priority debts to ensure the agreement is affordable and realistic and also establish frequency and method of payment.

11.3 This will all be updated by the officer onto the OHMS system.

12. Full and final settlement

12.1 If a debtor can make payment of 50% of the total housing debt within 28 days of contact with the Income Recovery Team, the remaining 50% of the debt will be written off and classed as recovered.

13. Broken agreements

13.1 If an arrangement is made, and subsequently broken, a broken arrangement letter should be sent asking for the shortfall to be cleared or for the tenant to contact us to discuss further.

13.2 If the broken agreement letter is ignored the case should be progressed to the next level of recovery.

13.3 Where a debtor regularly fails to adhere to agreements and is not clearing the debt then recovery action should be escalated.

14. Further recovery action (enforcement)

14.1 Tenant Services will take enforcement action against former tenants in arrears that fail to repay the debt or adhere to a repayment plan.

14.2 Tenant Services will use methods and processes in pursuit of FTA's appropriate to the amount and age of the debt.

14.3 These methods include but are not limited to:

- Cases where a money judgment is already in place - Making an additional money claim on line (MCOL) via the HM Courts and Tribunals Service Internet based service.
- Repairs Stop for Current Tenants
- Reducing Banding if on the Housing Register
- Overlooking a nomination from the Housing Register

15. Money Judgment Orders

15.1 Warrant of Execution

15.2 In cases where the authority has been granted a Money Judgement Order in respect of a debt, we may enforce the order if not paid by alternative collection methods as listed below.

15.3 **A Warrant of Execution** - sending a court bailiff to collect the money will only apply if the defendant has:

- All the money you are claiming (to stop goods being sold) or,
- Sufficient goods which could be sold at auction to raise money to clear the debt

- Before the court can issue a warrant, the defendant must have:
- Failed to pay the amount he or she has been ordered to pay; or
- Fallen behind with at least one of his or her payments.
- This is called 'being in arrears'.

15.4 Attachment of Earnings - An attachment of earnings order is a method by which money will be stopped from a defendant's wages to pay a debt and as such will only help if the defendant is in paid employment.

15.5 Before you an order for an attachment of earnings can be made:

- The defendant must be behind with at least one payment; and
- The amount he or she still owes must be £50 or more.
- We will ask for an attachment of earnings order unless the defendant is:
Unemployed or self-employed;
A firm or limited company;
In the army, navy or air force; or
A merchant seaman.

There are special arrangements for getting money from someone in the armed forces or a merchant seaman.

15.6 Third-Party Debt Order - A Third-Party Debt Order freezes the defendant's money that is held, for example, in a bank account. An application can be made after we have obtained judgment. However, the judge who considers the application will not make an order unless the judgment debtor:

- Has failed to pay the amount of the judgment when it was due; or
- Has failed to pay one or more of the instalments due under the terms of the judgment.
- The court order which is initially sent to the third party will only 'freeze' money held in an account on the day it is received by (served on) the third party. So if, for example, the order is received a couple of days before the debtor's salary is paid into the account, we are likely to receive little or nothing since the 'freeze' will not be applied to any money paid into the account after the court's order was received.
- It is also open to us to enter into Bankruptcy proceedings against the debtor.
- Where there is no current money judgement order in place, and the outstanding debt exceeds £1000.00 and all other recovery actions have proved negative, but we have a confirmed forwarding address, we will make a claim on MCOL (Money Claim on Line) for a money judgment order and then consider points 11.2.1 to 11.2.3 for the most appropriate action.
- Where any court fees have been incurred by us in recovering the debt, these will be added to the former tenants account for which they will be liable to pay.
- On cases where legal action does not recover the debt, the case will be put forward for the debt to be written off.

16. Redecoration voucher

16.1 Any Reading Borough Council tenant who moves home would normally be offered redecoration vouchers for their new property. However, if they have an outstanding housing debt each case will be looked at on an individual basis by the Neighbourhood Manager, Income Management Manager and the Voids Manager to consider if the value of any vouchers they would have been given should be used to offset against the outstanding debt. This would be done via a manual adjustment from the redecoration budget code to the tenant's debt.

17. Repairs.

- 17.1 In any cases where the tenant is in our current stock and has debts outstanding for a former account, a warning flag will be added to OHMS against the property UPRN (or person PIN) number to identify the outstanding debt.
- 17.2 Any non-essential repairs will not be carried out unless:
- The tenant pays the existing former debt in full, and
 - The tenant pays 50% for the new repair upfront, or
 - If not, only repairs that fit the wind and water tight criteria (Health and Safety) will be carried out.
- 17.3 The flag will remain on the UPRN/PIN until the debt(s) are cleared in full.
- 17.4 In exceptional circumstances and whereby the above criteria cannot be met, the call will be transferred to the Income Recovery Team to investigate further and carry out a financial assessment to establish the tenant's ability to pay. The officer will make a decision as to whether the repair should go ahead providing a contribution payment is made towards the existing debt.

18. Garages

- 18.1 For any person already renting a garage, if it is made aware that they have outstanding former tenant arrears, action will be taken to terminate the garage tenancy. These cases will be looked at on a case by case basis.
- 18.2 For anyone applying to join the garage waiting list will not be eligible to join the waiting list whilst having outstanding former tenant arrears.

19. Home choice

- 19.1 Current tenants with former tenant Arrears (FTA's) are not allowed to transfer within our stock if they owe debt unless exceptional Circumstances apply. An exceptional circumstance may be the Management Transfer Panel informing us someone in the household is at risk if they are unable to transfer.
- 19.2 Tenant Services make every effort to ensure tenancies are not offered to people with outstanding debt. If it becomes known a tenant has transferred and still has FTA's from a previous tenancy (including FTA's relating to garages) they will still be responsible for the debt and this will form part of their current Tenancy or license Agreement. A payment plan should be set up for the FTA's.

20. Other

- 20.1 Credit on a tenants current rent account or sub account can be used to offset the former tenant arrears.
- 20.2 Housing officers will follow the Council's Rent Policy to minimise the potential for FTA's to accrue.
- 20.3 Tenant Services ask tenants to provide personal details and contact details of a relative or friend so this can be used in order to trace FTA's if they occur. Information is kept secure and used in compliance with the Data Protection Act 1985.
- 20.4 Tenant Services will contact former tenants with debt within four weeks of them or us terminating their tenancy if they have not already agreed a repayment plan or made any payments. This will be done in accordance with our FTA's procedure.
- 20.5 Tenant Services will state in correspondence that if the reader is not the intended recipient, they return the letter along with the address of the intended recipient if known.

21. Write off provisions

- 21.1 The income Recovery Officers will refer a debt to the Team Leader for write off if the debtor cannot be traced within one year and the FTA is not economical to pursue.
- 21.2 Income Recovery Officers will consider write offs where the above recovery policy has been followed.
- 21.3 Income Recovery Officers will consider write offs in exceptional circumstances.
- 21.4 Income Recovery refer cases for write off if the former tenant has died and the Executor or Public Trustee confirms there is no estate.
- 21.5 Income Recovery has not contacted a debtor for a period of six years the debt will be statute barred. However, we will still pursue the debtor without any Court Processes.
- 21.6 All write offs must comply with the Income Management Write off Policy.
- 21.7 All write off's have to be approved by the Tenant Services Team Leader.

22. Monitoring, review and evaluation

- 22.2 The Tenant Services Team Leader will monitor FTA cases with reference to the amount of total debt, that the procedure is being followed and to monitor consistency.
- 22.3 Benchmarking will be completed to see how we compare.
- 22.4 This policy will be reviewed annually, or sooner, in line with local, legislative or regulatory changes.

Appendix 7d - Repairs & Maintenance Recharging

1. Introduction

- 1.1. This document outlines the Council's Repairs and Maintenance Recharge Policy.
- 1.2. The policy recognises that tenants have a responsibility to look after their home as laid out in the Tenancy Agreement.

2. This policy is about:

Recharging tenants for necessary repair work, maintenance work and any other general Housing costs created by:

- Deliberate and wilful damage
- Negligence, or
- Accidental/unintentional damage
- Criminal

Caused By:

- The tenant
- Their household
- Any visitors
- Others/Unknown

To:

- The property
- Fixtures and fittings
- Communal areas
- The estate

3. Policy aims

- 3.1. The main aims of the Council's Repairs and Maintenance Recharge Policy is to describe:
 - Under what circumstances we recharge tenants
 - When we would decide not to recharge a tenant
 - How to recover overdue Chargeable repairs
 - To take fair but firm action to ensure that all debts relating to rechargeable repairs are collected to cover the council's costs
 - To be consistent
- 3.2. The council will be pro-active in preventing Chargeable repairs by:
 - Keeping tenants fully informed throughout their tenancy regarding their responsibilities and obligations relating to rechargeable repairs

4. Use of the word 'damage'

The word damage is used in a broad sense in this document. It includes circumstances where corrective work is required because a tenant has neglected to carry out maintenance that is his/her responsibility and components have not lasted as long as they should have, or literally, where damage has occurred.

5. Identifying chargeable repairs

Chargeable repairs may be identified in a number of ways:

- The tenant reports a repair to the Repairs call centre

- The Housing Officer/Voids officer identifies Chargeable repairs at a pre-term inspection
- The contractor identifies Chargeable repairs at a property/garage inspection
- The surveyor identifies Chargeable repairs at a property inspection
- Any Reading Borough Council Officer identifies Chargeable repairs at a tenancy visit

6. Councils Responsibilities

- 6.1. The council is responsible for repairing the structure and the outside of the property and for making sure fixtures and fittings for electricity, gas, sanitation, and water are safe and in working order.
- 6.2. The tenant will only be charged if the cause of these works was due to tenant damage or neglect.
- 6.3. All repairs related to gas and water must be completed by approved council contractors and must not be carried out by tenants or private contractors.
- 6.4. The repair of defects or damage resulting from fair wear and tear will not normally be recharged unless referred to in the Tenancy Agreement.

7. Occupied Properties

- 7.1. Reporting Repairs - Tenants should report repairs to the Repairs Hotline 0118 37 3757. This number is available Monday to Friday 9am - 5pm.
- 7.2. When a tenant reports a repair, there may be a pre-inspection where there is doubt about whether or not the repair is chargeable, or a series of questions asked to identify how the repair occurred.
- 7.3. However, if it has been established that it is chargeable, they should be informed:
 - That the repair is rechargeable
 - What the potential cost will be, and
 - A down-payment of 15% of the estimated cost is required before the works/repair will be carried out
 - That they have the option to repair themselves (unless related to gas and water)
 - Tradesmen will only carry out works specified on the job ticket. Any additional works/repairs identified whilst on site will need to be logged as a separate job.

8. Out of hours

- 8.1. The out of hours emergency repairs service 0118 937 37 37 operates when the repairs line is closed (4pm-9am). Tenants should only contact this number if emergency works are required. These include make safe glazing, water leaks, hot water, heating, fire, flood, problems with gas and securing a door if required following forced entry.
- 8.2. A standard emergency callout charge is applicable in most of these cases along with any repair costs and is chargeable to the tenant.
- 8.3. All of the repairs listed above will be carried out irrespective of any outstanding debts as the Council has a responsibility towards Health and Safety regulations, whilst ensuring that properties are wind and water tight.
- 8.4. Any non-essential rechargeable works will not be done out of hours.

9. Criminal Damage

- 9.1. If a tenant reports a repair caused through criminal or third-party damage to windows or exterior doors, the Call centre will ask a series of questions to establish how the damage occurred, the Crime reference number should be taken or tenants should be advised to report the incident to the police and ring back with the Crime reference number. Full details of what has been discussed should be

logged onto OHMS. These calls should be marked as rechargeable in order for a full investigation to take place. However, in these cases, a 15% deposit should not be taken as it is only make safe at this stage.

- 9.2. A call should then be logged with the back office to make safe the window/door. At this visit, the trade's staff will obtain information/evidence including photos of the damage, which then need to be passed to the Housing Officer within 24 hours.
- 9.3. The Housing Officer should review all information received and check to see if there is a history of previous damage and then make a recommendation to their Team Leader as to whether the tenant should be charged or not.
- 9.4. If through investigation it is established that the damage has been caused by someone living in or visiting the tenant's home, the tenant will be recharged for any repair work carried out. In these cases a reglaze or replacement door will not be ordered until the make safe charges have been paid unless for H&S reasons.
- 9.5. Note: The police will give a crime reference number when an alleged crime is reported. Having a crime reference number does not in itself prove criminal damage.

10. Damage caused by the police

- 10.1. For any occasions where the police are in possession of a warrant it would be a lawful entry and the warrant would have been issued by a Magistrates in accordance with Section 8 of the Police and Criminal Evidence Act 1984.
- 10.2. When a lawful entry is made the police have no liability for the damage which may be caused in securing the entry.
- 10.3. The tenant will still have to pay for any repairs even if no one was arrested or any items found.
- 10.4. The only instance whereby a charge would not be expected to be paid is if the police have entered the wrong address.

11. Forced entry/Fear for welfare

- 11.1. These cases will be looked at on a case by case basis taking into consideration the full circumstances and a decision will be made by a Tenant Services Manager as to whether the tenant will be recharged for any repairs.

12. The Tenant's Responsibilities

- 12.1. The tenant's repair & maintenance responsibilities.

The tenant's responsibilities for looking after their home are outlined in the Tenancy Agreement.

- 12.2. This makes it clear that if the tenant fails to carry out his/her responsibilities covered in their tenancy agreement, and by not doing so will create further deterioration of the property, the Council may decide to do the work and recharge the tenant for this.
- 12.3. The tenant can at any point request that the council carry out works on their behalf on the understanding that they will be charged for this work.

13. Repairs identified as a tenant responsibility

13.1. If the identified repair is the tenant's responsibility it does not necessarily mean that they have to do the work themselves, merely that they are responsible for organising and paying for the repair, except repairs relating to gas and water -see Council's responsibilities.

13.2. Private contractors may undertake electrical work as long as the tenant advises the council which trade body the electrician belongs to and the work is permitted by the council, before the work commences. A registered electrician must undertake the electrical work and an Electrical Completion Certificate for the work must be sent to the Housing Officer to be placed on OHMS and I@W.

13.3. Alterations/Repairs made by tenants

Alterations and home improvements are effectively damage to the property if they have:

- Been carried out without the Council's permission, see Section 7.4 of the tenancy agreement
- Not been carried out to the required standard, or
- Not been maintained or is unsafe.

14. Contractors/Officer Time

14.1. Officer time or Contractors time in relation to works/forced entries carried out to properties will be recharged to the tenant whereby:

- A tenant fails to organise access for a Gas Service. The charge for the admin time to arrange and serve notices and officer time to attend the forced entry appointments will be recharged to the tenant.
- Whereby works are ordered via a sub-contractor and the tenant fails to allow access or be in for the appointment, if time is charged back to RBC from the contractor then this will be invoiced onto the tenant.

15. Communal Areas - Storage and clearance

15.1. Charges will be passed on to the tenant whereby goods left outside of flats have to be stored for 28 days and the tenant wishes to collect them.

15.2. Charges will also be passed on to the tenant where rubbish is left outside of flats or in communal areas.

15.3. Charges for dumped rubbish in any communal areas will be passed on to all tenants unless proof is obtained which identifies the offender.

16. Pests/Pets

16.1. Charges to deal with pests whereby a tenant is the root cause or pet infestations will be passed on to the tenant accordingly.

16.2. Charges to treat individual flats will also be passed onto the individual tenants if we have chosen to organise and pay it for them initially.

16.3. Charges to treat the clean and clear or flea treatment of a property because of a pet will be charged to the tenant.

17. Option to repair damage

17.1. Whenever possible tenants should be given the option to repair any damage themselves at which point they will be advised by the Council of the acceptable standards required. If they take up the option a reasonable timescale should be agreed, in writing, by which time the work should be completed.

17.2. Where a tenant has opted to repair damage themselves rather than the council carrying out this work, a post inspection of the work will be carried out by a council surveyor/Housing Officer. This is to ensure works are completed to the required standards and if not, the council will bring the repairs up to the required standard and the tenant will be charged for this.

17.3. It might not be possible to give a tenant the opportunity to do the work if it is a threat to health and safety (of the tenant and/or other people).

18. Repayment

18.1. Registering the debt - An invoice should be sent to the tenant within 21 days after the work/repair has been carried out and costs calculated.

18.2. This invoice will show total cost of works, less the 15% that may have already been paid at the time the repair was reported, and the outstanding balance due. VAT will be applied as appropriate.

18.3. Affordable Payment Plans - If the tenant is unable to clear the outstanding balance within 28 days, an affordable realistic agreement can be made with the tenant based on their household's financial income. This also needs to take into account frequency and method of payment to ensure this debt is cleared in a reasonable time frame, ideally within 12 months of the works being carried out.

18.4. Second recharge items - If the tenant has outstanding debt for a previous repair/works that have been carried out, subsequent non-essential repairs will not be carried out unless:

- It is a threat to H&S

18.5. Important Note: The identification of a second or any subsequent recharge repair will trigger an investigation by the Housing Officer (each time) to assess if there is the need to take enforcement or supportive action.

19. Income recovery

19.1. Repairs and maintenance Chargeable repairs and former tenant arrears are both dealt with as sundry debts. There is no specific housing legislation aiding recovery as there is for a current tenant's arrears of rent.

19.2. Debt chasing is carried out on a 21 day recovery cycle.

19.3. Where a tenant opts to pay by instalments the agreement should be of a level that clears the debt as quickly as possible, preferably within 12 months.

19.4. Where tenants owe money to Reading Borough Council but are due to receive incentives/monies from the Council, we will offset this against any outstanding debt.

20. Former Tenants

20.1. Rechargeable works may be identified when a property is inspected before the vacating tenant moves out. The tenant needs to be given the opportunity to put the works back to re-let standard prior to them moving out. However, most rechargeable work will be discovered when furniture and fittings have been removed and the property is vacant. Photographic evidence will be taken at this stage and passed to the Sundry team as evidence for the recharge.

20.2. In all cases where the address of the former tenant is known, an invoice will be raised at the earliest opportunity for any completed chargeable repairs to bring the property back to re-let standard.

20.3. Note: We cannot give a former tenant the opportunity to do the work after they have moved out.

20.4. See former tenant arrears policy for tracing and further recovery action.

21. Management Transfers, Transfers, Mutual Exchanges and Tenancy Changes

- 21.1. All properties need to meet the required standard. Any works that have to be carried out on behalf of the tenant to bring the property up to standard will be chargeable.
- 21.2. Mutual Exchanges: all Housing debts have to be cleared in full prior to assignment.
- 21.3. Transfers: All Housing debts have to be cleared prior to offer.
- 21.4. Tenancy Changes - All housing debts have to be cleared prior to assignment or succession.
- 21.5. Management Transfers: Debts should be cleared prior to offer but a move in these instances is crucial for the safety of the tenant. Whatever debts are not cleared prior to a move will still have to be cleared off afterwards as they will form part of their new tenancy agreement by default.

22. Garages

- 22.1. For any person already renting a garage, if it's made aware that they have outstanding Housing debts, action will be taken to terminate the garage tenancy. These cases will be looked at on a case by case basis.
- 22.2. For anyone applying to join the garage waiting list, they will not be eligible to join the waiting list whilst having outstanding housing debts.

23. Exemptions

- 23.1. In exceptional circumstances where the Housing Officer feels that the tenant should not be charged for a repair, evidence should be submitted to the Tenant Services Manager on a case by case basis for a decision as to whether this debt will be charged.

24. Bad debt provision (financial accounts)

- 24.1. Where a debt is owed by a former tenant, the debt may ultimately be 'written off' the financial accounts - refer to the Debt write off policy. However, the debt will always be considered as live until the debt is cleared.

Appendix 7e - Leasehold Management Policy

1. OVERVIEW OF POLICY

This document outlines the Council's Leasehold Management Policy which includes Income, Service Charges and day to day management. It sets out the approach to delivering this service and the collection of associated charges.

The policy relates to all Leaseholders and shared owners who are contracted to pay service charges to Reading Borough Council.

There are currently two designs of lease; Old and New.

Old is where charges are paid for in arrears.

New is where charges are estimated and paid for in advance and the previous years estimates confirmed.

However, all leases are slightly different dependant upon the estate makeup.

The policy described here takes into account legislation and Reading Borough Council policies.

1.1 POLICY STATEMENT

The Homeowner team will work closely with it's Leasehold and Shared owners to ensure Service Charges are clearly explained, equitable, and presented in a format that take account of individual leaseholder's needs and requirements. Each lease clearly stipulates what is included as part of the service charges, when they are due and how they are calculated.

2. POLICY AIMS

2.1 To promote a robust and effective approach to minimising service charge arrears. Recovery action will be well publicised and implemented fairly in respect of all service users. The recovery procedure includes letters, telephone calls and visits, so that every effort is made to contact the leaseholder.

- To raise service charges within government bound legislation deadlines
- To ensure service users have the information and support they need to maximise their income and prevent or minimise their debt
- To provide Service users with information about their service charges, including costs, how their charges are calculated and apportioned
- To offer a wide range of payment methods
- To provide service users with as much notice as possible when exceptional charges are likely, for example planned maintenance works.

2.2 Aim to deliver continuous improvements and value for money in our services provided

2.3 We will keep to any statutory requirements in delivering and charging services to our Service users

3. RELEVANT LEGISLATION

Housing Act 1985

Landlord and Tenant Acts 1985 and 1987

Housing and Planning Act 1986

Leasehold Reform, Housing and Urban Development Act 1993

Housing Act 1996

Commonhold and Leasehold Reform Act 2002

There are services that we provide to service users on a 'variable service charge' basis, we will abide by the provisions set out in the Landlord and Tenant Acts 1985 and 1987 (as amended). These set out the requirements for operating a variable service charge. Amounts charged will vary between properties and depend upon the property specification and the services and facilities provided to and within them.

4. SERVICE STANDARDS

- Reply to letters within 5 working days of receipt
- Answer phones within 15 seconds
- Acknowledge email enquiries within 24 hours detailing the person dealing with their enquiry
- See Leaseholders within 10 minutes of their arrival at reception
- Provide a leasehold service during normal office hours
- Visit Leaseholders at home if they can't get to the Civic Offices
- Send Leaseholders our customer newsletter "Housing News" at least 3 times a year
- Send Leaseholders the Leasehold Newsletter at least twice a year
- Give Leaseholders a leasehold handbook when they become a leaseholder
- Investigate and take action when a breach of lease is reported to us
- Arrange leasehold surgeries/forums as appropriate to give leaseholders the opportunity to discuss any concerns
- Operate our repairs call centre 8-6pm and provide a freephone service to make it easy for Leaseholders to report repairs
- Provide an emergency call out service for immediate and serious problems
- Provide a mediation service to help resolve neighbour nuisance and ASB
- Involve and work with the police and other agencies with regard to ASB and nuisance
- Consider legal action against any leaseholder who continues to behave anti-socially
- Neighbourhood Officers will ensure the cleaning schedule is displayed in the blocks showing what should be done and when
- Provide Leaseholders with accurate information about service charges and other charges due
- Send Leaseholders a service charge statement twice a year showing all payments and charges
- Contact Leaseholders within 3 weeks if they fall behind with their service charge to help them manage their debt
- Ensure that a Leasehold Management Team member attends local Service users group meetings regularly
- Get feedback about satisfaction with services in a variety of ways (such as estate walkabouts and inspections and surveys)
- Develop the sounding board
- Listen to what Leaseholders say and learn from their complaints
- Arrange an interpreter to help Leaseholders communicate with us on key issues
- Provide information in plain English and avoid using jargon wherever possible
- Make information available in alternative formats such as large print, Braille or audio tape on request

5. PERFORMANCE TARGETS

Performance will be monitored by collection of the following:

- Level of service charge arrears
- % collected as % of debt owing
- No of Complaints
- Yearly satisfaction survey results

6. MONITORING AND REPORTING

We regularly monitor service provision, associated costs, and our performance. These are reported monthly to senior management and are used for benchmarking purposes and service improvement.

Officers complete weekly stats to identify accounts actioned, visits carried out, telephone calls and agreements made to ensure and monitor consistency.

7. BENCHMARKING

We are a member of a benchmarking group which includes Local Authorities from England and Wales.

This group meets bi-annually to review best practice and benchmark our services and customer satisfaction against each other.

8. SERVICE CHARGES

8.1 SERVICE CHARGE DEFINITION

Section 18 of the Landlord & Tenant Act 1985 (as amended) defines a service charge as “an amount payable by a tenant of a dwelling as part of or in addition to the rent, this is payable directly or indirectly for services, repairs, maintenance, improvements, insurance or the landlord’s costs of management and the whole part of which varies or may vary according to the relevant costs”

For this purpose:

- (a) “Costs” includes overheads, and
- (b) relevant costs in relation to a service charge for which they are incurred, or to be incurred in the period for which the service charge is payable, or in an earlier or a later period.”

Basically, it is possible to collect service charges that have already been incurred and expected budgeted expenditure for the future, provided that the lease allows.

8.2 SERVICES

We will provide a variety of services to Service users. These will vary from lease to lease. Service users will be informed at the beginning of their contract which services will be provided and the current costs of providing those services. Changes in the provision of services will be the subject of consultation (see consultation section).

The following list provides an example of possible services:

- Cleaning of communal parts
- Grounds maintenance
- Communal power
- Communal water supply
- Communal heating systems
- Door entry system/maintenance
- Lift maintenance
- Responsive repairs to communal parts
- Fire alarm testing and servicing
- CCTV
- TV Aerials
- Management costs
- Buildings insurance

This list is not exhaustive.

8.3 MANAGEMENT FEE

The definition of the service charge in any lease allows for the collection of a fee to cover the costs incurred by Reading Borough Council in meeting its landlord obligations as they relate to the provision of services and the repair and maintenance of communal areas or parts.

These costs can include:

- all reasonable fees charged and expenses payable to a surveyor, solicitor, accountant or other person who may be employed in connection with the management of maintenance of communal areas or parts
- The cost of calculating and collecting the charge including the cost of preparing the service charge summary

The management fee will be reviewed each year based on costs incurred and also benchmarking to make sure that the fee is comparable with that charged by other social landlords.

8.4. EXTRA CHARGES

These are one-off invoices for services or works which are not included in the service charge. These can be costs relating to solicitors enquiries and administration fees. These will be invoiced separately to service charges and where applicable, payment in full is required before information is released or updated.

9. PAYMENT TERMS FOR SERVICE CHARGES

9.1 Service charges

Payment will be requested in full, however, service users can apply to pay by monthly instalments. They would need to provide a suitable repayment plan and timeframe which would need to be agreed by the Homeownership Team.

9.2 Apportionment

The method of apportionment will depend upon the design of the estate and any variation in property types. Leases will set out Reading Borough Council's obligations in respect of the provision of services, and will generally outline how the costs of the services are apportioned between Service users.

Where there is no specific apportionment required by the lease, this will normally be applied on a pro-rata basis, based on the number of homes within the block/estate receiving the service.

It is possible for a variety of apportionment methods to apply dependent on the service:

Estate - where charges are shared across a number of blocks collectively described as 'the estate (Parks, car parking etc).

Block - Where charges are applicable to one particular block of flats or dwellings within the estate

Communal - Where certain blocks have more than one communal area, only the service users whose property lies within that area will be charged

Points - charges such as repairs may be further apportioned having regard to the property size based on its individual point value

9.3 Calculation

The service charge financial year is calculated from 1st April to 31st March.

For 'Old' style leases we will confirm costs for each service provided for the previous financial year.

For 'New' Lease styles we aim to estimate charges broadly by using the previous years actual costs, and confirming current cost increases in services to ensure that the charges are as realistic as possible, to avoid excessive surpluses or deficits at year end. We will also confirm expenditure for the previous financial year.

At year end we will collate actual expenditure and following this, we will notify leaseholders of actual expenditure and any differences will be rectified on the Leaseholders account accordingly.

9.4 INVOICING CHARGES

An annual schedule of estimated service charge costs will be drawn up for each block/estate at the start of each financial year, based on the actual costs of the previous full financial year, plus any assumed inflationary costs and any local knowledge.

We will maintain comprehensive accounting records for each service user who receives chargeable services. Each account will be debited under the various budget heads and credited with payments made by the service user. An annual summary of accounts will be produced for each service user's property.

Where actual costs in any accounting year exceed the income for the same period, the balance will be

- added on to the next years service charge account (for this to be recovered)

Where actual costs in any accounting year are less than the income for the same period, the balance may either be:

- credited to the next years service charge account or
- refunded to the service user

10. SINKING FUNDS/EXTERNAL REDECORATION ACCOUNTS

Some leases allow for the charging and collection of these on an annual basis.

Interest accrued on a sinking fund balance will be applied to the account on an annual basis.

A yearly statement will be sent out to all leaseholders that contribute to one or both of these funds detailing income and expenditure.

11. DISPUTED CHARGES

Where the leaseholder is disputing and/or refusing to pay their service charge, prompt action is required by the landlord. The service user will need to provide details of the service charge they are disputing and will be advised that they would be expected to pay the service charge elements not in dispute.

The Leasehold Management Team will carry out a full investigation and liaise with other internal departments to which the dispute(s) relate to, to confirm works being carried, costs, calculation or reasonableness and report back to the Service User.

If an element of the charge is incorrect then the service users account will be rectified accordingly by the Leasehold Management Team and any credit this produced will be refunded back to the Service User.

If after investigation the charge is upheld, but, the leaseholder still disputes this, the landlord will offer various methods of resolution. The disputed charge could be taken through RBC's complaints/service charge appeals procedure or a leasehold mediation service, which will be run either internally or externally. The ultimate adjudicator would be the Leasehold Valuation Tribunal.

12. MAJOR WORKS

Where the lease allows, a sinking fund should be in place to cover the replacement/renewal of key facilities e.g. Roof replacement; replacement of door entry system; etc.

Contributions for the sinking fund will be collected as part of the annual service charge, but identified separately. Sinking fund contributions will be based on estimated life cycle costings for each element.

We hope to confirm on an annual basis, any works that may be required to any block/estate.

Any major works will require RBC to consult with Service users prior to commencement of works. See point 21.2.1.

Major works invoices will be charged once work commences and then the charge confirmed once works completed. The invoice will be amended accordingly to reflect the correct charge.

Any monies in the service users sinking fund will be used to offset the cost of any major works required.

We offer leaseholders a number of ways to pay for Major Works with balances over £250.

They can either pay:

- In full, or
- Set up an arrangement plan

If there are insufficient funds in the sinking fund or the service users lease does not allow for a sinking fund we offer the timeframe for paying by instalments is dependant on the amount of the charge, as follows:

From:	To:	Maximum Period:
£251	£500	3-6 months
£501	£1000	6-9 months
£1001	£2000	9-12 months
£2001	£3000	12-24 months
£3001	+	24-36 months

Any debt not cleared within 36 months would incur interest at the current rate as appropriate.

If the leaseholder requires a period longer than 36 months to clear this debt, this would need to be authorised by the Senior Income and Homeowner Officer and the Income Management Manager but this should not exceed a maximum of 48 months to repay the whole debt.

13 LEASEHOLD INCOME

13.1 INCOME

Leasehold Income is used to describe income collected by the Homeownership Team. This includes:

- Service Charges
- Major Works costs
- Administration Costs

13.2 PAYMENT METHODS

- Direct Debit
- Standing Order
- Reading Borough Council's website's online payment facility
- our automated telephone payment service on 0118 9372877 (24 hrs)
- by telephoning 0118 9372092 (Leasehold Management Team) during Monday to Friday 9am to 5pm.
- Direct from your salary (if RBC employee)

14. INCOME RECOVERY

We will help and support leaseholders to prevent them getting into arrears by:

- Ensuring that all service charges are calculated correctly in accordance with the law and lease
- Treating service users fairly, and to act lawfully in accordance with the lease
- Making it easy for service users to pay their charges by having a wide variety of payment methods available
- Offering service users affordable payment plans to enable them to pay any arrears (in addition to their service charges payable) in stages over an agreed period of time
- Offering service users the facility of a 3 year interest free repayment option in relation to major works when eligible, in accordance with best practice
- Ensuring service users meet their obligation to pay the current service charge and to work with us and other organisations to assist them to pay their charges or obtain welfare benefits
- Preventing arrears by giving good advice on debt management and by promoting the take up on benefits through our partner agencies
- Making early personal contact with every service user in arrears and make regular personal contact if arrears persist
- Working in partnership with the in house debt advisor who can assist with financial and benefit advice where genuine difficulties exist
- Ensuring that service users disputes are resolved quickly and that the service users agrees the charges due in accordance with our complaints procedure
- Start Legal action, or action via the Leasehold Valuation Tribunal, promptly when appropriate to protect the landlord against further debt and seek to minimise individual debt
- Approach mortgage lenders as appropriate when arrears persist.
- Making our debt recovery procedure clear to new service users.

14.1 INHOUSE RECOVERY

Homeownership Officers will review all accounts in their patch fortnightly by using the arrears balance function in OHMS using the HPM module.

The officer will determine the next appropriate action to be taken for each account and note this on the system. This will enable action taken to be clearly visible via the status codes and account notebooks on HPM. The officer will follow the recovery actions as per table below.

This lists the minimum recovery action that should be taken, assuming no response, before a debt is referred to a higher recovery level.

Service charge raised:

• Letter1 (see Appendix 1)	28 days after service charge bill sent
• Call to leaseholder/text	14 days after letter 1 or SC let2
• SClet2 (see Appendix 2)	14 days after call/text or sclet1
• Visit to leaseholder/tell call	1 week after sclet2 or hand deliver sclet3 if not in
• SCLET3 (see Appendix 3)	1 week after visit/call
• SCLET4 (see appendix 4)	1 week after SCLET3
• LHLENDER & MORTGAGELENLET (See appendix 5&6)	1 week after SCLET4
• LEGAL PROCEEDINGS (See further recovery section)	as specified

The actions in the table are not exhaustive and may be supplemented by **telephone calls, texts, emails and visits** (where appropriate).

15. DEBT ADVICE

Service Users who are behind with their service charges, and/or have other serious debts would be offered the same support as renting tenants. This will mean referral to our in-house debt advisor. We will also offer advice on entitlement to welfare benefits.

16. BANKRUPTCY/IVA/DRO

If a Leaseholder or shared owner is about to be made bankrupt, or applying for a DRO, administration order or proposes an individual voluntary agreement, RBC will ensure that the service charge and/or major works debt is included in the repayment schedule.

However, neither bankruptcy, IVA or DRO will affect the service charges or major works monies outstanding.

Once the property is sold, all the outstanding monies owed in relation to the lease will be paid from either the funds from the sale of the property or will be transferred to the new owner who will be liable to pay for them.

17. LENDER REFERRAL

If other recovery action has failed, and the debtor's circumstances are that they have a mortgage on the property, we will contact their lender. This is because the mortgage lender has a financial interest in the property and we will negotiate if they are willing to clear this debt on the service users behalf.

18. LEGAL REFERRAL

For cases where the service users are not engaging or making attempts to clear the debt, these will be passed to our legal department for an application to be made to the County Court to obtain a Money Judgement against the debtor, and the actions below taken afterwards if necessary.

If once this order is granted, and the service user fails to make payment the case will be referred back to our legal department to enforce proceedings. This means that an application will be made to the Court for alternative collection of the debt by means of:

- Warrant of Execution
- Attachment of Earnings
- Garnishee Orders
- Charging Orders

If the above enforcement action proves negative then the account should be referred for a Leasehold Tribunal Panel to consider forfeiture.

19. FORFEITURE

Forfeiture is where the Council applies to the LVT to end a lease because a Covenant of the lease has been breached. This could happen if:

- Service charges are unpaid and all other forms of recovery have been ineffective
- Nuisance and or harassment of neighbours
- Neglect or damage of the service users property

If the LVT decides that the terms of the lease have been breached, it may end the lease and give Reading Borough Council possession of the service users home.

As a responsible landlord, we only take this action when all other attempts to resolve the matter have failed. We have to protect the interest of the Council, its tenants and other Service users.

20. CHARGING ORDERS

These will only be used in extreme circumstances whereby this proves the most cost effective way of securing payment of the debt. These will be looked at on a case by case basis by the recovery officer and will need to be agreed with the Senior Income and Homeowner Officer.

21. PERFORMANCE TARGETS

Performance will be monitored by collection of the following:

- Level of service charge arrears
- % collected as % of debt owing
- No of Complaints
- Yearly satisfaction survey results

22. CUSTOMERS

22.1 EQUALITY AND DIVERSITY

The Homeownership Team recognises the needs of a diverse community and always acts within the scope of Reading Borough Councils Equality Policy.

The Homeownership Team is responsible for recording, analysing and monitoring information on ethnicity, vulnerability and disability of our service users to ensure we provide a tailored service including offering a range of languages and formats to meet their requirement

22.2 SURVEY

At least once every two years, a service user satisfaction survey will be sent out. From the information received, the Homeownership team will investigate to see if any improvements can be made to the service.

The results will be collated and published to all service users via the Homeownership Newsletter and internally within the organisation.

22.3 FEEDBACK

Any dissatisfaction or complaints received in any format will be acknowledged within 5 working days.

If the service user is unhappy with any area of the service provided, the issue will be progressed through Reading Borough Council's complaints procedure or Leasehold Valuation Tribunal (LVT).

Applications to the LVT can be made at any time without reference to Reading Borough Council's complaint procedure.

22.4 PARTICIPATION

Service users are offered the opportunity to review performance and make recommendations for improvement by completing the annual survey, or at our Homeowner Forums or as and when they feel the need.

We will offer Homeowner Forums bi-annually along with other methods of involvement according to service users requests. This enables them to play an active part in moulding the service.

There is an opportunity for service users to become a member of the sounding board so we can liaise with them on specific issues that we are not legally bound to consult on.

Service users can also join a tenants and residents association. This is a group of local people that come together to put forward the views of residents in an area to solve local problems.

We will actively promote all methods of participation to all service users.

22.5 NEWSLETTER

A bi-annual newsletter that is sent out to all service users. This provides information on any changes, 'hot topics', performance and we also encourage service users to have an opportunity as to what issues they would like covered in this publication.

22.6 LEASEHOLD QUALITY MARK

A panel of Leaseholders have reviewed each factsheet contained within the leasehold handbook and have agreed on the layout, design and clarity. The handbook has been given the Leasehold Quality Mark. Any new factsheets developed will adopt this process.

All new service users will receive a copy of this within 3 weeks of moving in.

There is an opportunity for service users to become a member of the sounding board so we can liaise with them on specific issues that we are not legally bound to consult on.

Service users can also join a tenants and residents association. This is a group of local people that come together to put forward the views of residents in an area to solve local problems.

We will actively promote all methods of participation to all service users.

22.7 SERVICE USER PROFILING

The Homeownership Team will endeavour to maintain a database of our service user profiles and also to ensure we can tailor services to meet their individual needs.

A service user census will be sent every two years to obtain up to date information.

For any new service users, the census will be sent to them within 4 weeks of them moving in.

22.8 3 WEEK VISIT

The Homeownership team will contact new service users whether the property has been acquired through the open market or the right to buy within 3 weeks of moving in to give them an opportunity to meet with us and discuss any questions/queries they may have.

22.9 TENDERING

We will endeavour to ensure that all service contracts, whether provided internally or externally, are cost effective and represent good value for money. New contracts will routinely be subjected to competitive tendering, but it is recognised that some equipment is so specialised that a supplier may have a monopoly position in the market place.

All contracts will be reviewed regularly to ensure that their standard of service and cost effectiveness is being maintained.

Where possible, Reading Borough Council wide contracts will be placed to gain discounts through economies of scale.

Where required by law, we will consult with service users over the letting of long-term (partnering) contracts that impact on service charges.

22.10 CONSULTATION

The Homeownership team is committed to resident participation and consultation. With regard to service charges, Service users will be consulted on the following:

- any change in the provision of services including:
 - introduction of new services;
 - removal of existing services; and
 - change in standard of existing services
 -
- any change in the way charges are divided between various Service users
- any other administration changes i.e. handbook

22.11 SECTION 20 CONSULTATION

We are legally bound to carry out Section 20 Consultation in order to recover our full costs in cases where:

- Major works over £250 are to take place
- Any long term agreement is going to be entered into

23. NUISANCE

Reading Borough Council has an Anti Social Behaviour team that deals with ASB against all residents. Reported nuisance or anti social behaviour initially will be dealt with by the Homeownership Team. For more serious cases, The Homeownership Team will liaise with the ASB team for assistance or advice.

Where nuisance is reported involving leaseholders, the Homeownership Team will liaise with the ASB team and persons involved to remedy the situation. If this fails, legal action will be taken against the perpetrator.

24. LOCAL AREA AGREEMENTS

Local area agreements are in place and will ensure service requirements are met.

The following LAA's are in place with:

- Cleaning
- Accountancy (Landlord Lighting)
- Neighbourhood Management
- Anti Social Behaviour
- Lift Maintenance and cyclical works
- Insurance
- Legal
- Repairs
- Planned Maintenance

25. EXTENDING YOUR LEASE

Leaseholders and shared owners are able to at any point during their lease, apply to extend it. However, it is recommended that this is done when there is approximately 80 years outstanding on the lease.

26. BUYBACKS

If a Leaseholder or shared owner wishes to sell their property they could ask RBC to consider buying the property back.

The Council has no obligation to do so but in making a decision would consider affordability and demand for the size of the property in question.

27. RIGHT OF FIRST REFUSAL

If a tenant purchases their home under the right to buy scheme, who become a leaseholder/shared owner and within 10 years of purchase they wish to sell or dispose of the property, they have to offer it back to the Council to buy back.

The Council has no obligation to do so but in making a decision would consider affordability and demand for the size of the property in question.

The Council has a maximum of 8 weeks to decide if we will buyback the property. If after 8 weeks we have not made a decision then the leaseholder is free to sell the property on the open market.

28. DOWNSTAIRCASING

A leaseholder or shared owner wishing to down staircase must contact RBC if they are interested.

The Council has no obligation to do so but in making a decision would consider affordability and demand for the size of the property in question.

If the Council agrees to buyback a % of a Leaseholders property they would then become a shared owner and would then be liable to pay a rent charge on the % they did not own.

If a shared owner down staircases, their rent liability would increase on the % share they do not own.

If downstaircasing is agreed, the Council would value the property and provide the leaseholders/shared owner of a cost of their share that they want us to buyback.

29. PURCHASING FURTHER SHARES

If a shared owner wants to purchase further shares in their property, they should do so in writing in order for the Council to carry out a valuation.

Further shares can be purchased at a minimum of 25% and up to a maximum of 100% at which point the shared owner would become a leaseholder or freeholder dependant on the type of property.

30. DISABLED ADAPTATIONS

The request for the installation of any disabled adaptations should be requested in writing to the Homeownership Team detailing the proposed requirements.

If the adaptation is to be located in a communal area then this will be referred to the Head of Housing and Repairs Manager to approve.

Health and safety will be a priority and the application may be refused if it jeopardises the health and safety of other residents.

If the adaptation is to be located in the service users flat then the Council would again have to consider Health and safety and fire regulations before permission can be granted.

In both cases, Planning and Building control regulations will need to be obtained and paid for by the service user where applicable if the disabled adaptation is approved.

31. PROPERTY ALTERATIONS

As service users do not have a statutory right to undertake improvements it will be necessary for them to request in writing to the Homeownership Team permission to alter or amend the structure or exterior.

Each request will be looked at on its own merit and a decision will be sent to the service user within 28 days from the date the request is received.

Any denial of the proposed alterations will be accompanied with a full written explanation.

Planning and Building control regulations will need to be obtained and paid for by the service user where applicable if the alteration is approved.

32. DECEASED ACCOUNTS

There may be a service charge outstanding for a service user who is deceased. In these cases a letter will be sent to the executor or service user representative to detail the balance outstanding. At the point that the property is sold, the executor or representative will have paid the outstanding balance from the deceased's estate. Failing that these will be transferred to the new owner as part of the sale agreement.

33. SUBLETS

Shared owners are not permitted to sublet their properties.

However, leaseholders are allowed to sublet their property providing they inform us of their intention to do so.

Once this has been received, the leaseholder will need to provide a copy of the assured short-hold tenancy agreement, gas safety certificate (if applicable) and details of their forwarding address along with their tenants contact details.

To cover our administration costs, there is a fixed charge at the current rate plus VAT for each leaseholder who registers their intention to sublet.

For insurance reasons it is necessary for the leaseholder to tell us if they are not living in the property or if they are not using it as their sole and principal home.

Leaseholders who sublet will be charged a fixed annual administration fee plus VAT to ensure that records are kept up to date regarding leaseholders and their tenants.

For insurance reasons it is necessary for the leaseholder to tell us if they are not living in the property or if they are not using it as their sole and principal home.

In cases where a leaseholder sublets their property, service charges have to be paid in full on demand within 28 days from the date of invoice. They will not be offered the facility to apply to pay by instalments.

All correspondence in relation to the property will be addressed to the leaseholder and not their tenant. The tenant is the responsibility of the leaseholder, the lease is a legal document that should be abided by. Any covenants of the lease that are broken will be enforced by RBC to the leaseholder, irrespective of who has broken them.

34. AMENDING THE LEASE

If a service user or RBC needs to amend a clause within a lease or plans referred to in a lease, will be done through the normal process of a deed of variation. The Council will instruct the internal legal department in all cases. In order for a lease to be varied, both parties (RBC and the service user) must agree to the new terms/plans.

The party who requested the amendment will be responsible for any costs incurred.

35. FIRE SAFETY

Reading Borough Council has an in-house fire safety officer that works with Berkshire Fire Services to ensure that the latest fire regulations are adhered to within Reading Councils housing stock.

If there are any works required to communal areas, the appropriate consultation will be carried out and the cost apportioned and charged to the leaseholder.

If a new front door is required as part of the fire safety works, we would offer for Reading Borough Council trade operatives to do this work at cost price and invoice the service user accordingly. If required the Service users will have the facility to pay by instalments for a maximum period of 1 year interest free.

Sublet properties will not be offered the instalment option.

36. DEED OF POSTPONEMENT

The service user has to put a request into the Homeownership Team. This request will then be passed to the Council's legal services team for approval.

If the request is agreed there will be a fixed charge at the current rate plus VAT to the service user.

37. REVIEW OF POLICY

This policy will be reviewed at least every two years or sooner to reflect any changed in the law, legislation, corporate requirements or targets.

Service Users will be consulted on any proposed changes to this policy. We will use customer feedback to inform reviews and recommend changes to this policy document at any time.

Appendix 7e - Housing Debt Write-Off Policy

Policy Overview

Introduction	<p>This policy confirms the Council's 'Write Off' Policy that outlines the approach to outstanding Housing related debts.</p> <p>This is not to be confused with 'writing off' 'bad debts' from the financial accounts for the purpose of Bad Debt Provision.</p> <p>The policy described here takes into account legislation and Reading Borough Council Policies.</p>
Policy aims	<p>The main aims of the Council's Housing Debt related Write Off Policy are to outline:</p> <ul style="list-style-type: none">• what can be written off• who has the authority to write off, and• whether writing off against financial accounts clears the debt against the authority.
Write off submissions	<p>All requests to write off are submitted by the Income Recovery Team to the Head of Finance and the Income Management Manager or his/her delegated representative. There are no exceptions.</p>
Former and Chargeable Repairs	<p>Former Tenant Arrears or chargeable repair debt will be submitted for write off:</p> <ul style="list-style-type: none">• if the debt is under £10 and there isn't a credit on another account,• where a full and final settlement has been accepted and paid, to clear the remaining balance,• the debtor is untraceable,• where the debtor is deceased and no executor or NOK is known,• the debtor is deceased and there is no estate,• all avenues of recovery have been exhausted and proved negative,• it is not cost effective to pursue the debt further,• If the debt(s) are included in a Debt Relief Order or Bankruptcy proceedings <p>All other debts will be pursued as per the Former tenant arrears and Chargeable repairs policies.</p> <p>If housing debts have been written off of our financial accounts as they fall into one of the criteria listed above but subsequently we are aware of the debtors whereabouts or a change in their circumstances the debt(s) will be reversed and the debtor pursued accordingly. The exception to this rule is the full and final settlement.</p>

Current Tenants

Current arrears

Arrears will not be written off a **current tenant's** account. The only exception to this is:

Debt Relief Order: where the tenant lists the current arrears in a Debt Relief Order. As a landlord we can object to this on the basis of the tenant(s) inability to pay towards the debt means that he/she cannot comply with any order that the courts may make. At this point, as an alternative to possession proceedings we will try and reach a repayment arrangement with the tenant to clear the debt. If this proves negative we will apply for possession, although we would not be able to seek a money judgment order for the debt included in the DRO therefore if a repayment arrangement could not be reached for this debt, and payments were not made it would be considered for write off.

For clarification, rent arrears included in a bankruptcy petition will not be written off - see below:

Bankruptcy: Where current arrears are listed in a Bankruptcy petition. This does not affect our right to regain possession of the tenant(s) property where the tenancy agreement has been breached.

In these cases, we will liaise with the tenant(s) to agree an affordable arrangement to pay the arrears as an alternative to us making an application for possession of the property.

The trustee in the bankruptcy would not normally intervene in this arrangement provided the amounts paid towards the rent arrears did not compromise the ability of the bankrupt tenant to contribute to an income payment order. It would not be beneficial for any parties involved for the bankrupt tenant to be made homeless.

Whilst the debt included in the bankruptcy petition is released on discharge this would not affect our position regarding the ability to apply for possession of the property on the grounds for rent arrears even if those arrears were a debt included in the bankruptcy petition.

If a tenant wishes to avoid enforcement of a suspended possession order, he must fulfill the conditions of the Suspended order and pay the instalments ordered by the court to clear the arrears and costs despite the bankruptcy order.

Reference: For further details please see the sub-topic ***Bankrupt tenants*** presented subsequently in this Topic.

Current tenants with former tenant arrears Or chargeable repairs debt

Where a current tenant has former tenant arrears or outstanding rechargeable repairs debt(s) we will pursue according to the Former Tenant Arrears Recovery Policy and/or Chargeable Repairs policy.

We will submit cases for write off according to the rules in this policy.

Leaseholders For any Leaseholders or shared owners, solely or jointly, mortgaged or otherwise, who have submitted a bankruptcy petition or one made against them, their interest in the property will form part of their estate which will be dealt with by the trustee. Therefore no arrears of service charges, major works or otherwise will need to be written off as once their property has been sold the proceedings from this must be used to pay off these debts before any others including the mortgage lender. This may take a maximum of 3 years.

Appendix 8 - Parking and Bus Lane Penalty Charge Notices

Introduction

1. Reading Borough Council introduced Parking Enforcement in 2000, when responsibility for enforcement of parking contraventions passed from Thames Valley Police to the Local Authority. The current legislation that allows for Reading to enforce parking and waiting restrictions is under The Traffic Management Act 2004. This also permitted local authorities to enforce restrictions by other methods which are now known as 'Civil Parking Enforcement'. Parking offences are classified as civil offences rather than criminal offences under Civil Parking Enforcement.
2. Reading Borough Council has an integrated Parking Service, which manages both on-street and off-street activities. The Council introduced Civil Parking Enforcement under Part 6 of the Traffic Management Act 2004 from 31st March 2008.
3. In October 2005, powers were introduced under the Transport Act 2000 that made it possible for Reading Borough Council to enforce the regulations governing the use of bus lanes in the Borough.
4. Where a motorist contravenes either a parking or bus lane restrictions, a Penalty Charge Notice (PCN) is issued. Under the relevant legislation it is normally the DVLA registered keeper who is liable for the PCN, the exceptions to this are the vehicle was on hire or the vehicle had been sold/bought after/before the contravention. This person will be sent the notices and pursued if the PCN remains unpaid. For further information on the statutory processes, please visit www.PATROL-UK.info

Policy Aims

5. The Recovery policy will ensure that:
 - The Council will collect and recover all unpaid PCNs in an economic, effective and efficient manner in accordance with legislation and best practice.
 - All debtors are treated fairly and objectively.
 - Action taken will be fair and open, no-one will receive less favourable treatment because of their race, nationality, colour, ethnic or national origin, religious belief, gender, marital status, sexual orientation, age or disability.

Policy

6. The Council will collect and recover all unpaid PCNS in an economic, effective and efficient manner in accordance with legislation and best practice.
 - All notices will be issued in accordance with regulations.
 - A warrant of control at the Traffic Enforcement Centre, in Northampton County Court, will be issued if full payment has not been made in accordance with the previously issued notices. Enforcement Agents will be instructed to collect the unpaid PCN.
 - Enforcement Agents contracted by the Council will be required to comply with the Enforcement Agent Code of Practice, Service Level Agreement(s) and the Tribunals, Courts and Enforcement Act 2007 and any other prevailing legislation at all times.

Bus Lane Enforcement

- The Penalty Charge Notice will be sent to the registered keeper of the vehicle; at this point you can either:
 - Pay the discount within 14 days (£30).
 - If the discount is not paid in the 14 days, pay the full charge within 28 days (£60).
 - Make representation to Reading Borough Council.
- After 28 days of the date of issue of the Penalty Charge Notice
 - A Charge Certificate may be sent to the registered keeper of the vehicle, notifying the keeper that the charge has been increased by 50% (£90). If you receive a Charge Certificate you must pay within 14 days. There is no right to appeal at this stage.
- After 14 days of the date of issue of the Charge Certificate
 - If the Charge Certificate is not paid within 14 days, the debt will be registered at the Traffic Enforcement Centre and a registration fee of £8.00 will be added to the charge (£98). An Order for Recovery will be sent to the registered keeper of the vehicle.
 - If you receive an Order for Recovery you must either pay the outstanding charge within 21 days or file a statutory declaration.
- After 21 days after the Debt Registration
 - If the charge has not been paid or a statutory declaration has not been made, the Traffic Enforcement Centre will grant authority for a Warrant to be issued and a certificated Enforcement Agent (formerly known as bailiffs) will be requested to recover the debt from you. The Enforcement Agent will charge you for this.

Traffic Management Act 2004 Statutory Process - Direct Issue Process

The following process applies where the Civil Enforcement Officer has directly issued the Penalty Charge Notice to the vehicle or handed it to the driver. Please see section below for information about the process involved when the Penalty Charge Notice is sent by post.

- After 14 days of the date of issue of the Penalty Charge Notice
 - The right to pay the discounted sum (£35/£25) after 14 days is lost. The 14 days starts with the date on which the Penalty Charge Notice was issued.
- After 28 days of the date of issue of the Penalty Charge Notice
 - If the charge is not paid 28 days from the date the Penalty Charge Notice was issued a Notice to Owner will be sent to the registered keeper of the vehicle.
 - At this point you can either pay the full charge within 28 days (£70/£50) or make representation to Reading Borough Council.
 - Failure to act on the Notice to Owner may result in a Charge Certificate being issued.
- After 28 days of the date of issue of the Notice to Owner
 - A Charge Certificate may be sent to the registered keeper of the vehicle, notifying the keeper that the charge has been increased by 50% (£105/£75). If you receive a Charge Certificate you must pay within 14 days. There is no right to appeal at this stage.
- After 14 days of the date of issue of the Charge Certificate

- If the Charge Certificate is not paid within 14 days, the debt may be registered at the Traffic Enforcement Centre and a registration fee of £8.00 will be added to the charge (£113/£83). An Order for Recovery will be sent to the registered keeper of the vehicle.
- If you receive an Order for Recovery you must either pay the outstanding charge within 21 days or file a witness statement.
- After 21 days after the Debt Registration
 - If the charge has not been paid or a witness statement has not been made, the Traffic Enforcement Centre will grant authority for a Warrant to be issued and a certificated enforcement agent will be requested to recover the debt from you. The enforcement agent will charge you for this.

Traffic Management Act 2004 Statutory Process - Postal Issue Process

The following process applies where the Penalty Charge Notice has been issued by post. This occurs in circumstances where the Civil Enforcement Officer was prevented from issuing the Penalty Charge Notice at the time, or the vehicle drove away before affixing it to the vehicle/handing it to the driver. A Penalty Charge Notice may also be issued by post from an approved device i.e. a camera recording.

- The Penalty Charge Notice will be sent to the registered keeper of the vehicle; at this point you can either:
 - Pay the discount within 14 days (£35/£25) or 21 days if the contravention was detected by an approved device.
 - If the discount is not paid in the 14/21 days, pay the full charge within 28 days (£70/£50).
 - Make representation to Reading Borough Council.
- After 28 days of the date of issue of the Penalty Charge Notice
 - A Charge Certificate may be sent to the registered keeper of the vehicle, notifying the keeper that the charge has been increased by 50% (£105/£75). If you receive a Charge Certificate you must pay within 14 days. There is no right to appeal at this stage.
- After 14 days of the date of issue of the Charge Certificate
 - If the Charge Certificate is not paid within 14 days, the debt may be registered at the Traffic Enforcement Centre and a registration fee of £8.00 will be added to the charge (£113/£83). An Order for Recovery will be sent to the registered keeper of the vehicle.
 - If you receive an Order for Recovery you must either pay the outstanding charge within 21 days or file a witness statement.
- After 21 days after the Debt Registration
 - If the charge has not been paid or a witness statement has not been made, the Traffic Enforcement Centre will grant authority for a Warrant to be issued and a certificated Enforcement Agent (formerly known as bailiffs) will be requested to recover the debt from you. The Enforcement Agent will charge you for this.

READING BOROUGH COUNCIL

REPORT BY EXECUTIVE DIRECTOR OF RESOURCES

TO:	POLICY COMMITTEE		
DATE:	14 DECEMBER 2020		
TITLE:	SOCIAL VALUE POLICY		
LEAD COUNCILLOR:	CLLR ELLIE EMBERSON	PORTFOLIO:	CORPORATE AND CONSUMER SERVICES
SERVICE:	PROCUREMENT & CONTRACTS	WARDS:	BOROUGHWIDE
LEAD OFFICER:	KATE GRAEFE	TEL:	07980 956630
JOB TITLE:	ASSISTANT DIRECTOR PROCUREMENT AND CONTRACTS	E-MAIL:	kate.graefe@reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The Council wants to ensure best value from all its procurement and contracts, including the attainment of social value which supports the Council's Corporate Plan priorities and adds value to Reading residents. To provide a framework for commissioners and contract managers across the Council setting out how to derive social value from procurement and contract management activity, as well as provide clarity for suppliers on how it will be measured, together with key areas of interest, it is proposed that the Council adopts a Social Value Policy. The draft proposed for adoption is attached at Appendix 2.
- 1.2 The draft Policy is not intended to define priorities for social value in absolute terms as it needs to be relevant and proportionate to the contract being let. However, it is expected that social value sought will be in line with Council's corporate priorities and Corporate Plan. Additionally, in response to Covid, support for skills, employment and digital inclusion are included as a theme.
- 1.3 The Council recently adopted the 'Powered by People' economic recovery strategy prepared by Reading UK (Policy Committee 28 September 2020, minute 46 refers). The adoption of the Social Value Policy will help ensure that the Council's procurement and commissioning activity supports delivery of the priorities set out in the strategy, particularly in relation to ensuring that the recovery is inclusive, addresses pre-existing inequalities, and supports the ambition to become a net zero carbon council and borough by 2030.
- 1.4 The report outlines how it is intended social value that is obtained is measured and monitored to ensure that the desired outcomes are being delivered.

2. RECOMMENDED ACTION

- 2.1 That the Committee note and agree the draft Social Value Policy attached at Appendix 2 together with the proposed approach to obtaining and measuring social value, as outlined in this report.

Appendix 1: National TOMs (Themes, Outcomes, Measures) overview
Appendix 2: Draft Social Value Policy

3. BACKGROUND

- 3.1 The Council's Commissioning & Procurement Strategy 2013-16 was due to be refreshed and updated, initially as part of the V4 Services commission in 2018/19. However, the V4 Services work terminated early and, due to the capacity of the AD for Procurement & Contracts of necessity being focused on major projects (including and not limited to Leisure, market testing of services and the ICT Future Operating Model), the update of the Strategy has been significantly delayed. Over the intervening period, there has been increased focus on the ability of procurement and contract management activity to deliver social value, as it allows the Council to maximise the opportunity of local environmental, social and economic benefits both directly with suppliers, but also potentially beyond through the supply chain.
- 3.2 Since the Public Services (Social Value) Act 2012 came into force, there have been different methodologies proposed for obtaining and measuring social value. With the aim of creating a recognised standard, the National TOMs (Themes, Outcomes Measures) were officially launched at the National Social Value Conference on the 14th of November 2017. These have since been updated with more recent guidance published in November 2018, 2019 and 2020. The aim of the National TOMs Framework is to provide a minimum reporting standard for measuring social value. For organisations (private and public) just starting out on their journey to embed social value into their procurement and contract management processes, it provides an easy to use solution that is immediately available and can be applied to any project, so it is a tool which the Council can make immediate use of.
- 3.3 In developing the Council's Framework, consultation has taken place with key officer groups to inform the Council's principle areas of focus to deliver the most relevant value for Reading residents.
- 3.4 Whilst the Council doesn't currently have a Social Value Policy in place, the Council was one of the first in the country to adopt Employment and Skills Plans (ESPs) as part of the planning applications process using section 106 agreements, and through that process negotiates social value objectives and targets around local construction jobs, apprenticeships, work experience, training programmes and careers talks, curriculum linked projects in schools and visits to construction sites. While ESP's are a separate process to the commissioning, procurement and contract management process, together they represent a more comprehensive picture of how RBC is directly delivering a more inclusive economy for local people.
- 3.5 To capture the above the draft Social Value Policy is intended to provide a framework to both shape social value priorities and capture social value delivery and outcomes, not just across procurement and contract management but more widely.
- 3.6 The aim of the draft Policy and Framework is initially for it to be firmly established and proven within the Council setting. However, in the longer term, the aspiration is for the Council to discuss the potential for wider delivery and measurement of social value across partner organisations, to understand the total impact and benefit to Reading residents.

4. THE PROPOSAL

4.1 Current Position

As outlined in 3.1, above, the Council has no current Commissioning Strategy, equally, there is no agreed policy or guidance for officers in seeking, obtaining and measuring social value through commissioning, procurement and contract management activity. Whilst on major procurements, social value is being sought and proposals provided by suppliers, the approach is ad hoc and there is no current reporting on the delivery and outcomes achieved from those social value commitments.

4.2 Option Proposed

To provide more rigour in terms of monitoring and reporting and to ensure alignment of social value requests with the Council's corporate priorities it is recommended that the draft Social Value Policy based around the national TOMs (Themes, Outcomes and Measures) as attached at Appendix 2 is approved. It is also recommended that to provide a more holistic picture and capture social value derived from other means, including the current Employment & Skills Plans obtained via s106 agreements that coordinated reporting is introduced.

In order to measure and understand the delivery against some social value objectives, there needs to be a recognition that baseline data will need to be established in order to monitor new social value impact. Once this is better understood, it will be possible to shape social value requests in a way that can be more impactful for residents and form a base on which the Council can also engage with partners on creating and obtaining social value that benefits the borough.

4.3 Next Steps and Timelines

Once the Social Value Policy and approach is approved, it's purpose, summary content and application will be communicated to RBC officers through presentation at Directorate Management Team meetings and/or Senior Leadership Group. This will be further supported by communications with contract officers in service areas, both electronically and via a 'launch' virtual event. Understanding of applying social value to procurement and contracts will be further supported through an applicable e-learning module. Such online training will be especially but not solely relevant for Directorate Procurement Champions to ensure that consideration of the social value that can be delivered through a procurement is incorporated into the service requirements appropriately.

In addition to the above, as contracts are (re-)procured, the Procurement and Contracts team will support inclusion of the Policy in the procurement planning. As and where appropriate, the Procurement and Contracts team will flag relevant key procurements to stakeholders and Boards, e.g. the Corporate Climate Programme Board, for wider agreement of social value to be sought from the procurement to best achieve aims.

The Procurement and Contracts team, in conjunction with service procurement leads will develop a central register of the social value commitments obtained through contract re-procurements which service area contract managers will be required to report performance against on a quarterly basis, facilitating an annual report to Policy Committee. The timing of the report will be in alignment with other reporting on carbon commitments (given alignment of some of the measures recorded), the first report expected to be in Autumn 2021.

Also once the Policy is approved, the intention is to consult with partners such as Reading Connect and Reading UK CIC to explore how best to link up social value offered in tenders to delivery in Reading via appropriate support, signposting, key contacts, etc., thereby further supporting embedding of social value delivery.

The principles and measures included in the strategy will be kept under review as this is a fast-moving policy area and new resources to support local authorities in this area constantly being developed which may improve the effectiveness of the policy, particularly in areas such as procurement to support net zero carbon objectives.

5. CONTRIBUTION TO STRATEGIC AIMS

- 5.1 All elements within this report are focused on the Corporate Plan priority: Ensuring the Council is fit for the future. The Social Value Policy element of the report also seeks to, where possible, deliver against objectives for Keeping Reading's Environment Clean, Green and Safe and Securing the Economic Success of Reading.

6. ENVIRONMENTAL AND CLIMATE IMPLICATIONS

- 6.1 The Council declared a Climate Emergency at its meeting on 26 February 2019 (Minute 48 refers). Reading Climate Change Partnership's Reading Climate Emergency Strategy 2020-25 and the new RBC corporate Carbon Plan 2020-25 was adopted in November 2020.
- 6.2 As outlined in Appendix 1, the National TOMs framework includes social value measures and commitments related to carbon reduction and improved environment. The Policy and proposed approach is intended to actively support the Council's ability to respond to the Climate Emergency and achieve a carbon neutral Reading by 2030, as well as meeting other environmental policy commitments.

7. COMMUNITY ENGAGEMENT AND INFORMATION

- 7.1 No community engagement has been carried out in the creation of or as a result of this report.

8. EQUALITY IMPACT ASSESSMENT

- 8.1 An Equality Impact Assessment (EIA) is not relevant to the report or its recommendations. Any Equalities considerations that require addressing as part of any procurement or contract will be completed for each procurement or contract as required.

9. LEGAL IMPLICATIONS

- 9.1 The Public Services (Social Value) Act 2012 introduced an obligation on public authorities to have regard to economic, social and environmental well-being in connection with public services contracts (i.e. contracts for services above the EU threshold limits). To discharge this duty, the authority must consider:
 - a) how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area; and
 - b) how, in conducting the process of procurement, it might act with a view to securing that improvement.
- 9.2 The authority must consider under subsection (b), above, only matters that are relevant to what is proposed to be procured and, in doing so, must consider the extent to which it is proportionate in all the circumstances.
- 9.3 Whilst not an obligation for public authorities to consider social value for other contracts, such as capital works, there is equally no prohibition for authorities in including this for such contracts, provided the process used to procure is fair, equitable and transparent (i.e. in line with the EU Treaty Principles) and the principle of proportionality and relevance is applied. In fact, one objective of the Public Contract Regulations (2015) is to enable procurement to be used more strategically, offering new opportunities for social value to be considered throughout the procurement procedure.

10. FINANCIAL IMPLICATIONS

- 10.1 There are no direct financial implications arising from this report. However, successful implementation will improve the Council's delivery of value for money to Reading residents.
- 10.2 Any assessment of social value offers from suppliers will be considered as part of the quality criteria of a procurement, it is not intended that the 'financial value' of any

offer is evaluated. As social value should be relevant and proportionate to the contract, proposals should not impact overall contract costs.

11. BACKGROUND PAPERS

11.1 None

APPENDIX 1: NATIONAL TOMS (THEMES, OUTCOMES, MEASURES) OVERVIEW

- 1.1 The National TOMs were officially launched at the National Social Value Conference on the 14th of November 2017. Guidance has since been published in November 2018, updated in 2019 and now, even further expanded in 2020.
- 1.2 The aim of the National TOMs Framework is to provide a minimum reporting standard for measuring social value. For those organisations (private and public) just starting out on their journey to embed social value into their procurement and management processes, it provides an easy to use solution that is immediately available and may be applied to any project, so it is a tool which the Council can make immediate use of.
- 1.3 The principal benefits of a minimum and consistent reporting standard for social value are that it:
 - Provides a consistent approach to measuring and reporting social value
 - Allows for continuous improvement
 - Provides a robust, transparent and defensible solution for assessing and awarding tenders
 - Allows organisations to compare their own performance by sector and industry benchmarks and understand what good looks like
 - Reduces the uncertainty surrounding social value measurement for businesses, allowing them to make informed decisions based on robust quantitative assessments and hence embed social value into their corporate strategies
- 1.4 The National TOMs Framework has been designed around 5 principal issues, 20 Core Outcomes and 48 Core Measures:
 - **Themes** - The overarching strategic themes that an organisation is looking to pursue
 - **Outcomes** - The objectives or goals that an organisation is looking to achieve that will contribute to the Theme.
 - **Measures** - The measures that can be used to assess whether these Outcomes have been achieved. For the National TOMs Framework, these are action based and represent activities that a supplier could complete to support a particular desired outcome.
- 1.5 The 5 Themes are as follows:
 - **Jobs: Promote Local Skills and Employment:** To promote growth and development opportunities for all within a community and ensure that they have access to opportunities to develop new skills and gain meaningful employment.
 - **Growth: Supporting Growth of Responsible Regional Business:** To provide local businesses with the skills to compete and the opportunity to work as part of public sector and big business supply chains.
 - **Social: Healthier, Safer and more Resilient Communities:** To build stronger and deeper relationships with the voluntary and social enterprise sectors whilst continuing to engage and empower citizens.
 - **Environment: Decarbonising and Safeguarding our World:** To ensure the places where people live and work are cleaner and greener, to promote sustainable procurement and secure the long-term future of our planet.

- ***Innovation: Promoting Social Innovation:*** To promote new ideas and find innovative solutions to old problems.
- 1.6 The National TOMs Framework has been designed to help organisations in four principal business activities, as listed below. They are not exclusive to public sector organisations and may be used by public, private or third sector providers, so the Council has an ability to introduce TOMs across the supply chain.
- Measurement and Valuation.
 - Procurement and Bid Management.
 - Bid Submissions.
 - Contract Management.
- 1.7 The National TOMs Framework is not a static tool and has to evolve to reflect changing needs and pressures in society. They will therefore be updated on an annual basis. Work on the National TOMs 2021 will start immediately following release of the 2020 edition, ready for consultation and subsequent publication in 2021. Any organisation can make representations for additional Outcomes and Measures to be included and these will be debated and analysed by a newly formed research advisory board before final approval by the Social Value Taskforce.

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Appendix 2

Social Value Policy

December 2020

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1. Introduction and Context

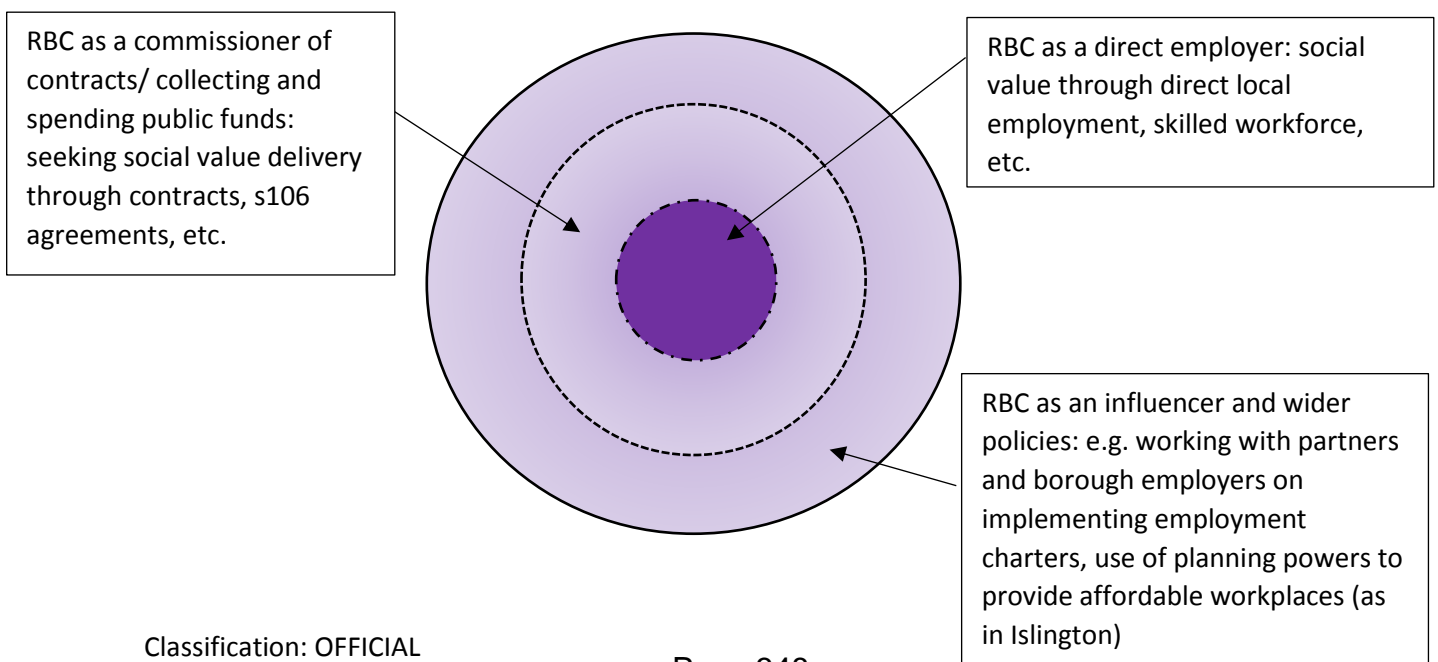
The Public Services (Social Value) Act 2012 came into force in January 2013. The Act introduced an obligation on public authorities to have regard to economic, social and environmental well-being in connection with public services contracts (i.e. contracts for services above the EU threshold limits). To discharge this duty, the authority must consider:

- a) how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area; and
- b) how, in conducting the process of procurement, it might act with a view to securing that improvement.

The Council must consider under subsection (b), above, only matters that are relevant to what is proposed to be procured and, in doing so, must consider the extent to which it is proportionate in all the circumstances.

Whilst there is not an obligation for public authorities to consider social value in other procurements, such as capital works, there is equally no prohibition, provided the process used to procure is fair, equitable and transparent (i.e. in line with the EU Treaty Principles) and the principle of **proportionality** and **relevance** is applied. In fact, one objective of the Public Contract Regulations (2015) is to enable procurement to be used more strategically, offering new opportunities for social value to be considered throughout the procurement process.

Reading Borough Council's aim in adopting this policy is to go beyond the Act requirements and seek to drive social value in all aspects of its procurement and contracting activity where it is practical to do so, thereby supporting a more inclusive local economy (especially but not exclusively post Covid-19) and addressing the Climate Emergency. For delivery of social value on a wider basis, including procurement and contracts, the LGA report "Creating more inclusive local economies post COVID-19" (<https://www.local.gov.uk/inclusive-economies>) outlines ways in which councils can enable wider positive influence for residents and organisations, including local businesses, broadly summarised as below.



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Due to the wide range of services provided by the Council there is no 'one size fits all' model that can be used to calculate or recommend any social value sought through Council activity, e.g. x apprentices for y contract spend/ size of activity. This is especially the case for procurement and contracts where, as outlined above, any social value sought and obtained should be relevant and proportionate to the contract being tendered.

To both inform social value commitments sought through procurements and provide a consistent reporting standard for measuring social value delivered, the Council is proposing to use the National TOMs (Themes, Outcomes, Measures) framework. For both private and public organisations seeking to embed social value into their procurement and management processes, it provides an easy to use solution that is immediately available and may be applied to any project, so it is a tool which the Council can make immediate use of.

The National TOMs Framework has been designed around 5 principal issues, 20 Core Outcomes and 48 Core Measures:

- **Themes** – The overarching strategic themes that an organisation is looking to pursue
- **Outcomes** – The objectives or goals that an organisation is looking to achieve that will contribute to the Theme.
- **Measures** – The measures that can be used to assess whether these Outcomes have been achieved. For the National TOMs Framework, these are action based and represent activities that a supplier could complete to support a particular desired outcome.

The 5 Themes are as follows:

- **Jobs: Promote Local Skills and Employment:** To promote growth and development opportunities for all within a community and ensure that they have access to opportunities to develop new skills and gain meaningful employment.
- **Growth: Supporting Growth of Responsible Regional Business:** To provide local businesses with the skills to compete and the opportunity to work as part of public sector and big business supply chains.
- **Social: Healthier, Safer and more Resilient Communities:** To build stronger and deeper relationships with the voluntary and social enterprise sectors whilst continuing to engage and empower citizens.
- **Environment: Decarbonising and Safeguarding our World:** To ensure the places where people live and work are cleaner and greener, to promote sustainable procurement and secure the long-term future of our planet.
- **Innovation: Promoting Social Innovation:** To promote new ideas and find innovative solutions to old problems.

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The National TOMs Framework has been designed to help organisations in four principal areas of activity:

- Measurement and Valuation
- Procurement and Bid Management
- Bid Submissions
- Contract Management

These are not exclusive to public sector organisations and may be used by public, private or third sector providers. As such, the Council is seeking to embed the use of the framework internally initially and then promote the approach across the wider business community (as and where an equivalent is not already in use) to affect a wider borough impact.

2. Myths about Social Value

It is worth noting that there are a number of commonly held myths about social value, especially relating to commissioning and procurement, which are untrue. For example, many assume that taking a social value approach to commissioning will cost more. Actually 52% of local authorities and housing associations say social value in fact delivers cost savings.

Report from Social Enterprise UK, Wates Living Space, PwC, the Chartered Institute of Housing, and Orbit Group launched at Chartered Institute of Housing Conference, Manchester, 2018 states that:

- 71% say delivering social value has led to better service delivery.
- 52% say it has resulted in cost savings.
- 82% report that it has led to an improved image of their organisation.
- 78% say it has led to better community relations.
- Additional benefits for communities include improved wellbeing and quality of life for tenants and residents; keeping spend in local economies; reductions in crime.
- Additional benefits for housing associations and local authorities include increased staff motivation and supporting innovation by changing mind-sets about how services can be delivered.
- The majority (80%) of local authorities and housing associations say that employment is the number one local social value priority, followed by youth employment (54%) and training / volunteering (51%).
- More than a third (39%) say the Public Services (Social Value) Act has had a high impact.

Many believe that EU procurement regulations may be a barrier to social value in the future. Again, in most cases, the opposite is true, with the most recent procurement regulations (the Public Contract Regulations 2015) incorporating the duty to consider wider social and environmental value on authorities for contracts above the EU thresholds.

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3. Ensuring Social Value Delivery is Relevant for Reading

As stated in Section 1 above, there is no 'one size fits all' model that can be applied to calculate or recommend the social value that should be sought across all Council activity, e.g. x apprentices for y contract spend/ size of activity. This is especially the case for procurement and contracts where, as outlined above, any social value sought and obtained should be relevant and proportionate to the contract being tendered.

Given this, the intention of this Policy is not to specifically identify the areas of social value that must be sought for all contracts. Instead the intention is to use the National TOMs framework to shape social value considerations within the Council's procurement and contract activity, specifically where the TOMs measures link to overall Council aims and priorities both in the Corporate Plan as well as overarching themes that have been outlined in response to the Covid-19 crisis.

Notwithstanding the above, initial key areas of focus for seeking social value delivery are:

- Initiatives that support local skills and employment, including (but not limited to) schemes and programmes that provide apprenticeships and training, support care leavers and those Not in Education, Employment or Training (NEETs), for example:
 - NT2: Percentage of local employees (FTE) on contract;
 - RE3: Employer's fairs held to encourage local employment in the area;
 - NT4/ NT4a: No. of employees (FTE) hired on the contract who are Not in Employment, Education, or Training (NEETs)/ aged 16-25 care leavers as a result of a recruitment programme;
 - NT8: No. of staff hours spent on local school and college visits e.g. delivering careers talks, curriculum support, literacy support, safety talks (including preparation time);
 - NT13: Meaningful work placements (paid);
- Initiatives that support the borough response to the Climate Emergency, for example:
 - NT31: Savings in CO2 emissions on contract achieved through de-carbonisation;
 - NT44: Policy and programme to achieve net zero carbon by 2030 including monitoring plan with specific milestones. This should not include offsetting (unless in line with stringent criteria);
 - NT46: Corporate travel schemes available to employees on the contract (subsidised public transport, subsidised cycling schemes and storage, sustainable corporate transport such as electric bus from public station to corporate facilities);
 - NT65: Percentage of fleet or construction vehicles on the contract that is at Least Euro 6 or LEV;
 - NT53: Innovative measures to safeguard the environment and respond to the climate emergency to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.;
- Initiatives that support digital inclusion (access to equipment, connectivity and building skills and confidence).

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Through data analysis both within the Council and with partners, for example through the Social Inclusion Group and Reading Climate Change Partnership, the Council will continue to assess where the delivery of social value will have the most beneficial impact for the borough. This combined with measurement of the overall social value delivery (set out below) and assessment of impact over the medium-term will be used to help determine any substantive changes to the above stated key objectives.

The TOMs tool itself is not a static tool and is updated on an annual basis to reflect changing needs and pressures in society. Work on the National TOMs 2021 will start immediately following release of the 2020 edition, ready for consultation and subsequent publication in 2021. Any organisation can make representations for additional Outcomes and Measures to be included and these will be debated and analysed by a research advisory board before final approval by the Social Value Taskforce – in other words, if the Council spot a gap, we can suggest model improvements, which will assist in ensuring that the model remains relevant, when aligned with corporate priorities, for Reading residents and businesses.

4. Implementing Social Value Policy

Roles and Responsibilities

The responsibilities for securing and ensuring delivery of social value align with the Council's overall model for procurement and contracts: the Council's Procurement and Contracts Team will provide strategic guidance and support on seeking social value through procurements (including the review and update of the Council's Contract Procedure Rules to refer to the Policy as appropriate) whilst Commissioners and Contract Managers across the Council will ensure that suppliers are made aware of social value requirements within contracts and track delivering against the social value commitments through regular performance reporting with suppliers made once the contract has been awarded. Commissioners and Contract managers will also be responsible for updating the Corporate Social Value Register.

To facilitate this, the initial communication and implementation of the Policy will include establishment of key contacts and resources that can support services and suppliers in their delivery against social value commitments made, for example, providing contacts within Reading UK CIC who can help facilitate delivery of recruitment initiatives and skills commitments.

Also, in line with the Councils "Hub and Spoke" model for procurement and contracts, it is intended that the Council's Procurement and Contracts Team will provide internal and/or facilitate external training on key skills to support a more self-service delivery of procurement projects and improved contract management by services. This will incorporate the ability to obtain and ensure delivery of social value as a key component, in turn supporting the implementation and embedding of this Policy.

Measurement and Monitoring of Social Value Delivery

As outlined in this Policy, the intention of the use of the TOMs framework is to provide a series of standard measures which can be incorporated in contracts across the Council and form part of the key performance indicators for a contract. To capture the overall delivery of social value across the

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Council, the Procurement and Contracts team will utilise the relevant corporate performance reporting tool to allow direct input by Contract Managers in service areas to be collated and reported on for both senior management and to produce an annual report to members. Given the current close links between social value and carbon reduction as part of the response to the Climate Emergency, the proposal is to align annual reporting with greenhouse gas reporting in the autumn, the first report to be delivered in autumn 2021.

In order to truly understand the delivery against social value objectives, there needs to be a recognition that baseline data will need to be established in order to monitor social value impact. Once this is better understood, it will be possible to shape social value requests in a way that can be more impactful for residents and form a base on which the Council can also engage with partners on creating and obtaining social value that benefits the Borough.

Delivery and Reporting of Social Value Outside Procurement and Contracts

The Council was one of the first in the country to adopt Education and Skills Plans (ESP's) as part of planning applications process using section 106 agreements. It is worth noting the Council's work on ESP's as it is a direct responsibility of the Council, delivered, managed and monitored by READING UK and more recently New Directions. By its nature, the Council is through the ESP process negotiating social value objectives and meeting the targets highlighted in this Policy, especially local construction jobs, apprenticeships, work experiences, training programmes and careers talks, curriculum linked projects in schools and visits to construction sites. While ESP's are a separate process to the commissioning and procurement process, when monitored and analysed together they represent a more comprehensive picture of how the Council is directly impacting on the local economy and delivering a more inclusive economy for local people. Therefore, reports on social value delivery across the Council will include that secured through ESP's as well as commissioning and procurement.

If and as other channels of social value delivery are identified, the intent is to also include these in the annual report of social value delivery to provide a comprehensive view (clearly identifying what value has been obtained through which means).

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READING BOROUGH COUNCIL

REPORT BY ASSISTANT DIRECTOR FOR PROCUREMENT & CONTRACTS

TO:	POLICY COMMITTEE (ACTING AS SOLE MEMBER FOR BRIGHTER FUTURES FOR CHILDREN)		
DATE:	14 DECEMBER 2020		
TITLE:	BRIGHTER FUTURES FOR CHILDREN CONTRACTS PERFORMANCE REPORT		
LEAD COUNCILLORS:	CLLR JASON BROCK, CLLR LIZ TERRY, CLLR ASHLEY PEARCE, CLLR ELLIE EMBERSON	PORTFOLIO:	LEADER OF THE COUNCIL, LEAD COUNCILLOR FOR CHILDREN, LEAD COUNCILLOR FOR EDUCATION, LEAD FOR CORPORATE AND CONSUMER SERVICES
SERVICE:	PROCUREMENT & CONTRACTS	WARDS:	BOROUGHWIDE
LEAD OFFICER:	KATE GRAEFE	TEL:	0118 937 4132/ 74132
JOB TITLE:	ASSISTANT DIRECTOR FOR PROCUREMENT & CONTRACTS	E-MAIL:	kate.graefe@reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report asks Policy Committee, in its capacity as sole member for Brighter Futures for Children Limited (BFfC/ “The Company”), to note the Company’s retrospective finances and performance - FY 2019/20 report.

2. RECOMMENDED ACTION

It is recommended that Policy Committee, in its capacity as sole member for BFfC:

- 2.1 Note the BFfC retrospective finance and performance report - FY 2019/20

Appendix 1 - BFfC Annual Report 2019-2020

3. BACKGROUND AND WORK TO DATE

- 3.1 At Full Council on the 16th October 2018, it was agreed to transfer the delivery of the Council’s children’s services, including Education and Early Help, to a newly established, wholly owned subsidiary Company of the Council, Brighter Futures for Children Limited (‘BFfC’/the ‘Company’). The Council has 100% ownership of BFfC, which is run by a senior management team reporting to the Company board of directors. In turn, the Board reports to the Council (Policy Committee) as its sole member/owner.
- 3.2 The delivery of Children’s Services by BFfC is covered by a Service Delivery Contract, with all services (excl. Fostering) being delivered by the Company from 1st December 2018, the delivery of Fostering commencing from 1st March 2019. The performance and finance report presented for review is the first to cover a full year of operation, FY2019/20.

- 3.3 Under the BFfC Company Articles of Association, Policy Committee acting as sole member/ shareholder for BFfC receives the 2 following reports for approval:
- An annual report from BFfC on performance to Policy Committee (this report);
 - An annual report from BFfC on the Company's business plan to Policy Committee;

3.4 Policy Committee approved the BFfC Business Plan for 2020-22 on the 9th March 2020. BFfC is currently drafting their Business Plan for FY2021-23, which will be presented to Policy Committee on 8th March 2021 for approval.

4. BFfC Annual Report 2019/20 and Accounts 2019/20 reports

4.1 From Appendix 1, it is noted that the Company's position at the end of FY2019/20 is an additional £28k deficit.

4.2 The Company also notes in this report that after making appropriate enquiries, the Board of Directors has a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements.

4.3 The report from the Independent Auditor UHY was unqualified and is on pages 23-25 of Appendix 1. In addition, there were no matters whatsoever that the auditors found they needed to raise with the Board.

5. CONTRIBUTION TO STRATEGIC AIMS

5.1 All elements within this report are focused on the Corporate Plan priorities of: Ensuring the Council is fit for the future and Protecting and enhancing the lives of vulnerable adults and children.

6. COMMUNITY ENGAGEMENT AND INFORMATION

6.1 No community engagement has been carried out or is required in the creation of or as a result of this report.

7. EQUALITY IMPACT ASSESSMENT

7.1 An Equality Impact Assessment (EIA) is not relevant to the report or its recommendations.

8. LEGAL IMPLICATIONS

8.1 There are no direct legal implications arising from this report.

9. FINANCIAL IMPLICATIONS

9.1 There are no specific financial implications arising from this report.

10. BACKGROUND PAPERS

10.1 None



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Brighter Futures for Children Annual Report

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COMPANY INFORMATION

Directors	A P Byrne S Douglas D Glassbrook N Gilham R Harbord D Smith P S Snell
Registered Office	Reading Borough Council Civic Offices Bridge Street Reading Berkshire RG1 2LU
Company Number	11293709
Auditors	UHY Hacker Young Chartered Accountants Quadrant House 4 Thomas More Square London E1W 1YW
Principal Bankers	Lloyds Bank plc 24 Broad Street Reading Berkshire RG1 2BT
Solicitors	Burges Salmon One Glass Wharf Bristol BS2 0ZX

The Directors present their annual report and the audited financial statements of the company for the year ended 31 March 2020.

About Brighter Futures for Children

Incorporated on 5 April 2018, Brighter Futures for Children Limited (BFfC) is a company limited by guarantee. It delivers children's services on behalf of Reading Borough Council (RBC). The company is wholly-owned by, but independent of the council and is governed by an independent Board, executive committee and senior leadership team, to ensure operational autonomy.

The company has a seven-year contract to deliver children's social care, early help and prevention and education services, including Special Education Needs and/or Disabilities (SEND). This is managed through regular commissioning arrangements, with Key Performance Indicators (KPIs). Jointly funded by Reading Borough Council and the Department for Education (through transformation programme funding), the company started its operational service delivery on 3 December 2018.

Executive summary of strategic report

The company's first year business plan, designed to run from 1 April 2019 (our first full financial year) was completed before 31 March 2019 and was unanimously approved by Reading Borough Council's Policy Committee in April 2019.

The plan took the shape of an overarching business strategy, under which the plans for each senior leader's service area and their work streams would target specific areas of work essential to the company's success.

These included the Ofsted improvement plan, inherited from RBC but re-examined and updated to address and reflect the new focus and pace of improvement for children's social care, as well as a Transformation Programme plan to deliver sustained improvements in five key areas, through the delivery of 28 projects.

During the year, the company, led by its senior leadership team, and overseen by its Board, worked to its initial 17 Key Performance Indicators as set out in the contract arrangements.

By the end of the first full financial year (March 31, 2020) the company had achieved an improved Ofsted rating of 'requires improvement to be good', had established an Independent Fostering Agency which was, in February 2020 judged 'requires improvement' (previously 'inadequate' under the former children's services umbrella), had two 'outstanding' ratings from Ofsted for its children's homes. Other key successes are outlined in the **Update on strategic progress** section.

How BFfC works

BFfC manages the demands of its services with flexibility and independence. With this autonomy, the company is free to create its own policies and procedures, to have its own finance, HR, commissioning and corporate services and to work flexibly and innovatively with partner agencies to deliver quality services in a new way.

There is also the flexibility to further develop a suite of traded services and to look for income generation opportunities.

BfC services

BfC has the statutory responsibility, on behalf of Reading Borough Council, for the delivery of the following:

Children's social care

Education, Special Education Needs and Disabilities, School Support services

Early help & prevention services

Our vision is to unlock resources to help every child have a happy, healthy and successful life.

Objectives and activities

The company's overall **objective** is to protect and enhance the lives of the children of Reading.

This first, full financial year of operation, was led by the business plan (strategy) with nine clear priorities. The plan was approved by Reading Borough Council in April 2019.

Under the business plan, and in collaboration with each service area lead, objectives and outcomes were set for each service area, to dovetail with the key priorities and ensure the business model the company had set for itself would be kept on track, both in terms of practice improvement and financially.

Each service area lead took responsibility for developing strategies, action plans and a summary 'plan on a page' which detailed the output and outcomes for each service area to deliver its objectives within the company business plan.

The overall business model and focus for the first year was based on improvement and development.

Year one's overall objective was to: *focus on meticulous improvement of practice, stabilisation and development of the workforce, and engaging with children, families, staff and partners to ensure that they are part of our journey towards excellence.*

The nine key priorities for Year One and updates on progress were regularly communicated to all staff. These were:

- 1) Developing a stable and happy workforce which is well supported and well-led.
- 2) Achieving the current Improvement and Learning Plan to address inconsistencies in social work practice.
- 3) Establishing a strong network of stakeholders and partners across Reading and beyond to support our work.
- 4) Building on strong foundations, create an imaginative preventative strategy to help children and families.
- 5) Supporting our education providers to give the best possible start to our children and young people.
- 6) Driving a robust change programme which will deliver excellent and efficient services within a tight budget.
- 7) Listening to and engaging with the people we are here to serve.
- 8) Deliver the children's services for Reading within agreed fixed fee, being £85m for 2019/2020 (£41m core funding).
- 9) To deliver a commercial Independent Fostering Agency (IFA) leading to increased children being cared for within the 20-mile radius.

Details on the progress throughout the year on each priority are given under the **Update on strategic progress** section, which outlines strategic decision-making and actions undertaken for each of the nine priorities.

Update on strategic progress:

With monthly Managing Director and Director of Children's services reports to the Board, progress across the company has been tracked throughout the year.

At the start of the financial year, clear governance arrangements, a scheme of delegation, reporting lines and areas of responsibility for both output and outcomes were led by the Managing Director and reported to the Board.

The Board's own governance arrangements, including terms of reference for its scrutiny and oversight committees and 'start and finish' action groups were established and communicated to all staff.

Achieving stability in children's services, particularly in the senior leadership team, has been one of the key objectives for 2019/20 and has largely been achieved. The direction for the company's future improvements - the who, what, why, where, how and when - had been set.

Key points to note for this annual report are:

- The Board membership has remained consistent throughout the year
- Following a number of interim appointments, Reading Borough Council appointed a permanent Director of Children's Services in November 2019
- The interim Director of Children's Social Care who first arrived in July 2019, was successful in a nationally advertised and competitive recruitment process and was appointed as a permanent director
- The Director of Education has been in post since September 2019 and was appointed through a national and competitive recruitment process.
- Key corporate senior management roles were consistently filled by the same people throughout the full year
- There has also been consistency with the company's relationship with Reading Borough Council mainly through the Chief Executive and Lead Members for Children's Services and Education.

Just six months into 2019/2020 and ten months after the company took over delivery of children's services, its Ofsted grading improved from 'Inadequate' to 'Requires Improvement to be Good'.

At the time of the public announcement, in October 2019, Reading's Lead Councillor for Children's Services, Cllr Liz Terry, praised BFfC and said: 'We are delighted that Ofsted has recognised the huge efforts being made to help turn children's services around in Reading. The important thing now is for that recognition to translate into better life outcomes for vulnerable children, young people and families in the town.'

1. Developing a stable and happy workforce which is well supported and well-led

Much effort was put into developing two-way communication with all employees. Newsletters and briefings were set up; suggestion boxes positioned across all offices and a new culture of openness, honesty and access to the senior leadership team established.

As a result, a 'You Said, We Did' was set up, with all questions honestly answered by senior managers, tabled and put on the intranet for everyone to see. The Managing Director established a 'Talk to Tony' slot each fortnight, where all employees were encouraged to go along to meet him, raise any concerns and put forward any suggestions for better ways of working.

All staff briefings were developed, with set topics and opportunities for questions. A comprehensive induction process, with the chance to meet and question senior managers was set up and new supervision templates were brought in, alongside training for all managers on effective supervision, so the workforce felt better supported and led.

The company's values were repeated at every briefing and in every newsletter. New staff were given a mug with the values on the side, actively encouraged to 'drink in our values'. The culture as a values-driven company with leaders and employees on a journey of improvement together was embedded.

Internally, an intranet was built and launched in February 2020, to bring together all guidance, policies and procedures and 'one version' to eliminate mixed messaging and outdated guidance. Good practice was further encouraged by the launch of the Bright Stars recognition scheme for good performance and consistent examples of delivering company values.

The 2020 staff survey aligns with the HR strategy to support an engaged workforce – to develop a positive culture across the company and to ensure all staff are fully engaged in their roles, their views are heard and they are genuinely engaged in all aspects of the company.

Overall the results are very positive and the comments reflect that many staff feel supported by the senior leadership team and their line manager.

88% (74% in 2019) reported that most days they saw positive results in their work; 88% (86%) felt a sense of pride in their work and 62% (33%) felt properly rewarded for their work. New questions in 2020 revealed that 76% of the workforce felt internal communications were informative and 65% enjoyed their work more than they did a year ago.

2. Achieving the current Improvement and Learning Plan to address inconsistencies in social work practice

Promoting improvements in the quality of social care practice has been key during 2019/20 given that children's social care in Reading had been inadequate since 2016.

During 2019/20, comprehensive measures have been put in place to improve the quality of service provision, which is the bedrock for all future improvements.

One of the first was the introduction of Good Practice Standards. This has clarified expectations for practice across children's social care and allowed for more consistent practice which, in turn, has led to clear and thoughtful planning for children.

Areas that were focused on, as per recommendations made by Ofsted, and in line with the children's social care improvement plan, as outlined in the business plan, related to:

- *The quality of assessment, planning and provision for Children in Need (CiN):* the timelines of Children in Need visits from the Ofsted inspection in August/September 2019 until March 2020, improved from 86% to 87%; the percentage of Children in Need with a plan also improved from 88% to 91%.

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- Overall, performance for Children in Need improved, which was also evidenced by the Deep Dive undertaken in February 2020, which indicated greater stability and improved practice with better outcomes.
- *The quality of assessment, planning and provision for 16- and 17-year-old young people who are homeless:* This improved by virtue of updating the housing protocol and providing training to practitioners. This has led to a more informed application of the Southwark Judgement to ensure that only the right young people become looked after; through informed decision-making.
- *The quality of assessment, planning and provision for children living with connected carers:* Training was delivered; better reporting systems were implemented and weekly reporting allowed for robust management oversight, which has led to no under 16 children being in unregulated placements.
- *Better police participation at assessment stage:* The participation and engagement of the police in child protection processes improved to 99% in March 2020. This was a significant achievement and demonstration of better partnership working. It was one of the key areas identified in the Ofsted findings and we are delighted that it has been resolved so quickly.
- *The number of local placements for children in care:* In August 2019, this figure was 35% of children living outside the 20-mile radius of Reading. By March 2020, this had reduced to 31%.
- *Areas where there has been historic entrenched poor performance:* By March 2020, the number of single assessments completed and % of children seen within the first 10 working days of the single assessment start date had improved to 75%. This was the best performance in five consecutive months. Children subject to a repeat child protection also plan showed a significant improvement, with a reduction to 9%.

A significant improvement in this area in 2019/20 has been the introduction of achieving best practice panels. The panels have focused on children subject to statutory child protection processes. Best practice has been achieved through collaborative discussions between all the professionals working with the child/ren and families. New processes are now in place so there is a swifter, more timely journey for the child through the statutory child protection system.

Regular operations meetings, constant review, deep dives, practice weeks and a self-evaluation for the Ofsted annual conversation (in February 2020) have all shown marked improvements across children's services.

3. Establishing a strong network of stakeholders and partners across Reading and beyond to support our work

BFFC considers partnership working to be crucial to the overall success of the company. One of the key successes of 2019/20 for BFFC was its instrumental role in setting up the ONE Reading Partnership.

With the funding obtained from the Transformation Programme for the Early Years’ partnership work and from the Troubled Families Grant, we have been able to support the establishment of the ONE Reading Partnership.

Although this partnership is resourced by BFFC, it is very important for us that all partners within it are considered to be equal. We have therefore referred to ourselves as ‘facilitators’ in helping the equal structure of the partnership to develop and flourish.



Established under one of the five transformation Programme workstreams (**C - Building Community Capacity Projects**) it is a Reading wide prevention and early intervention multi-agency partnership committed to delivering better outcomes for children, young people and families, and developing a local consensus on how to work together.

Agencies, voluntary, charitable and community organisations have been drawn together, with a shared consensus and joint aim of reducing the number of troubled families and also reducing the number of children and young people reaching the threshold for children’s social care or for behaviour to escalate into criminal proceedings.

It has brought shared accountability and governance for early help arrangements in Reading. The key objectives of this newly established partnership are to:

- Improve the quality of help at the earliest opportunity when needs are first identified and prevent issues escalating
- Maximise the access to community based early help capacity
- Increase the early help arrangements in place for children and young people across the partnership. This will include early help assessments, team around the family plans and diverting families from the front door
- Achieve sustainable and whole systems change in the partnership early help approach.

Work in 2019/20 saw an agreed consensus framework for the partnership (July 2019), work towards shared access to information and early help arrangements via a portal and training for all partnerships by a jointly-funded trauma informed practitioner to embed trauma thinking in service delivery and practice across the wider partnership, which includes RBC, police, health and the voluntary and community sector.

This will bring about wider knowledge and awareness of adverse childhood experiences (ACEs) and how the number of ACEs can impact on a child’s wellbeing.

4. Building on strong foundations, create an imaginative preventative strategy to help children and families

Working with our partners, we want to alter the balance between statutory intervention and early help to prevent any escalation into statutory services, either through a child protection plan or by becoming looked after, than is absolutely necessary.

Expanding our Early Help offer has been one of our priorities. Having already begun this work with the establishment of the ONE Reading Partnership, we agreed to pilot an innovative approach to managing some Children in Need within early help to release capacity within social care teams.

This work has aligned with priority 4 of the business plan and has focussed on developing the team structures and service delivery plans for innovative intervention projects to prevent escalations into children's social care.

The projects each aimed to reduce/avoid high costs of placements, assessment units and court proceedings. More importantly, the projects each sought to work with families to bring about life-long changes.

The first of these was the pre-birth team, set up in April as a project under the Transformation Programme (**Workstream D - Stronger Stability for Children**). The pre-birth team has provided intensive, trauma informed interventions to support women to keep their babies, when safely appropriate.

The second project was CAST (Community Adolescent Support Team), a multi-disciplinary team to improve the support and interventions offered to young people (aged 10+) and their families in Reading on the imminent edge of care. The project aimed to reduce/avoid high costs of placements, assessment units and court proceedings.

Located with the Youth Offending Service. CAST operates a 'team around the worker' model to deliver a swift response, bespoke support packages and evidence-informed interventions to address underlying issues and current concerns with young people and their families, building on strengths in order to achieve sustainable outcomes. The team works with the whole family wherever possible, including work with siblings and has developed a trauma-informed, systemic approach to practice.

CAST worked with 29 families up to the end of March 2020. Of these, four young people did cross the threshold into care. In addition to reducing exclusions, missing episodes and the number of youth arrests and offending, the team successfully prevented 45 young people from entering the care system.

The third project was the reunification team, set up to work with families, children and professionals to make decisions about whether or not a child should return home to the care of their parents or birth families, implementing the reunification practice framework from the NSPCC.

The team has provided an intensive bespoke, trauma informed package to facilitate the safe and successful return of children under 10 to their birth home.

The reunification team worked with 16 children from April 2019 to March 2020.

The team has supported five reunifications within the first year. The team has also supported three children to remain at home with parents, rather than being removed. None of these children have returned to care.

All of these projects were in place by the time of the Ofsted inspection in September 2019, although only early achieved results were known.

In their final report, inspectors said: 'Early help assessments and plans lead to helpful, targeted interventions to support children and their families. The recently launched 'ONE Reading Partnership' framework promotes a cooperative approach to early help and prevention across all agencies, and there is a strong commitment to its implementation. The recently established multiagency hub has led to a reduction in the number of referrals to children's social care and is helping agencies to identify alternative approaches to supporting children's needs.'

In addition to pilot projects, early help committed to Graded Care Profile 2 as its preferred neglect tool as part of its assessment and planning with all families. This was in the same month that Ofsted noted it as an area for development, so action was swiftly taken to address a known area for improvement.

Next steps for early help is to work with its operational partners, children's social care and education, to develop an integrated audit cycle and develop a three-year plan that identifies service gaps/resources to enable the service area to deliver earlier, more preventative services that reduce demand.

5. Supporting our education providers to give the best possible start to our children and young people

This priority has had a two-fold approach, in that services offered by BfFC to improve school standards schools (traded services) were identified under Transformation Programme work (**Workstream E: Consolidating Corporate Resilience**), and BfFC's newly-appointed (Sept 2019) Director of Education's drive to improve academic attainment and inclusiveness for all across Reading.

BfFC, as a company, has a commercial need to improve the quality and quantity of traded services offered to schools both within and beyond Reading. Access to information about services offered to schools was limited, with a dedicated website not updated regularly and information within it hard to find and read. A comprehensive refresh, both of information on the website, its look, feel and accessibility was undertaken by the Transformation Programme team and the Communications & Marketing team, resulting in a fresher, brighter and more accessible site for school bursars to access and to purchase services for their schools.

In addition, BfFC's finance team, which administrates the dedicated schools' grants, has maintained links and communication with schools through refreshed, dedicated newsletters and information updates which have been well received by bursars and headteachers alike.

The schools standards service improved its offer to schools with therapeutic thinking training and the educational psychology service secured funding through the Berkshire West CCG to set up mental health support teams, based in an initial 16 Reading schools. Established as a trailblazer pilot, pupils, parents and teaching staff can all make referrals to the team and early indications (it was launched at the end of January 2020) have been promising.

A key focus for 2019/20 has been continuing the implementation of the SEND strategy, re-writing the self-evaluation in preparation for a local area review by Ofsted of SEND action priorities and focusing on providing earlier special educational needs support, rather than through EHCPs (educational health care plans).

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This was in addition to ensure more children with SEND were better supported in mainstream schools and that our links and communication with SENDCOs was strong and frequent. We have also co-developed tools for schools and settings to help them identify children's needs early and we have put in place evidence-based support for children with SEND needs. This is intended to help schools focus their resources on support that has the greatest impact.

We continued to work with partners, including Reading Family Forum, to analyse information on children and family needs and use that to inform priorities. Through the delivery of the SEND Strategy, we reviewed what we have in place to ensure resources are targeted appropriately.

We continue to work with the Schools' Forum to ensure that the SEND element of education-related funding is targeted in the right areas. KS2 results for SEND pupils were, in 2019/20, some of the best in the country.

We were delighted that the 30-place Blessed Mary Ward Autism Centre opened at Blessed Hugh Faringdon Catholic School, Reading in June 2019 and we continue to support its activities.

Much work was done in 2019/20 to improve the number of young people with SEND going into employment, apprenticeships or higher education. This has been a focus for the Elevate careers service, which moved from Adviza to BFFC in September 2019. In addition, a new post-16 partnership forum was created to coordinate provision and ensure young people make the best choices and achieve the most fulfilling outcomes.

This included adulthood preparation. BFFC and RBC have worked jointly for those approaching adulthood and a panel was established; a comprehensive information booklet for families and young people on transition was produced and a supported employment forum established.

Another key SEND focus is for children and young people was to help them access education as close to home as possible. While that isn't always possible for those with more complex needs, one of the year's key achievements was the successful bid, with Reading Borough Council and Wokingham Borough Council, for a SEND free school. The school, which will open in 2022, will offer 75 places to Reading children and young people, which will improve access to local specialist provision.

Other education service achievements, in brief, in 2019/20 include:

- Implementation of a career intervention programme for children looked after, after a successful bid to the Careers Enterprise Company
- Holding the first-ever climate change conference in Reading (November 2019) for headteachers, demonstrating commitment and focus on the topic as a curriculum must
- Closer partnership working with Reading Governors' Association (RGA), including governors' services
- EHCP process has been refreshed to include children's views
- Improved relations and communication with schools, including frequent headteacher briefings (daily during COVID-19) which, via a headteachers' survey, have been much welcomed and appreciated
- Close work with RBC on the new secondary school for Reading, River Academy, due to open in 2023
- Close work with Maiden Erlegh Trust on the academisation of Phoenix College (now Hamilton Academy)

- The best A level results in the country, with 98% of students gaining grades A*-E
- GCSE results bucking the national (downward) trend and 65% achieving grades 9-4 in maths and English
- Relaunch of the careers and advice service for young people, Elevate, to support more young people and encourage access to the service
- Selected to be an example of good practice by the DfE for our Early Years, disability access funding case study
- Sustained improvement in the attainment of children looked after, with cohorts achieving above the national average in the EYFS, KS1, and KS2

6. Driving a robust change programme which will deliver excellent and efficient services within a tight budget

BFFC needs to be sustainable, and the delivery of this is only possible if we change how we do things so that they are efficient and effective in the long-term.

All of our Year One priorities can only be delivered if they are supported through activities that enable us to review what is done and how it is being done, constantly looking for improved outcomes and financial performance.

Central to our work on ensuring excellent and efficient services has been the development of our transformation programme.

The transformation programme was developed with five key areas so that delivery could start by 1 April 2019. The five areas were:

A: Improving Practice Standards;

B: Developing Workforce Excellence;

C: Building Community Capacity;

D: Stronger Stability for Children; and

E: Consolidating Corporate Resilience.

Key achievements to date include:

- The Placement Solutions team that focuses on reducing Children Looked After numbers has achieved savings of £3.39m in 2019/20 and is on target for savings of £3.476m in 2020/2021. This is through a combination of care exits, work to stop children entering care and process improvement through placement panels
- Supporting Early Help to work with 144 children/families, reducing rereferral rates and making savings of £920k in 2019/20 and targeted savings of £1.146m in 2020/21
- Improvements in facilities and operation at Pinecroft children's home and Cressingham short breaks service
- Developing a better understanding of what Traded Services can offer to partners in schools, colleges and communities, to enable the generation of income that can be used elsewhere in the company

- Standard Operating Processes for the assessment and managing of Education, Health and Care Plans (ECHPs) were completed, leading, in early 2020, to a 94% completion of plans within the statutory deadline. This compared to a 49% completion rate previously
- Improved fostering recruitment and processes, leading to 20 new foster carers in 2019/20
- Improved Staying Put policy enabling a saving of £50k per annum
- Agreement made with Solace Housing to provide local and sustainable supported lodgings that will lead to better local provision
- Review of, and beginning the implementation of, direct payments to carers
- Improved development pathways for manager and social worker professional development
- Improving our offer for recruitment and retention of permanent BfFC employees

In total the Transformation Programme team has produced savings in 2019/20 of £4.889m.

7. Listening to and engaging with the people we are here to serve

The range of improvements in this area was significant during 2019-20. We have seen a number of opportunities for consultation, participation and involvement of the children and young people in care.

The primary focus has been on obtaining the views of children and young people we work with, as well as parents and carers, particularly parents and carers of children and young people with SEND.

Our Children in Care Council (called Care2Listen) actively encourages our young people to be involved in company decisions and solutions and they are valued for the contribution they can make in finding better, more efficient ways of working so that we can continually improve the service we offer.

The young people are empowered to own some of the identified issues and to work out the solutions, enabling them to take control, feel valued, listened to and respected. This year has seen a number of opportunities for consultation, participation and involvement of children and young people in care.

Care2Listen delivered six workshops during the year, training 80 members of BfFC staff - primarily social workers - in how to listen to and hear young people in care. The Board and senior leadership team all attended sessions. Feedback was 100% positive, with staff citing areas of change in their practice and taking away key messages for life from the young people. The training has been adapted to online and is now being offered to staff virtually.

Care2Listen also delivered a training workshop to 120 people at the ONE Reading conference; led a host of activities with staff during anti-bullying week and attended a Berkshire Children in Care day, including a myth busting session on what people say about children in care.

Early in the financial year, we secured funding for the CiCC to make a short film to show to others coming into care, to help them feel better and to know they weren't alone.

Many companies and organisations, including a film production company, gave their time pro bono to make this happen and the resulting film was shown in a Reading cinema, to a packed, invited audience, who also listened to poems written by the young people in care as part of a 'spoken word' poetry project. The film can be seen in the [young people's section](#) of BfFC's website.

The Children in Care Council has expanded its membership and, long before COVID-19 lockdown started in March 2020 using remote technology to allow children placed out of area to join in and share their views. Its programme of activities throughout the year and, in particular, during holidays, has been impressive and well received by children and young people in care.

The group has been instrumental in sharing ideas and advice on BFFC branding; have attended interview panels for key senior appointments; met with Ofsted to provide feedback; have shared their views on foster carers; met with the Royal Berkshire Hospital A&E department heads to have a say about child-friendly A&E services; planted a tree to help all children in care – especially those who have to live out of area – feel ‘rooted’ in Reading and have recorded a series of podcasts on being in care, which are on [BFFC’s fostering website](#).

More children and young people in care’s views have been sought through the introduction of Mind of My Own, an interactive app which all children and young people in care – and care leavers – can access, including an adapted app for those with special educational needs and disabilities.

In January 2020, our Reading Youth Council (RYC) held a hugely successful conference ‘Inform, Impact and Imagine’ with the aim to ‘help fellow young people become informed and impacted by our work and we hope to inspire new imagination to aid us in making Reading greater’.

The conference featured a series of unique workshops and activities centred around exploring climate change anxiety, confidentiality in schools, the use of knives for protection and self-defence, money management, life skills and the RYC’s three ongoing campaigns on mental health, putting an end to knife crime and tackling homelessness.

During the year a great deal of work has been done by the communications & marketing team, in conjunction with the youth support teams, CiCC participation officer and the CiCC to make information and access to social workers more accessible for all children and young people looked after by BFFC. From ‘hello’ and ‘goodbye’ postcards, for social workers to introduce themselves or leave some lasting, kind words for children they have worked with, to a private and safe Facebook group for care leavers, a young people’s zone on the website and plans for a young people’s Instagram account.

Parents and carers of children and young people with SEND have been surveyed and work on a SEND communications strategy and action plan began, to better understand ways the voices of children, young people, parents and carers can be heard and appropriate changes made to our service delivery.

In February, a new website for Reading IASS (Information, Advice and Support Service) was launched, alongside a new Facebook page. It was well received by parents and carers, who have contributed ideas for phase two of the website’s development.

8. Deliver the children’s services for Reading within agreed fixed fee, being £85m for 2019/2020 (£41m core funding)

The company prepares its financial statements in accordance with Financial Reporting Standard 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” and the Companies Act 2006.

Revenue for the year was £91.8m, of which £84.1m was received from RBC in the form of contract income, grant income and contributions. The main contract income from RBC totalled £41.1m.

The company spent £94.9m on direct costs, providing services to children. We also spent £0.7m on administration expenses during the year. Pension costs recognised in the Other Comprehensive Income is £3.7m. Pension contributions to the pension scheme totalled £2.8m for the year. Employer contributions to the pension scheme for the 393 employees for the year were £1.8m.

Overall income and expenditure in the next financial year is expected to be similar with no significant variations. Further discussions with RBC will continue to ensure that sufficient funding is allocated so we can continue to trade and meet our objectives.

9. To deliver a commercial Independent Fostering Agency (IFA) leading to increased children being cared for within the 20-mile radius.

The fostering team joined BFC from Reading Borough Council in March 2019. Measures had already been put in place for the establishment of an Independent Fostering Agency (IFA), with pre-registration of the IFA and a registered manager.

Throughout 2019/20, action has been taken to transform the IFA, as part of the Transformation Programme (under the project 'Re-inventing Fostering') and to specifically focus on the recruitment of locally-based foster carers.

Within this, the 'as is' processes were mapped and new, leaner and more effective processes introduced. The IFA was given its own branding, a new website was established and an ambitious marketing recruitment strategy and action plan were introduced to better target potential local foster carers and to increase the quality of leads and enquiries. Part of the recruitment strategy was to understand the demographics of Reading and of the children looked after, so recruitment could be better targeted. A comprehensive demographic report was subsequently researched and produced.

An analysis of the ethnicity of existing foster carers compared to our children looked after (CLA) was undertaken, which found that the most over-represented were white carers (74% compared to 55.3% of CLA) and black carers (16% compared to 9.9% of CLA) and that the largest under-represented area was mixed heritage carers (2% compared to 26.8% of CLA). This highlighted a demographic for us to better target recruitment activities.

A successful May foster care fortnight campaign in 2019 saw 70 enquiries in May and June following a radio campaign, bus advertising and billboard advertising. We also introduced Facebook advertising in April as an 'always-on' campaign, sending regular and consistent lead enquiries to the fostering team.

For 2019/20, the target for foster carer enquiries was set at 225 and 269 were achieved, leading to 35 initial visits.

Interaction with foster carers was much improved in 2019-20, with regular face-to-face meetings, email updates from managers and the introduction of a (popular) quarterly foster carers' newsletter featuring updates from the fostering team and the Children in Care Council.

A Fostering Board was set up and the DCS took over the leadership of the structural and working changes (from November 2019).

In February 2020, Ofsted undertook an unannounced inspection. Everyone at BFFC was delighted when the (previously) inadequate fostering service was re-graded as Requires Improvement.

Again, there is much to be done to improve but the pace of improvement within a year should be noted.

Other achievements:

A strategic approach involves more than the operational aspects of any company. The corporate side of Brighter Futures for Children is equally important in supporting the delivery of long-term, sustainable improvements.

Commissioning: Key to this is the commissioning of suitable placements and assurance for unregistered and unregulated placements.

In August 2019 the company procured a semi-independent provider framework with 17 providers delivering across four lots: Lot 1 - Standard Group Living; Lot 2 – High Support Group Living; Lot 3 – Supported tenancies and floating support and Lot 4 – Supported Lodgings.

Due diligence has been undertaken on all framework and non-framework providers. The contracts team is in the process of reviewing all due diligence requirements.

Placement referrals are received by the commissioning team via a child centred referral which records the needs and outcomes of the placement in the child's voice including risks. Placement option/s are identified and discussed with the social worker and young person.

All placements are initially approved by the DCS and are now reviewed at the Achieving Best Outcomes panel. There is further scrutiny provided by the IRO, this is linked with the young person's pathway plan and needs assessment. There is further oversight by the strategic lead (placements solutions team) who, while reviewing plans for young people to move on particularly in respect of their plans for independence, will also escalate to the commissioning team any concerns that are found in relation to the placement. This is then addressed accordingly.

Since the end of January 2020, the commissioning team has proactively undertaken two unannounced placement visits per week to monitor quality and compliance of placements and raise findings with allocated social workers.

By the end of Year One, the final draft of the children in care sufficiency strategy was in place, which recognised the need to provide a range of accommodation options for our care leavers to support their independence into adulthood.

Working jointly with housing, the next steps are to review and redesign existing provision in relation to crisis accommodation for 16/17 year olds; supported group living or possibly trainer flats with on-site support.

Communications & marketing: Brighter Futures for Children is owned by Reading Borough Council but, as an independent company, its need for a separate 'brand' is important. Much work was concluded in 2019/20 to re-brand the company and to establish a corporate identity which tied in with the values-led approach.

In addition to internal communications, there have been external and inter-agency communications to establish BfC as a trustworthy and confident provider of children's services on RBC's behalf.

Successes during the year have included an appearance on BBC's Politics on Sunday, extensive local coverage in the press and local radio and an ever-growing social media and online presence.

Indeed, at the end of March 2020, when the country went into lockdown, the need for good communications was at its peak. More than 7,000 people were accessing information on services, particularly on schools and mental health and the social media sites grew in popularity.

What this tells us is that Reading is starting to recognise BfC, to know and to understand what the company does and to show support for it, as BfC has done for them, during times of crisis.

Looking ahead

In looking ahead Brighter Futures for Children will need to reconsider its plans and priorities to take account of the challenges of the COVID-19 pandemic. Plans for 2020/21 will inevitably need to be reviewed in response to the changed circumstances for the community we serve. We will need to respond in an agile, creative and safe way to ensure we keep our staff protected whilst maintaining a focus on service delivery to improve outcomes for children and families. This has already meant making better use of virtual technology and online platforms whilst recognising and responding to the central importance of maintaining essential visits and being able to see and talk to vulnerable children and young people face to face.

Our support to schools and school leaders is greatly valued and will be of central importance in ensuring as much continuity of educational opportunity as possible at a time of school closures, testing and quarantine measures.

In addition to the challenges of delivering frontline services during a pandemic we have also experienced increased costs due to COVID-19 and face the prospect of delivering services with reduced funding.

The financial environment in which we will be working in 2020/2021 will require a robust and creative response to ensure we maintain our focus on protecting and enhancing the lives of the children of Reading so that their long term life chances are not limited by the pandemic.

Key priorities for the next year include:

- Grow and embed quality practice
- Better understanding of our drivers of demand leading to a comprehensive social care demand management strategy
- Review existing processes and map new ones to support leaner, more effective ways of working
- Improve our offer of the right help and support at the right time much earlier in the process and invest more of our time and energy into preventative services which, in the long-term aim to reduce the number of children meeting that social care threshold
- Work more closely with partners in a multi-agency approach and extend that thinking across all aspects of children's services

- Reduce the balance of permanent and interim staff significantly through a well-targeted recruitment and retention campaign
- Embed our sufficiency strategy, so that we have sufficient, quality placements and better contractual arrangements with our providers
- Expand our digital offer to reach more and engage with the people we serve
- Prioritise and rationalise the Transformation Programme projects so that resources can be focused on those areas which will help support the sustainability of BFFC

Governance

The Board is responsible for setting the company's strategy, driving high performance and quality in everything the company does, ensuring that the contract objectives are met and promoting the interests of children and young people throughout Reading.

The senior leadership structure in 2019-20 was two-tier. The Executive Committee (ExCo) included the Executive Directors – the Managing Director, Interim Director of Finance and Director of Children's Services. Its remit included setting the operational strategy and management of the company, managing all company finances and financial stability, fulfilment of the contractual and service level obligations, workforce planning and ensuring the company is both statutory and regulatory compliant.

The Senior Leadership Team (SLT), included all Heads of Service (corporate) and Directors of Service (operational). Its remit is to support ExCo and the Board's strategic direction by managing day-to-day performance and by delivering on set strategic objectives through demonstrable output and outcomes within each service area.

The Board, ExCo and SLT are governed by a clear Scheme of Delegation, with authorised budgetary spend limits. Any operational or corporate support service meetings below this level must have financial sign-off and approval by SLT or above before expenditure or operational changes can be made.

Risk management

The Board of the company takes risk management seriously and a Risk Register has been developed which identifies those strategic risks that are considered the most critical in relation to the company. These risks are actively scrutinised by the Audit & Risk Committee with significant risks reported to the Board monthly for discussion and review.

Board committees

The Board has three standing committees to monitor progress in detail and report back to the full Board:

Audit and Risk, which reviews matters in connection with risk, policy, finance and internal audit. The chair of the committee is A P Byrne

Quality and Improvement, which monitors both quality and performance across all children's services areas. The chair of this committee is P S Snell

Fostering, which ensures the company can fulfil its obligations as an Independent Fostering Agency (IFA). The chair of this committee is N Gilham

In addition, the Board has, from time to time established ‘task and finish’ working groups to help respond to the needs of the business. For this year, the Board has focused on workforce development and finance.

The Recruitment and Retention Working Group chair is N Gilham. The Finance Working Group chair is N Gilham

Although the ILACS inspection this year has seen an improved Ofsted grading to ‘requires improvement to be good’, children’s services remain in Department for Education intervention. Our improved grading means we no longer formally require a commissioner although Nick Whitfield (former commissioner) remains involved providing support and challenge as our DfE adviser. It is anticipated that the formal period of DfE intervention will be lifted in 2020/21.

On 31st March Deborah Jenkins resigned as Chair of the Board. During her two years as Chair Deborah played an instrumental role in building Brighter Futures for Children and in securing improvements in services to children in Reading.

The new Chair from 1st April 2020 is Dianne Smith. Dianne Smith has been appointed by the Secretary of State for Education and was formerly Chair of Reading’s Children’s Services Improvement Board (CSIB).

CSIB held its final meeting in February 2020 and responsibility for monitoring and evaluating the effectiveness of the learning and improvement plan has become part of the remit of the Quality and Improvement Committee. The DfE adviser and regional support lead officer both attend the Quality and Improvement Committee.

Section 172 Statement

The Board acknowledges as directors of the company that they have a duty to promote the success of the company. This includes considering the interests of the company’s employees and the fostering of the company’s business relationships with suppliers, customers and others.

Consideration of the interests of the company’s employees has been undertaken in numerous ways during the financial year, and includes the following:

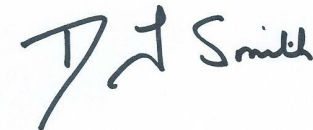
- All staff briefings (meetings) being held on a monthly basis to inform and engage employees’ views
- An induction programme has been developed and followed for new employees joining the company throughout year ensuring the company’s values are adopted by new employees and that they feel welcome
- Weekly staff briefings and monthly newsletters to inform employees of all new updates, changes and where their views have been considered and actioned
- Suggestion boxes around office to gather employees’ views, which produced a ‘you said, we did’ response to ensure employees’ views are incorporated by the Board. This is transparent and visible on the intranet for all employees to see
- The strategic Business Plan is communicated to all employees and stakeholders
- The creation of a comprehensive intranet, with all policies, procedures, guidance and support for employees across the company.

BRIGHTER FUTURES FOR CHILDREN LIMITED

**STRATEGIC REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

The engagement with suppliers, customers and others in a business relationship with the company has been by ensuring the Board has acted in a fair and professional way, declaring of interests where relevant with related parties. The company has also ensured appropriate contracts are adopted where applicable following a fair procurement process.

Approved by the Board of Directors on 29/10/2020 and signed on its behalf by:

A handwritten signature in black ink, appearing to read 'D Smith', is written over a light grey rectangular background.

Dianne Smith
Director and Chair of the Board

BRIGHTER FUTURES FOR CHILDREN LIMITED

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2020

Results and dividends

The company was incorporated on 5 April 2018 and commenced business in December 2018. These are the statutory financial statements for the year ended 31 March 2020.

The results for the year are set out on pages 26.

The company is limited by guarantee and has no share capital.

Directors

The following directors held office during the period and up to the date of report are set out below:

A P Byrne	
D Glassbrook	(appointed on 20 November 2019)
S Douglas	
N Gilham	
R Harbord	(appointed on 28 September 2020)
D M Jenkins	(resigned on 31 March 2020)
A P Kildare	(resigned on 8 September 2020)
D Smith	(appointed on 1 April 2020)
P S Snell	

Employees

The company average number of permanent staff for the year was 476.

In addition to permanent staff, Brighter Futures for Children had 87 agency staff at 31 March 2020, including interim or contracted staff on fixed term or renewable contracts associated with change management and Transformation Programme projects of which 49 were agency social workers.

The company is an equal opportunities employer. It is company policy to develop and apply procedures and practices which are designed to ensure that equal opportunities are provided to employees, or those who seek employment.

All employees are treated fairly and equally. Selection for employment, promotion, training or other matters affecting employment is on the basis of aptitude and ability.

It is the company's policy to give full and fair consideration to the employment needs of disabled persons (and persons who become disabled while employed by the company) and to comply with any current legislation.

Auditors

The auditors for the year were UHY Hacker Young LLP, and will be proposed for reappointment in accordance with section 487 (2) of the Companies Act 2006.

**DIRECTORS' REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

Internal Controls Assurance

The Board acknowledges its overall responsibility for establishing and maintaining the whole system of internal controls and for reviewing its effectiveness.

The system of internal controls is designed to manage, rather than eliminate, the risk of failure to achieve business objectives, and to provide reasonable, and absolute, assurance against material misstatement or loss.

The process for identifying, evaluating and managing the significant risks faced by the company is on-going and has been in place for the financial period.

Key elements of the control framework include:

- Regular reporting to SLT and the Board on key objectives, outcomes and performance against targets
- Board-approved Governance Framework including terms of reference for the Board, and terms of reference of delegated authorities for the Audit and Risk Committee, Quality and Improvement Committee and Fostering Committee
- Health and Safety meeting occurs on a quarterly basis to provide assurance to the Board on risks, control and their mitigation
- Clearly defined management responsibilities for the identification, evaluation and control of significant risks
- Strategic and business planning process, with detailed financial budgets
- Recruitment, training and development policies for all staff
- Reports to Board for approval of significant new initiatives highlighting risks and financial implications
- Board approved confidential reporting (whistle blowing) policy
- Board approved Business Plan, Risk and Control Framework

A risk register is maintained and is available for review by the Audit and Risk Committee at each of its meetings. The risk register is a standing item on the Audit and Risk Committee agenda.

The Board accepts ultimate responsibility for the system of internal controls and it has delegated authority to the Audit and Risk Committee to regularly review the effectiveness of the system of internal controls. The Board receives minutes of all the Audit and Risk Committee meetings.

Going Concern

The impact of COVID-19 has been assessed and accounted for in the production of the going concern statement for the company. This impact of COVID-19 is forecast to be £1.5m for the financial year 2020/21, arising from increased demand and pressures for children's social care which were not foreseen within the contract negotiations with RBC. BfFC will attempt to mitigate this pressure in year by introducing cost reduction measures but will also negotiate an element of government funding from RBC.

After making appropriate enquiries, the Board of Directors has a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing these financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.

**DIRECTORS' REPORT
FOR THE PERIOD ENDED 31 MARCH 2020**

Statement of directors' responsibilities

The directors are responsible for preparing the Strategic Report, the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial period which give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing those financial statements, the directors are required to:

- i) select suitable accounting policies and then apply them consistently;
- ii) make judgements and estimates that are reasonable and prudent;
- iii) prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Company will continue in business; and
- iv) state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.

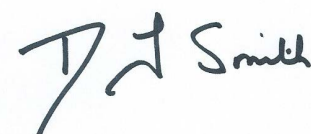
The directors confirm that the financial statements comply with the above requirements.

The directors are responsible for keeping proper accounting records which at any time disclose with reasonable accuracy the financial position of the company and the group and enable them to ensure that the financial statements comply with the Companies Act 2006. The directors are also responsible for safeguarding the assets of the company and for taking steps for the prevention and detection of fraud and other irregularities.

Statement of disclosure of information to auditors

So far as the directors are aware, there is no relevant audit information of which the Company's auditors are unaware, and the directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

Approved by the Board of Directors on 29/10/2020 and signed on its behalf by:



Dianne Smith
Director and Chair of the Board

**INDEPENDENT AUDITOR'S REPORT
TO THE SHAREHOLDERS OF BRIGHTER FUTURES FOR CHILDREN LIMITED**

Opinion

We have audited the financial statements of Brighter Futures for Children Limited for the period ended 31 March 2020, which comprise of the statement of comprehensive income, the statement of financial position, the statement of changes in equity, the statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard Applicable in the UK and Republic of Ireland".

In our opinion, Brighter Futures for Children Limited's financial statements (the "financial statements"):

- give a true and fair view of the state of the Company's affairs as at 31 March 2020 and of the Company's loss for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

**INDEPENDENT AUDITOR'S REPORT
TO THE SHAREHOLDERS OF BRIGHTER FUTURES FOR CHILDREN LIMITED**

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors' Report for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the statement of directors' responsibilities set out in the Directors' Report, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

**INDEPENDENT AUDITOR'S REPORT
TO THE SHAREHOLDERS OF BRIGHTER FUTURES FOR CHILDREN LIMITED**

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Company's members, as a body, in accordance with part 3 of Chapter 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Colin Wright (Senior Statutory Auditor)
For and on behalf of UHY Hacker Young

09/11/2020

Chartered Accountants
Statutory Auditor

Quadrant House
4 Thomas More Square
London E1W 1YW

BRIGHTER FUTURES FOR CHILDREN LIMITED

**STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2020**

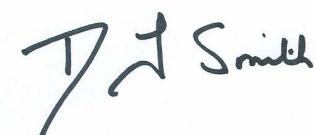
	Notes	Year ended 2020 £	Period ended 2019 £
Revenue and grant funding	3	91,838,364	23,226,879
Direct costs		(94,898,795)	(20,069,412)
		-----	-----
Gross (loss)/profit		(3,060,431)	3,157,467
Administrative expenses		(719,144)	(884,417)
		-----	-----
Operating (loss)/profit	4	(3,779,575)	2,273,050
Finance costs	5	(54,849)	(15,890)
Finance income	6	69,311	11,770
		-----	-----
(Loss)/profit before taxation		(3,765,113)	2,268,930
Taxation	7	-	-
		-----	-----
(Loss)/profit for the period		(3,765,113)	2,268,930
		-----	-----
Other comprehensive income:			
Actuarial gain/(losses) on defined benefit scheme	13	3,737,000	(2,436,000)
Other comprehensive income		-	-
		-----	-----
Other comprehensive income for the year/period net of tax		3,737,000	(2,436,000)
		-----	-----
Total comprehensive loss for the year/period		(28,113)	(167,070)
		=====	=====

BRIGHTER FUTURES FOR CHILDREN LIMITED

**STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2020**

	Notes		31 March 2020		31 March 2019
		£	£	£	£
Current assets					
Debtors	11	4,457,254		3,760,367	
Cash at bank and in hand	15	11,801,889		7,086,402	
			16,259,143	10,846,769	
Creditors: amounts falling due within one year	12	(16,454,326)		(11,013,839)	
Net current liabilities			(195,183)	(167,070)	
Creditors: amounts falling due after one year			-	-	
Defined benefit pension scheme	13		-	-	
Net Liabilities			(195,183)	(167,070)	
			=====	=====	
Equity and Reserves					
Retained losses			(195,183)	(167,070)	
			(195,183)	(167,070)	
			=====	=====	

The financial statements were approved by the Board of Directors and authorised for issue on 29/10/2020.



Dianne Smith
Director and Chair of the Board

The notes on pages 30 to 44 form an integral part of these financial statements.

Company Registration No. 11293709

BRIGHTER FUTURES FOR CHILDREN LIMITED**STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 MARCH 2020**

	Retained losses £	Total Equity £
On incorporation at 3 December 2018		
Total comprehensive loss for the period	(167,070)	(167,070)
	—————	—————
Period ended 31 March 2019	(167,070)	(167,070)
	=====	=====
Total comprehensive loss for the year	(28,113)	(28,113)
	—————	—————
Year ended 31 March 2020	(195,183)	(195,183)
	=====	=====

BRIGHTER FUTURES FOR CHILDREN LIMITED

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2020**

	Notes	Year ended 2020 £	Period ended 2019 £
Cash flows from operating activities			
Cash generated from operations	14	4,701,025	2,090,522
		<hr/>	<hr/>
Net cash generated by operating activities		4,701,025	2,090,522
		<hr/>	<hr/>
Cash flows from financing activities			
Loan from Reading Borough Council	19	-	5,000,000
Repayments of loans and other obligations		(54,849)	(15,890)
Interest income		69,311	11,770
		<hr/>	<hr/>
Net cash generating from financing activities		14,462	4,995,880
		<hr/>	<hr/>
Net increase in cash and cash equivalents		4,715,487	7,086,402
Cash and cash equivalents at the beginning of the financial year/period		7,086,402	-
		<hr/>	<hr/>
Cash and cash equivalents at the end of the financial year/period	15	11,801,889	7,086,402
		=====	=====

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

1. Accounting policies

Brighter Futures for Children Limited is a private company, limited by guarantee, registered in England and Wales. The Company's registered number and registered office address can be found on the Company Information page.

1.1 Basis of preparation

The financial statements have been prepared in accordance with applicable accounting standards including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and in accordance with the Companies Act 2006. The current period is for the 12 months ended 31 March 2020 and the comparative period is for the period from incorporation to 31 March 2019.

The financial statements are presented in UK Sterling, which is the functional currency of the Company, rounded to the nearest £1. The financial statements have been prepared under the historical cost convention.

A summary of the principal accounting policies adopted (which have been applied consistently, except where noted), judgements and key sources of estimation uncertainty, is set out below.

1.2 Going concern

At the time of approving the financial statements, the directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. The Company has made a loss in the year of £28,113 and had net liabilities of £195,183 as at 31 March 2020. Reading Borough Council has confirmed that it will financially support the Company for a further 12 months from the date the financial statements are signed by the Directors. Additionally, during the period ended 31 March 2020, the Company renewed the loan of £5,000,000 (note 19) with RBC to fund ongoing and future operations. This loan has been further extended to cover the period until March 2026.

These accounts will be signed off in the midst of the COVID-19 outbreak and subsequent government restrictions and as such there is uncertainty around the breadth and duration of business disruptions related to the pandemic. After giving due consideration and making enquiries, the directors have a reasonable expectation that the Company has adequate resources to continue in operation existence for the foreseeable future. The Board of Directors continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Turnover

Revenue is recognised to the extent that the Company has entitlement to the funds, the receipt is probable and the amount can be measured reliably. Revenue is measured at the fair value of the consideration received, excluding discounts, rebates, VAT and other sales taxes or duty.

Turnover consists of income from various grants and contracts and is recognised in accordance with the terms of those grants and contracts.

Grants receivable

Grants are included in the Statement of Comprehensive Income on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant reserves on the Statement of Financial Position. Where income is received in advance of meeting any performance-related conditions there is not unconditional entitlement to the income and its recognition is deferred. This is to be included within creditor as deferred income until the performance-related conditions are met. Where entitlement occurs before income is received, the income is accrued.

Capital grants are recognised where there is entitlement and are not deferred over the life of the asset on which they are expended.

Other income

Other income, including the hire of facilities, is recognised in the period it is receivable and to the extent the goods have been provided or on completion of the service.

1.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefits to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity.

1.5 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

1.6 Financial instruments

The Company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Company's statement of financial position when the Company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Impairment of financial assets

Financial assets are assessed for indicators of impairment at each reporting end date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in the Statement of Financial Activities.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in the Statement of Financial Activities.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the Company transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities.

Basic financial liabilities, including creditors, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Company's contractual obligations expire or are discharged or cancelled.

1.7 Provisions

Provisions are recognised when the Company has an obligation at the reporting date as a result of a past event which it is probable will result in the transfer of economic benefits and the obligation can be estimated reliably.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.8 Leased assets

Rentals under operating leases are charged on a straight line basis over the lease term.

1.9 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the year in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.10 Pension benefits

Retirement benefits to employees of the Company are provided by the Teachers' Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'). These are defined benefit schemes and the assets are held separately from those of the Company.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Company in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 13, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions are recognised in the period to which they relate.

The LGPS is part of the Royal County of Berkshire Pension Fund with effect from 1 December 2018 when staff were transferred from the employment of Reading Borough Council (RBC) to the Company. Retirement benefits to employees of the Company are provided by the LGPS. This is a defined benefit scheme and the assets are held separately from those of the Company in an independently administered fund.

Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each Statement of Financial Position date.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of Comprehensive Income and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the year by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Actuarial gains and losses are recognised immediately in other recognised gains and losses.

This final salary scheme, like a number of other such schemes, has a deficit. Measures are in place to address this deficit, by increasing employer contributions in the medium term. However, the requirements of Financial Reporting Standard 102 (FRS 102), is to show the pension scheme deficit as a liability on the Statement of Financial Position.

As a result of an agreement between the Company and Reading Borough Council (RBC), a pension related asset, being the guarantee from RBC to cover all related pension costs, exists. The asset will always be equal and opposite to the pension liability, and accordingly, no overall pension scheme asset or liability has been recognised in the Statement of Financial Position.

1.11 Taxation

Tax on the profit or loss for the year comprises of current tax. Tax is recognised in the Statement of Comprehensive Income except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current tax assets and liabilities are not discounted.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the financial reporting date.

2. Critical accounting estimates and areas of judgement

Accounting estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are no changes to the estimates or assumptions that would have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Critical areas of judgement

The Directors do not consider that they have made any critical judgements in the preparation of the financial statements.

BRIGHTER FUTURES FOR CHILDREN LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

3. Revenue

An analysis of revenue by class of business for the year ended 31 March 2020 is given below:

	Year ended 2020 £	Period ended 2019 £
Grant income	87,723,662	17,529,565
Reading Borough Council guarantee income (note 19)	2,085,216	5,649,452
Other income	2,029,486	47,862
	<hr/>	<hr/>
	91,838,364	23,226,879
	=====	=====

4. Operating (loss)/profit

Year ended 2020 £	Period ended 2019 £
----------------------------------	------------------------------------

The operating (loss)/profit for the year/period is stated after charging:

Auditor's remuneration (see below)	32,550	36,250
	=====	=====
Audit services		
Fees payable to the Company's auditors	27,250	25,000
Other services		
Other services relating to taxation	1,600	6,500
Other advisory services	3,700	4,750
	=====	=====

5. Finance costs

Year ended 2020 £	Period ended 2019 £
----------------------------------	------------------------------------

Finance loan interest	54,849	15,890
	=====	=====

6. Finance income

Year ended 2020 £	Period ended 2019 £
----------------------------------	------------------------------------

Bank interest income	69,311	11,770
	=====	=====

BRIGHTER FUTURES FOR CHILDREN LIMITED**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

7. Taxation**Analysis of the tax charge**

No liability to UK corporation tax arose for the year to 31 March 2020.

The Company is in the process of confirming with HM Revenue & Customs that all of its activities fall outside the scope of corporation tax.

8. Staff numbers and costs

	2020	2019
	Number	Number
The average number of people employed by the Company (including Directors) during the period was as follows:		
Key and senior management	5	5
Executive office support	77	82
Operational	394	344
	-----	-----
	476	431
	=====	=====

Staff costs (including Directors) were:

	Year ended	Period ended
	2020	2019
	£	£
Wages and salaries	23,076,510	4,942,816
Social security costs	1,590,567	440,477
Other pension costs	1,860,488	509,087
Contributions to defined benefit schemes (note 13)	6,519,000	2,782,000
	-----	-----
	33,046,565	8,674,380
	=====	=====

Included in wages and salaries are non-statutory/non-contractual severance payments totalling £120,156 (2019: £227,642).

BRIGHTER FUTURES FOR CHILDREN LIMITED**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

9. Directors' emoluments	Year ended 2020 £	Period ended 2019 £
Emoluments for qualifying services:		
Aggregate directors' emoluments	249,910	135,411
Pension contributions	23,678	14,907
	<hr/>	<hr/>
	273,588	150,318
	=====	=====

The number of Directors for whom retirement benefits were accruing under defined benefit schemes in the year was 2 (2019: 2).

10. Financial instruments

The Directors have considered the Company's exposure to credit, cash flow and liquidity risks as part of its annual risk assessment procedures. Risks are assessed within the Company's risk register and monitored throughout the period. The Directors do not consider the Company to be materially exposed to credit, cash flow or liquidity risk, owing to sufficient bank balances and limited debtor exposures.

11. Debtors	Year ended 2020 £	Period ended 2019 £
Trade receivables	1,069,683	34,809
Amounts owed by Reading Borough Council (note 19)	-	3,686,192
Other receivables	3,303,081	32,976
Prepayments and accrued income	84,490	6,390
	<hr/>	<hr/>
	4,457,254	3,760,367
	=====	=====

BRIGHTER FUTURES FOR CHILDREN LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

12. Creditors: amounts falling due within one year	Year ended 2020	Period ended 2019
	£	£
Trade payables	2,653,309	1,801,839
Amounts owed by Reading Borough Council (note 19)	6,354,508	-
Taxation and social security	1,703,593	1,675,486
Other payables	87,706	1,313
Accruals and deferred income	655,210	2,535,201
Loan payable to Reading Borough Council (note 19)	5,000,000	5,000,000
	<hr/>	<hr/>
	16,454,326	11,013,839
	=====	=====

13. Pension liability

Defined Benefit Scheme

The Company is a member of the Reading Borough Council Pension Fund which is a defined benefit Local Government Pension Scheme (LGPS). The assets of the scheme are held separately, being invested with a managed pension fund. The Company is also a member of the Teachers' Pension Scheme England and Wales ('TPS') which is also a defined benefit scheme for academic and related staff.

The total contribution made for the year ended 31 March 2020 was £2,755,000 (period ended 31 March 2019: £758,000), of which employer's contributions totalled £1,806,000 (2019: 499,000) and employees' contributions totalled £949,000 (2019: £259,000). The agreed contribution rates for future years are 30% for employers and between 5.5% and 12.5% for employees.

Principal Actuarial Assumptions:	At 31 March 2020	At 31 March 2019
Rate of increase in salaries	2.8%	3.85%
Rate of increase for pensions	1.8%	2.35%
Discount rate for scheme liabilities	2.35%	2.45%

The below table, as produced by Barnett Waddingham LLP sets out the impact of a small change in the discount rates on the defined benefit obligations and projected service cost along with a plus/minus 1 year age rating adjustment to the mortality assumption.

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

Assumption:	Movement 2020	Impact £ 2020	Movement 2019	Impact £ 2019
Mortality Age Rating Assumption	+ 1 year	1,314,000	+ 1 year	1,354,000
Salary Increase Rate	+ 0.1%	201,000	+ 0.1%	215,000
Real Discount Rate	- 0.1%	1,211,000	- 0.1%	1,170,000
Pension Increase Rate	+ 0.1%	1,015,000	0.1%	955,000

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**
13. Pension liability (continued)

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement age 65 are:

	At 31 March 2020 (years)	At 31 March 2019 (years)
Retiring today		
Males	21.5	22.0
Females	24.1	24.0
Retiring in 20 years		
Males	22.9	23.7
Females	25.5	25.8

The Company's share of the assets and liabilities in the scheme and the expected rates of return were:

	Fair value at 31 March 2020	Fair value at 31 March 2019 £
Equities	12,343,000	10,067,000
Bonds	2,035,000	2,977,000
Property	3,004,000	2,754,000
Cash	2,582,000	1,575,000
Target return portfolio	921,000	1,032,000
Commodities	129,000	152,000
Infrastructure	1,792,000	1,869,000
Longevity insurance	(944,000)	(589,000)
	-----	-----
Total market value of assets	21,862,000	19,837,000
	=====	=====

Actual return on scheme assets was £nil.

Amounts recognised in the statement of comprehensive income

	Year ended 2020 £	Period ended 2019 £
Current service cost (net of employee contributions)	6,049,000	2,621,000
Interest cost	458,000	158,000
Expected return	-	-
Past service cost	-	-
Interest on plan assets	-	-
Administration expenses	12,000	3,000
	-----	-----
Total operating charge	6,519,000	2,782,000
	=====	=====

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

13. Pension liability (continued)

Changes in the present value of defined benefit obligations were as follows:

	Year ended 2020	Period ended 2019
	£	£
Opening defined benefit obligation	39,421,000	31,090,000
Current service cost	5,245,000	1,298,000
Past service cost, including curtailments	804,000	-
Interest cost	982,000	338,000
Employee contributions	949,000	259,000
Experience loss on defined benefit obligation	2,611,000	-
Estimated benefits paid net of transfers in	361,000	-
Change in financial assumptions	(6,754,000)	5,334,000
Change in demographic assumption	(1,197,000)	(2,053,000)
Liabilities assumed on settlements	-	3,155,000
	-----	-----
Closing defined benefit obligation	42,422,000	39,421,000
	=====	=====

Changes in the fair value of the Company's share of scheme assets:

	Year ended 2020	Period ended 2019
	£	£
Opening fair value of scheme assets	19,387,000	16,225,000
Return on plan assets (excluding net interest on the net defined pension liability)	(838,000)	845,000
Actuarial (losses)/gains	(765,000)	-
Employer contributions	1,806,000	499,000
Employee contributions	949,000	259,000
Benefits paid	361,000	-
Administration expenses	(12,000)	(3,000)
Interest on assets	524,000	180,000
Settlement prices received/(paid)	-	1,832,000
	-----	-----
Closing fair value of scheme assets	21,862,000	19,837,000
	=====	=====

Contributions to the scheme are charged to the Statement of Comprehensive Income so as to spread the cost of the pensions over the employees' remaining working lives with the Company. Contributions are determined by an independent qualified actuary on the basis of triennial valuations, using the Projected Unit method. The most recent valuation of this Defined Benefit Pension Fund was at 31 March 2020.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

13. Pension liability (continued)

The amounts recognised in the Statement of Financial Position are as follows:

	As at March 2020	As at March 2020
Present value of funded obligations	(42,422,000)	(39,421,000)
Fair value of plan assets	21,862,000	19,837,000
	—————	—————
Net pension liability	20,560,000	19,584,000
Reading Borough Council guarantee (note 19)	(20,560,000)	(19,584,000)
	—————	—————
Present value of unfunded obligations	-	-
	—————	—————
Deficit	-	-
	—————	—————
Net liability	-	-
	=====	=====

McCloud Judgement

In December 2018, the Court of Appeal ruled against the Government in the ‘McCloud/Sargeant’ judgement, which found that the transitional protection arrangements put in place when the firefighters’ and judges’ pensions schemes were reformed, were age discriminatory. The ruling potentially has implications for all public-sector schemes which were reformed around the same time and could lead to members who were discriminated against being compensated.

In relation to LGPS, all members of the 2008 scheme were moved into the new 2014 scheme, but members within 10 years of normal retirement were given an underpin promise, that their benefits would be at least valuable in terms of amount and when they could be drawn, as they would be if they had remained in the 2008 scheme.

The Government applied to the Supreme Court for permission to appeal the judgement; however, this was unsuccessful on 27 June 2019.

An allowance has been made in the Company’s valuation of the LGPS present value of funded obligations for the McCloud judgement which relates to age discrimination. The estimated impact on the total liabilities at 31 March 2020 of £804,000 has been allowed for as a past service cost and has resulted in a slight increase in the defined benefit obligation as at 31 March 2020. The projected service cost has also increased as a result of this additional allowance.

It should be noted that this judgement is an estimate of the potential impact on Brighter Futures for Children Limited’s defined benefit obligation based on analysis carried out by the Government Actuary’s Department (GAD) and the Employer’s profile. It is not yet clear how this judgement may affect LGPS members’ past or future service benefits.

BRIGHTER FUTURES FOR CHILDREN LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

14. Cash generated from operations	2020	2019
	£	£
(Loss)/profit before taxation	(3,765,113)	2,268,930
Add back non-operating items:		
Financial income	(69,311)	(11,770)
Financial expense	54,849	15,890
<i>Adjustments for:</i>		
Pension movement (cost, less contributions)	3,737,000	(2,436,000)
Increase in receivables	(696,887)	(3,760,367)
Increase in payables	5,440,487	6,013,839
	<hr/>	<hr/>
Cash generated from operations	4,701,025	2,090,522
	=====	=====

15. Cash and cash equivalents	2020	2019
	£	£
Cash at bank and in hand	11,801,889	7,086,402
	<hr/>	<hr/>
Cash and cash equivalents in the cash flow statement	11,801,889	7,086,402
	=====	=====

16. Contingent assets and liabilities

There are no contingent assets or liabilities as at 31 March 2020.

17. Guarantees and other financial commitments

There were neither guarantees nor financial commitments issued by the Company as at 31 March 2020.

18. Leasing arrangements

The premises leases occupied by Brighter Futures for Children Limited were transferred to the Company in the period from Reading Borough Council as per a new service level agreement.

Minimum lease payments under non-cancellable operating leases fall due as follows

	2020	2019
	£	£
Within one year	1,066,290	-
Between one and five years	4,167,160	-
In more than five years	1,038,290	-
	<hr/>	<hr/>
	6,271,740	-
	=====	=====

19. Related party disclosures

Reading Borough Council

Reading Borough Council ('RBC' or the 'Council') is the Company's main funding organisation and is the ultimate controlling party.

For the year ended 31 March 2020, RBC guaranteed to cover the losses incurred by Company excluding the holiday pay accrual. This total loss covered by RBC totalled £2,085,216 (note 3) (2019 period end: £5,649,452). In the year ending March 2019, this included the pension actuarial losses in the financial statements of £2,436,000 however in March 2020 this was a gain of £3,737,000. As at the year end, an amount of £6,354,508 was due to RBC (2019: £3,686,192 was due from RBC).

As a result of a Memorandum of Understanding between Brighter Futures For Children Limited and RBC, a pension related asset, being a guarantee from RBC to cover the related pension liability, exists. The asset will always be equal and opposite to the pension liability, and accordingly, no asset or liability has been recognised in the Statement of Financial Position. As at 31 March 2020, the pension liability guaranteed by RBC totalled £20,560,000 (note 13) (2019: £19,584,000).

During the year ended 31 March 2020 the Council provided, under the terms of a service delivery contract, funding to the Company amounting to £41,062,300 (period ended March 2019: £9,549,382).

In the year ended 31 March 2020, RBC also charged the Company £6,715,975 (period ended 31 March 2019: 1,499,000) under service level agreements for services including, among others, regulatory services, joint legal team, premises, human resources and insurance.

Under the Memorandum of Understanding, the Company is an autonomous organisation, independent of RBC and entered into the Service Delivery Contract in accordance with direction given by the Secretary of State for Education. The Memorandum of Understanding was signed on 28 March and the contract was signed on 30 November 2018.

RBC issued a loan on 3 December 2018 of £5,000,000 to the Company. The interest rate on the loan is 1.0% fixed rate and matured on 29 March 2019. The repayment terms of the loan were subsequently revised from 29 March 2019 to 27 March 2020 at a fixed interest rate of 1.1%. The repayment date has been further extended from 27 March 2020 to 25 March 2026 at a variable interest rate.

As at 31 March 2020, the RBC loan was deemed to be a current liability as the extended repayment date was agreed subsequent to the year end.

20. Ultimate controlling party

The ultimate controlling party during the year and as at 31 March 2020 is Reading Borough Council.

21. Subsequent events

As discussed in note 19, subsequent to the year end, the repayment terms of the RBC loan have been extended to March 2026.

The global economy was affected by the COVID-19 pandemic and the related market volatility has brought certain operational and financial impacts to the Company's performance due to the partial or complete lockdown. However, this has not lead to any significant post balance sheet events in these financial statements. The potential near-term impact of the developments on the Company is discussed in the Directors Report and note 1.2.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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