

To: Councillor Brock (Chair)  
Councillors Terry, Barnett-Ward, Emberson,  
Ennis, Gittings, Hoskin, Leng, McEwan,  
Mitchell, Robinson, Rowland, Thompson  
and White

Direct: ☎ 0118 9372303

15 September 2023

Your contact is: **Jemma Durkan - Committee Services (jemma.durkan@reading.gov.uk)**

### **NOTICE OF MEETING - POLICY COMMITTEE 25 SEPTEMBER 2023**

A meeting of the Policy Committee will be held on Monday, 25 September 2023 at 6.30 pm in the Council Chamber, Civic Offices, Reading, RG1 2LU. The Agenda for the meeting is set out below.

**1. CHAIR'S ANNOUNCEMENTS**

**2. DECLARATIONS OF INTEREST**

**3. MINUTES 5 - 12**

**4. PETITIONS AND QUESTIONS**

To receive any petitions from the public and any questions from the public and Councillors.

**5. VOLUNTARY & COMMUNITY SECTOR COMPACT 2023 TO 2025 BOROUGH WIDE 13 - 26**

The report seeks approval of the Voluntary & Community Sector Compact for 2023 to 2025.

**6. STRATEGIC INFRASTRUCTURE - ELECTRIC NETWORK CAPACITY BOROUGH WIDE 27 - 32**

The report provides the Committee with information on electricity network capacity issues in the local grid and proposed routes of engagement with suppliers to determine future capacity.

**7. REVIEW OF THE CONSTITUTION BOROUGH WIDE 33 - 44**

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The report asks the Committee to consider a revision of the Council's Constitution and recommend to Council adjustments outlined in the report.

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| 8. | <b>ROUGH SLEEPING DRUG AND ALCOHOL TREATMENT GRANT (RSDATG) AND MULTIPLE DISADVANTAGE OUTREACH TEAM (MDOT) CONTRACT</b> | <b>BOROUG<br/>HWIDE</b> | <b>45 - 66</b> |
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The report seeks approval to procure the Rough Sleeper Drug and Alcohol Treatment Grant and delegate authority of award of the new contract.

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|----|--|-------------------------|-----------------|
| 9. | <b>2023/24 QUARTER 1 PERFORMANCE AND MONITORING REPORT</b> | <b>BOROUG<br/>HWIDE</b> | <b>67 - 150</b> |
|----|--|-------------------------|-----------------|

The report sets out the provisional revenue and capital outturn positions for the Council's General fund and Housing Revenue Account (HRA) as at the end of Quarter 1 2023/24 as well as performance against the measures of success published in the Council's Corporate Plan.

#### **ITEMS FOR CONSIDERATION IN CLOSED SESSION**

- 10. 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"

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

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| 12. | <b>BRIGHTER FUTURES FOR CHILDREN LTD - APPOINTMENT OF DIRECTORS</b> | <b>BOROUG<br/>HWIDE</b> | <b>151 - 156</b> |
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| 13. | <b>READING TRANSPORT LIMITED SHAREHOLDER REPORT</b> | <b>BOROUG<br/>HWIDE</b> | <b>157 - 194</b> |
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**Present:** Councillor Brock (Chair);

Councillors Terry (Vice-Chair), Barnett-Ward, Ennis, Gittings, Hoskin, Leng, McEwan, Robinson, Thompson and White

**Apologies:** Councillors Emberson, Mitchell and Rowland

### 11. MINUTES

The Minutes of the meeting held on 12 June 2023 were agreed as a correct record and signed by the Chair.

### 12. PETITION AND QUESTION

Hilary Kemp presented a petition about an Article 4 Direction for Houses in Multiple Occupation in St Bartholomew's Road. Councillor Leng, Lead Councillor for Planning and Assets, responded to the petition.

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

	<u>Questioner</u>	<u>Subject</u>	<u>Reply</u>
1.	James Rutland	Underage Vaping	Cllr McEwan

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

### 13. HOUSEHOLD SUPPORT FUND 4

The Committee considered a report on a Household Support Fund (HSF) grant of £2,261,298 that had been confirmed for Reading to provide cost of living support to households in the most need, particularly those who might not be eligible for other support recently made available. Key requirements of the HSF4 process were summarised in Appendix 1 and details of the proposed application-based element of HSF4 were presented in Appendix 2.

The report explained that the grant was funded by the Department of Work and Pensions (DWP) to help families and vulnerable individuals who struggled to pay for basic living costs, such as energy and water, food and housing costs. The grant was to be used between 1 April 2023 and 31 March 2024 and DWP had stipulated grant conditions including that local authorities were expected to offer support throughout the duration of the Fund Period and must develop their delivery plans to reflect this. A summary of the DWP conditions was set out in Appendix 1.

The report proposed that the use of the HSF grant over the coming year be focused on two key elements. The first was an application-based scheme that was agile and flexible enough to meet the specific needs of local people who were in need of cost-of-living

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support. There were a wide range of people who needed such support, but that were difficult to specifically identify, and therefore provide a defined funding allocation. The second element was automatic support through an allocation scheme to low-income households with children in receipt of Pupil Premium/Free School Meals and older people in receipt of Housing Benefit who did not receive the direct government support provided to recipients of other DWP benefits.

The report noted that the Council might make changes to the delivery of HSF4 during the year to respond to changes in demand from residents and to ensure that the delivery of HSF4 remained within the available funding, and approval was sought for a delegation to make changes to the scheme if required. Due to HSF4 being delivered over a full year, in contrast to the six-month timescale of previous HSF rounds, the resources being utilised through the scheme were now more than £2,000,000 and had therefore been submitted to the Committee for approval. To enable timely delivery of the scheme £499,500 of the funding had been drawn down under delegated authority, with £383,000 identified to begin the first payment of the allocation element of HSF4 to be made by July 2023, prioritising Pupil Premium families with children entitled to free school meals, and £116,500 of the funding allocated to cover the set-up and administration costs of the application-based element. Following detailed data collection on the number of eligible households, the allocation to voucher payments had been increased to £400,000.

### **Resolved –**

- (1) That the utilisation of the DWP Household Support Fund for 2023/24 to support Reading residents in the most need, as set out in the report, be agreed;**
- (2) That the Executive Director of Resources, in consultation with the Leader of the Council, be authorised to make changes to the delivery of HSF4 to meet changes in demand and maintain compliance with the funding allocation requirements from DWP;**
- (3) That the decision to utilise an element of the funding for staff resource and initial allocation payments, taken under officer delegation by the Assistant Director of Policy, Performance & Customer Service, be noted.**

### **14. CIPFA PRACTICAL GUIDANCE FOR LOCAL AUTHORITIES ON AUDIT COMMITTEES**

The Committee considered a report on the CIPFA Practical Guidance for Local Authorities on Audit Committees. Attached to the report at Appendix 1 were proposed revised terms of reference for the Council's Audit & Governance Committee and at Appendix 2 a Self-assessment of good practice against the CIPFA Practical Guidance for Local Authorities on Audit Committees.

The report noted that the Guidance updated previous CIPFA guidance from 2018 and complemented the CIPFA Position Statement on Audit Committees; it also incorporated recent legislative changes and professional developments following the Redmond Review

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into the effectiveness of external audit and transparency of financial reporting in local authorities. Whilst it was guidance CIPFA expected that all local government bodies should make their best efforts to adopt the principles, aiming for effective audit committee arrangements. The report summarised the guidance relating to the purpose, independence and effectiveness, core functions, membership, engagement and outputs, and impact of the Audit Committee. CIPFA had endorsed the recommendation of the Redmond Review that the external audit annual report should be submitted to Council by the external auditor and the report sought the Committee's endorsement of this change.

The report explained that a self-assessment using the CIPFA self-assessment tool had been conducted by Internal Audit in January 2023 and was attached to the report at Appendix 2. This had concluded that current arrangements partially complied with the guidance, with 'moderate' improvement required. One of the outcomes from the self-assessment review was to propose that the Audit & Governance Committee's terms of reference be updated to those suggested by CIPFA for local authorities and the suggested revised terms of reference were attached to the report at Appendix 1.

The report noted that, generally, the current Audit & Governance Committee terms of reference addressed the core areas identified in CIPFA's Position Statement but would benefit from updating to reflect increased emphasis in some areas and the inclusion of some additional areas. Areas for possible increased emphasis included organisational risk profile, value for money and an oversight role on fraud and anti-corruption and a broadened reference to internal controls and financial management. Possible areas for specific inclusion in the terms of reference included review of governance and assurance arrangements for significant partnerships/collaborations, considering the assurance framework and whether it adequately addressed the Council's risks and priorities, detailing that both the Chief Auditor and External Audit had unrestricted access to the Committee Chair and an opportunity to meet privately with the Committee and also a number of areas relating to internal audit. The proposed Terms of Reference would also remove the decision-making powers of the Committee in relation to the approval of the annual financial statements, which would therefore revert to Council.

### **Resolved –**

- (1) That the key points arising from the 'CIPFA Audit Committees: Practical Guidance For Local Authorities And Police', as summarised in the report, be noted;**
- (2) That the recommendations of the Redmond Review that the external audit annual report should be submitted to Council by the external auditor be endorsed;**
- (3) That the Committee recommend to Council the revised Audit & Governance Committee terms of reference, as set out at Appendix 1, and the removal of its decision-making powers in relation to the approval of the annual financial statements, returning the latter to Council;**

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- (4) That the Committee recommend to Council that the Audit & Governance Committee report annually in a public report on how it had complied with the CIPFA position statement, and discharged its responsibilities, including an assessment of its performance.**

### **15. FOOD SERVICE PLAN 2023-24**

The Committee considered a report setting out for approval the updated Food Service Plan. Attached to the report at Appendix 1 was the Food Service Plan 2023-2024 and at Appendix 2 a Climate and Impact Assessment.

The report noted that the Food Service Plan was a statutory requirement for all Local Authorities who undertook official food controls and was detailed within the Food Law Code of Practice set by the Food Standards Agency (FSA). The Food Service Plan outlined the Local Authorities commitment to development of the food service. The FSA set a standard template for the Food Service Plan which had to be drawn up in accordance with the FSA Framework Agreement on Official Feed and Food Controls by Local Authorities. The Plan included qualitative and quantitative performance reviews of delivery against previous plans and outlined how national priorities and standards would be addressed and delivered locally. The 2023/24 Plan outlined the Food Service's key achievements for 2022-23 and outlined service objectives and work plans for 2023-24.

The report noted that there remained a backlog of inspections, particularly Food Hygiene inspections, following Covid-19. At present there was a deficit of resources in order to meet the requirements of the Food Law Code of Practice, clear the backlog of inspections and maintain the required number of inspections and complete other work identified within the Food Service Plan, including statutory requirements that fell to the Food & Safety Team. There was also additional work that fell within the remit of the Food Service which was a priority but outside the scope of the Food Service Plan.

#### **Resolved –**

**That the statutory Food Service Plan for 2023-2024 be approved.**

### **16. ELECTIONS 2023 - VOTER IDENTIFICATION AND OTHER ISSUES**

The Committee considered a report on the 2023 local elections including information on the new requirement for photo identification in order to vote at a polling station and other forthcoming changes to elections including those introduced by the Elections Act 2022.

The report noted that the Borough Elections in 2023 had returned to their normal cycle of elections by thirds, following the all-out elections in 2022 after ward boundary changes. On 4 May 2023, fifteen of the sixteen wards in Reading had elected one councillor and there had been a by-election in Park ward which had elected two councillors. This had been the first time that electors had had to produce photographic identification in order to vote at the Polling Station, and the report set out how this requirement had been managed. The data collected at polling stations indicated that 99.7% of voters in the Polling Station had been issued with a ballot paper and had produced one of the relevant forms of ID. 270 people

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had initially attended the polling station without the right ID, but 197 of these had returned during the day and been able to vote. This left 73 people (0.3%) who had not come back to the polling station by the close of poll.

The report summarised other forthcoming changes relating to Police and Crime Commissioner Elections system, overseas voters, new parliamentary boundaries, postal vote applications and handling and EU Voting and candidacy rights changes.

### **Resolved –**

**That the report be noted.**

### **17. 2022/23 QUARTER 4 PERFORMANCE REPORT**

The Committee considered a report setting out the provisional revenue and capital outturn positions for the Council's General Fund and Housing Revenue Account (HRA) for 2022/23 and the performance against the measures of success set out in the Council's Corporate Plan. The following documents were attached to the report:

- Appendix 1 - General Fund Outturn
- Appendix 2 - Housing Revenue Account (HRA) Outturn
- Appendix 3 - Capital Programme Outturn
- Appendix 4 - Savings
- Appendix 5 - Delivery Fund
- Appendix 6 - Reserves Position as at 31 March 2023
- Appendix 7 - Corporate Plan Monitoring for Quarter 4 2022/23 (Measures & Projects)
- Appendix 8 - Corporate Plan Measures for Quarter 4 (Charts)
- Appendix 9 - Debt Write-Offs (exempt information)

The report noted that the budget for 2022/23 had been prepared during a challenging period due to the continuing uncertainty caused by the ongoing implications of the Covid-19 pandemic and a one-year Local Government funding settlement from Central Government. The Budget had included £10.224m of savings to be delivered in 2022/23 to deliver a balanced budget position, with a planned contribution of £0.695m to reserves. The actual outturn position was a positive net variance of £4.191m, which was an improvement of £0.884m from the projected outturn position as at the end of Quarter 3. The actual outturn position for net service expenditure was £137.408m, inclusive of approved net transfers to reserves of £6.592m, resulting in an adverse net variance of £3.989m. This included adverse variances of £1.221m within Economic Growth and Neighbourhood Services, £0.123m within Resources, and £0.131m within Chief Executive Services, which were offset by positive variances of £0.237m within Adult Care and Health Services, and £0.094m within Children's Services Retained by the Council. Brighter Futures for Children (BFfC) were requesting additional funding support of £2.845m over and above the 2022/23 contract sum. The adverse variance on service expenditure was a net increase of £0.004m from the projected outturn position reported to the meeting of the Committee on 13 March 2023 (Minute 62 refers), with the most material movements being from the increase in the adverse variance reported by BFfC of £1.974m and the improvement in the Adult Care and

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Health Services position of £1.553m which was mainly due to additional Winter Pressures income. Detailed explanations for all service variances were set out in the report.

The report explained that Services had submitted two carry forward requests totalling £0.281m which related to staffing in Human Resources & Organisational Development and Digital, Technology & Change. If these requests were approved this would leave a remaining surplus of £3.910m that would be added to earmarked reserves. It was recommended that £0.500m be transferred to a new Hardship Fund and the remaining balance of £3.410m be transferred to the Capital Financing Smoothing Reserve to support the Capital Programme.

The original budget for 2022/23 had included assumed savings of £10.224m, including £2.045m of savings brought forward from the previous year. A total of £7.401m of ongoing savings had been delivered in 2022/23, leaving a residual balance of £2.823m to be carried forward for delivery in future years. This balance of £2.823m would be added to the £5.295m of savings already included in the 2023/24 budget to give a revised savings target of £8.118m. Savings delivery would continue to be monitored and reported on regularly throughout 2023/24.

The provisional General Fund Capital Programme outturn was a £15.327m positive net variance against the proposed revised budget of £74.434m. A net total of £15.443m of budgets are requested to be reprogrammed from 2022/23 into future years of the Capital Programme and these were set out in Appendix 3 attached to the report. The report sought spend and scheme approval for three new General Fund Capital Programme schemes to be funded from grants and Section 106 contributions: New Directions Ways into Work Skills capital project, Forbury Gardens Bandstand and Ecological works. Spend Approval was also sought for a scheme to restore a historic wall at Caversham Court Gardens; this was an approved scheme in the 2023/24 capital programme but works had started in advance of the 2023/24 financial year.

The approved Housing Revenue Account (HRA) budget had assumed a drawdown from HRA reserves of £2.154m. The provisional outturn position for the HRA required an actual net drawdown from HRA reserves of £2.022m and the HRA was therefore reporting a positive net variance compared to budget of £0.132m. The provisional HRA Capital Programme outturn was a £1.584m positive net variance against the approved budget of £29.987m. The report sought approval to reprogramme a net total of £1.584m of budgets from 2022/23 into future years of the Capital Programme as set out in Appendix 3 attached to the report. This included £0.448m and £0.754m to be brought forward into 2022/23 from 2023/24 for the Major Repairs rolling programme of works due to an increase in the programme in the final quarter of the year; £0.114m to be brought forward into 2022/23 from 2023/24 for other schemes; and £2.900m of budget to be re-profiled into 2023/24 for the Local Authority New Build and Acquisitions schemes.

The report also set out performance against the measures of success published in the Council's Corporate Plan. Of the 58 Corporate Plan Performance Measures, 72% were currently "green", 16% "amber" and 10% "red". Of the 27 measures monitored monthly or quarterly, 70% had improved since Quarter 3, whilst 19% had gotten worse. Of the 52

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Corporate Plan Projects, 67% were currently “green”, 31% “amber” and 2% “red”. Those measures that had shown significant change since Quarter 2 were set out in Appendix 8.

### **Resolved –**

- (1) That it be noted that:**
  - a) the provisional General Fund outturn position for 2022/23 was a £4.191m positive net variance as set out in Appendix 1;**
  - b) the provisional Housing Revenue Account (HRA) outturn position for 2022/23 was a net £2.022m transfer from HRA Reserves as set out in Appendix 2;**
  - c) the provisional General Fund Capital Programme outturn position for 2022/23 was a positive net variance of £15.327m against the proposed revised budget as set out in Appendix 3;**
  - d) the provisional HRA Capital Programme outturn position for 2022/23 was a positive net variance of £1.584m against the approved budget as set out in Appendix 3;**
  - e) £7.401m of agreed savings had been delivered in 2022/23, with £2.823m of non-delivered savings being carried forward into future years as set out in Appendix 4;**
  - f) £1.268m of Capital Receipts had been used to fund transformation in accordance with the Capitalisation Directive as set out in Appendix 5;**
  - g) the performance achieved against the Corporate Plan success measures was as set out in Appendices 7 and 8;**
- (2) That the service requests to roll forward funds totalling £0.281m into 2023/24 be approved;**
- (3) That the remaining balance of £3.910m be transferred to earmarked reserves as set out in Appendix 6;**
- (4) That the Council provide £2.845m of additional funding support to Brighter Futures for Children (BFfC) over and above the 2022/23 contract sum in respect of their 2022/23 outturn position;**
- (5) That the amendments to the General Fund Capital Programme (as set out in Appendix 3) resulting in a revised Capital Programme budget of £74.434m for 2022/23 and £134.209m for 2023/24, be approved;**
- (6) That Scheme & Spend approval be given for the three General Fund Capital Programme schemes as set out in Table 11 totalling £0.105m;**
- (7) That spend approval be given for the Caversham Court Gardens General Fund Capital Programme scheme as set out in Table 12 totalling £0.015m;**

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- (8) **That the amendments to the HRA Capital Programme (as set out in further detail in Section 7 of this report and Appendix 3) resulting in a revised HRA Capital Programme net budget of £28.403m for 2022/23 and £55.894m for 2023/24 be approved.**

### **18. EXCLUSION OF 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 items 19 and 20 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.

### **19. DECLARATIONS OF INTEREST FOR CLOSED SESSION**

Councillor Brock declared a pecuniary interest in Item 19, on the basis that he was a Council-appointed Director of an organisation for which it was proposed to write off a debt owed to the Council by means of a retroactive reduction in rent.

### **20. 2022/23 QUARTER 4 PERFORMANCE REPORT - DEBT WRITE-OFFS**

The Committee considered a recommendation included in the report considered at Item 17 above to write off a number of debts owed to the Council. The details of the debts were set out in a confidential Appendix to the report.

#### **Resolved –**

**That the write-off of debt relating to Non-Domestic Rates (£156,153.21) and Sundry Debt (£167,618.08), as set out in Appendix 9 of the report considered at Item 17 above, be approved.**

(Exempt information as defined in Paragraph 3).

(The meeting started at 6.30 pm and closed at 7.53 pm)



## Policy Committee

25 September 2023



**Reading**  
Borough Council  
Working better with you

<b>Title</b>	Voluntary & Community Sector Compact 2023 to 2025
<b>Purpose of the report</b>	To make a decision
<b>Report status</b>	Public report
<b>Report author</b>	Gavin Handford, Assistant Director, Policy, Performance & Customer Service
<b>Lead Councillor</b>	Cllr Liz Terry, Lead Councillor for Corporate Services & Resources
<b>Corporate priority</b>	Thriving Communities
<b>Recommendations</b>	<ol style="list-style-type: none"> <li>1. That the Committee approve the VCS Compact document presented in Appendix 1.</li> <li>2. That, as per section 10 of the VCS Compact, the Committee receive annual updates on the activities of the Compact at future Policy Committee meetings.</li> </ol>

### 1. Executive Summary

- 1.1. Reading has a vibrant, effective, and committed voluntary and community sector. Reading Borough Council along with the many and varied groups and organisations that make up the voluntary and community sector have the same broad ambition of improving the quality of life for the residents and communities of Reading.
- 1.2. Following an independent review of the working relationship between the Council and the voluntary and community sector, this new Compact document was a specific request from the sector. The Compact has been co-produced over the past six months by the Council and many of the voluntary and community sector organisations from across the borough.
- 1.3. The aim of this Compact is to create and embed mechanisms that ensure our work to improve the lives of our residents and communities is effectively joined up, that our complementary efforts are targeted where they can add most value and that each partner supports the other as much as it can.
- 1.4. The Compact highlights how the Council and the voluntary and community sector will work together, including the shared principles we will follow, the different types of relationships we have, and what each organisation has to offer to improve our joint working for the residents of Reading Borough.

- 1.5. The success of this Compact and the delivery of specific objectives will be reviewed jointly each year by the Council and the VCS Leaders Group, with the results and successes communicated across the borough.

## **2. Policy Context**

- 2.1. Our Vision is to help Reading realise its potential and to ensure that everyone who lives and works here can share the benefits of its success.
- 2.2. Our foundations which underpin our delivery of our vision includes collaborating with others. We are stronger in partnership, and we collaborate with organisations from major corporations to local groups; with the business sector, charities, education institutions, health and social care, the police, faith groups, and the voluntary sector in Reading and across the Thames Valley to achieve our vision for Reading.
- 2.3. We are building on the work done during the pandemic to consolidate partnerships and ensure a stronger network to support the most vulnerable.
- 2.4. Reading has a vibrant, effective, and committed voluntary and community sector. Among the sector's many positive impacts supporting residents and enhancing the town's cultural opportunities, it makes a significant contribution to social inclusion and community cohesion in Reading.
- 2.5. Although the Council and the groups and organisations in the voluntary and community sector are separate, there is a long history of working together in partnership for the benefit of our residents and the Council respects and values the independence of the sector.
- 2.6. This new Compact between Reading Borough Council and Reading's voluntary and community sector sets out the basis for strategic engagement, partnership working and collaboration to deliver our shared ambition of improving the quality of life for the residents and communities of Reading.

## **3. The Proposal**

- 3.1. The aim of this Compact is to create and embed mechanisms that ensure our work to improve the lives of our residents and communities is effectively joined up, that our complementary efforts are targeted where they can add most value and that each partner supports the other as much as it can.
- 3.2. For the Council, a thriving and sustainable voluntary and community sector can directly support the delivery of its vision; for the groups and organisations within the voluntary and community sector, the Council can support it to do what it does best, working in and with their communities.
- 3.3. The voluntary sector in Reading is made up of many hundreds of groups and organisations, from small volunteer social groups to large corporate charities. Their relationships with the Council are varied but all can benefit from closer working and mutual understanding.
- 3.4. The Compact provides a framework for our partnership working, with dialogue and collaboration at its core. We will be fair and honest as respectful partners.
- 3.5. Specifically, the Compact includes details of the following key elements of successful collaborative working between the Council and the Voluntary and Community Sector:
  - Our Shared Ambition
  - How we will Work Together

- Principles Of Our Compact Approach
  - The Relationship Between Reading Borough Council and the Voluntary & Community Sector
  - Our Compact Offer
  - Accountability for the Compact
  - Annual Review
- 3.6. The Compact will cover the period 2023-25, to align with the existing Closing the Gap funding agreements between the Council and voluntary and community sector as well as the Council's medium term financial strategy.
- 3.7. Progress on the outcomes of the Compact working will be reviewed annually by the Council and the Voluntary & Community Sector.

#### **4. Contribution to Strategic Aims**

- 4.1. A strong voluntary and community sector is central to Reading being a place where its local communities can thrive and make our town an exciting and diverse place to live and work. Our aspiration is that this spirit of inclusivity and community is carried into every aspect of life in Reading, wherever people live and whatever their stage of life.
- 4.2. Voluntary and community services are often focused on the needs of the most vulnerable and excluded in our communities, ensuring young people, older people and those with long term health conditions or disabilities are supported to live their best lives.
- 4.3. This is why our Corporate Plan prioritises investing in voluntary and community organisations, building relationships, and strengthening the capacity and resilience of the sector.
- 4.4. As a council, we know we are stronger in partnership and we collaborate with local groups; with charities, faith groups, and the voluntary sector to achieve our vision for Reading.
- 4.5. This new Compact document show how the Council supports a strong voluntary and community sector within Reading, and in turn, what the sector can do to improve the quality of life for our residents.

#### **5. Environmental and Climate Implications**

- 5.1. There are several voluntary and community organisations who specifically support residents to have more environmentally sustainable lifestyles, including reducing or minimising their usage of energy, or through the recycling or repurposing of items to extend their use and usefulness.
- 5.2. There are also many local voluntary and community sector organisations who focus their activities on the ecological sustainability of the borough, protecting and nurturing animals and wildlife so that it can thrive and continue to play an important role in the lives of current and future residents.

#### **6. Community Engagement**

- 6.1. The development of this new Compact document was initiated following a review of the working relationship between the Council and the voluntary and community sector. In producing the document presented within this report, Council officers have

engaged directly with a wide range of local organisations, both collectively and individually to understand their views on working with the Council and how this relationship can improve to support their own organisational purpose and the support provided to Reading residents.

- 6.2. Alongside specific discussions on the development of the Compact, the Council regularly and routinely hosts opportunities for voluntary and community sector organisations to discuss issues which are of importance to them and to provide feedback or points of learning to Council officers.
- 6.3. This engagement has formed a crucial part in the development of a Compact document that reflects the needs and aspirations of the voluntary and community sector at its work with the Council.

## **7. Equality Implications**

- 7.1. The voluntary and community sector within Reading supports residents with all protected characteristics as detailed in the Equality Act (2010). By improving the working relationship between the Council and the organisations within the voluntary and community sector, the Council is enhancing the capacity available to improve the quality of life for everyone in the borough who may face challenges because of their own personal circumstances.

## **8. Other Relevant Considerations**

- 8.1. None to note.

## **9. Legal Implications**

- 9.1. The Compact is a voluntary agreement between the Council and the wider voluntary and community sector. There are no legal implications to note.

## **10. Financial Implications**

- 10.1. There are no additional financial commitments within the recommendations of this report. All activities relating to the finances of the Council are already contained within the Medium-Term Financial Plan.

## **11. Timetable for Implementation**

- 11.1. The activities relating to the VCS Compact document are to be delivered between 2023 and 2025.

## **12. Background Papers**

- 12.1. There are none.

## **Appendices**

- 1. VCS Compact Document 2023 to 2025

# **Appendix 1**

**Reading Borough Council**

**Voluntary and Community  
Sector Compact**

**2023-25**

## **Statement of Intent**

**We (Reading Borough Council and voluntary and community sector) recognise that achieving better outcomes for Residents will be more successful by working effectively in partnership. This Compact is our commitment to this partnership.**

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9. Accountability for the Compact
10. Annual Review

### **1.0 Executive Summary**

- 1.1 Reading has a vibrant, effective, and committed voluntary and community sector. Reading Borough Council along with the many and varied groups and organisations that make up the voluntary and community sector have the same broad ambition of improving the quality of life for the residents and communities of Reading.
- 1.2 Following an independent review of the working relationship between the Council and the voluntary and community sector, this new Compact document was a specific request from the sector. The Compact has been co-produced over the past six months by the Council and many of the voluntary and community sector organisations from across the borough.
- 1.3 The aim of this Compact is to create and embed mechanisms that ensure our work to improve the lives of our residents and communities is effectively joined up, that our complementary efforts are targeted where they can add most value and that each partner supports the other as much as it can.
- 1.4 The Compact highlights how the Council and the voluntary and community sector will work together, including the shared principles we will follow, the different types of relationships we have, and what each organisation has to offer to improve our joint working for the residents of Reading Borough.
- 1.5 The success of this Compact and the delivery of specific objectives will be reviewed jointly each year by the Council and the VCS Leaders Group, with the results and successes communicated across the borough.

## **Reading Borough Council – Voluntary & Community Sector Compact**

### **2.0 Objective**

- 2.1 This new Compact between Reading Borough Council and Reading's voluntary and community sector sets out the basis for strategic engagement, partnership working and collaboration to deliver our shared ambition of improving the quality of life for the residents and communities of Reading.
- 2.2 Building on the learning from Compact working in the past, this new Compact will help realise this ambition by embedding ways of working that combine the complementary capabilities and perspectives of Reading Borough Council and the voluntary and community sector to achieve:
- A strong and self-sustaining voluntary and community sector which Reading can be proud of.
  - More strategic alignment between the Council and the voluntary and community sector, recognising its important role in helping to understand priorities and shape service delivery across Reading, but also recognising that we may not always agree.
  - Mutual understanding between the Council and the voluntary and community sector of how each organisation/sector works alongside a commitment to overcome factors that constrain joint working and support each partner wherever possible.
  - Positive engagement and insight into the diverse needs of local people.
  - Better services more tailored to the needs of our residents.
  - A borough where volunteering is encouraged, nurtured, and celebrated.
- 2.3 The Compact will cover the period 2023-25, to align with the existing Closing the Gap funding agreements between the Council and voluntary and community sector as well as the Council's medium term financial strategy. Progress on the outcomes of the Compact working will be reviewed annually by the Council and the Voluntary & Community Sector.

### **3.0 Context**

- 3.1 Reading has a vibrant, effective, and committed voluntary and community sector. Among the sector's many positive impacts supporting residents and enhancing the town's cultural opportunities, it makes a significant contribution to social inclusion and community cohesion in Reading.
- 3.2 Although the Council and the groups and organisations in the voluntary and community sector are separate, there is a long history of working together in partnership for the benefit of our residents and the Council respects and values the independence of the sector.
- 3.3 Since the last iteration of the Compact, the landscape has changed considerably. Local government austerity measures, the impact of the Covid-19 pandemic, followed quickly by cost-of-living challenges, have had a significant impact on the way in which the Council and the voluntary and community sector work together.
- 3.4 This new version is the third iteration of the Reading Compact, which fundamentally updates the approach from previous Compact agreements and reflects how

circumstances have changed since the last Compact in 2011, and how the Council and its voluntary sector partners have adapted to this change. We have all needed to become leaner and more focused on the activities that matter most to our residents, meaning we will always prioritise putting our efforts into those things that make a practical difference to people's lives.

#### **4.0 Our Shared Ambition**

- 4.1 Both Reading Borough Council and the voluntary and community sector share a fundamental ambition to improve the quality of life of Reading's residents and communities. Every single Council service, and each diverse voluntary and community sector activity, ranging from the organisations delivering services in their communities to the individuals giving their time voluntarily in a myriad of different roles, is rooted in this same goal.
- 4.2 The Council and voluntary and community sector's work aims to ensure a more socially inclusive Reading by focusing on those residents and communities who are experiencing many and varied different challenges and therefore not yet benefitting from the town's economic success and growth into one of the most vibrant places in the country.
- 4.3 Both the Council and the voluntary and community sector have a role to play in ensuring Reading can reach its full potential and that everyone who lives and works here can share the benefits of its success, the objective that sits at the heart of Reading Borough Council's Corporate Plan. Neither can achieve this on its own, and our progress towards it will be maximised through aligning our strategic objectives and working in partnership. Through this Compact we will therefore strive to ensure our engagement, processes and activities are aligned in support of our common goals.

#### **5.0 How We Will Work Together**

- 5.1 The aim of this Compact is to create and embed mechanisms that ensure our work to improve the lives of our residents and communities is effectively joined up, that our complementary efforts are targeted where they can add most value and that each partner supports the other as much as it can. For the Council, a thriving and sustainable voluntary and community sector can directly support the delivery of its vision; for the groups and organisations within the voluntary and community sector, the Council can support it to do what it does best, working in and with their communities.
- 5.2 The Reading Compact is therefore about promoting understanding, engagement and co-operation between the Council and the many voluntary and community groups and organisations which make up the sector. It sets out the principles of how the Council and the voluntary and community sector work together strategically, to help shape the future of Reading, as well as operationally, at the neighbourhood and commissioning level.
- 5.3 The Compact provides a framework for our partnership working, with dialogue and collaboration at its core. We will be fair and honest as respectful partners,



## **6.0 Principles of our Compact Approach**

6.1 The Compact is based upon the following key principles:

- Reading Borough Council and the voluntary and community sector recognise the complementary expertise that each brings to partnership working, and the value in enabling relationships that avoid undue prescription and in which each partner is trusted to deliver both effectively and efficiently.
- Each partner recognises the resource constraints the other is operating under. The Compact itself cannot create additional resources but is about maximising the use of the resources each partner has available and coordinating and sharing these where there are mutually agreeable opportunities to add value to the outcomes for our residents.
- Resources and collaborative activity will be targeted towards organisations pursuing common aims, and working within the context of the priorities set out in the Council's Corporate Plan
- Relationships will operate at a strategic and place shaping level, as well as at the operational service delivery and neighbourhood level.
- Relationships between the Council and the voluntary and community sector will respect the independence of individual organisations and their right to make and accept responsibility for their actions and decisions.
- Innovation and new ways of working will be encouraged wherever this can bring benefits to the people of Reading.
- Decision making, resource allocation and the provision of support will be as transparent and as consistent as possible.
- As equal partners, we recognise that there will always be learning and opportunities to improve, and we will work together to build on these.
- Within the Council's governance and legal requirements, processes and structures will be tailored and proportionate to minimise the burdens on both the Council and the voluntary and community sector, and maximise capability directed at frontline work.

## **7.0 The Relationship Between Reading Borough Council and the Voluntary & Community Sector**

- 7.1 The voluntary sector in Reading is made up of many hundreds of groups and organisations, from small volunteer social groups to large corporate charities. Their relationships with the Council are varied but all can benefit from closer working and mutual understanding.
- 7.2 To help maintain a clear understanding of how to work effectively within this broad range of relationships, the Compact will utilise the Locality Relationship Toolkit developed by the Local Government Association which categorises below the different relationships a local authority may have with the voluntary sector, and examples of the types of activities within each relationship.

Relationship	Summary of Approach	Examples
Shaping Relationships	Formalised structures through which the council engages VCS on strategic direction.	<i>VCS Partnership boards and VCS strategies.</i>  Reading Borough Council Social Inclusion Board
Ongoing Relationships	Practical mechanisms for working together on a day-to-day basis.	<i>CVS and other infrastructure, compacts, Community Foundations.</i>  Reading VCS Compact
Neighbourhood Relationships	Neighbourhood level structures for local engagement and where powers, funds, or service delivery can be devolved.	<i>Community councils, Area Arrangements, Place Partnerships, Community Networks.</i>  Southcote Networking Group
Commissioning Relationships	Working together throughout the commissioning cycle. Planning strategically based on local needs, assets, aspirations, and priorities. Co-designing the services to be procured, and the process for doing so. Monitoring and evaluating based on agreed, meaningful, and illustrative metrics.	<i>Co-design of commissioning strategies and/or services, being part of a public service framework, community asset transfer.</i>  One Front Door Project
Delivery Relationships	Local VCS participating in tenders, winning contracts, and delivering local services.	<i>Winning contracts, forming delivery consortiums, participating in alliance contract.</i>  Closing the Gap

## Our Compact Offer

- 8.1 Reading Borough Council supports a vibrant, independent, and self-sustaining voluntary and community sector within the borough.
- 8.2 As a partnership, we recognise that the voluntary and community sector is the totality of many different groups and organisations across the borough, each with their own identify, purpose and ambitions. As organisations we are grappling daily with the challenges of limited time and capacity, the demands of multiple funders, the need for core funding and ensuring survival, and the limitations of volunteers.
- 8.3 We want to create an environment, supported by our structures and processes, that enables voluntary and community sector organisations to focus on what they do best: working in and with our communities.

Compact Theme	Reading Borough Council offer	Voluntary & Community Sector Offer
Strategic Engagement	<ul style="list-style-type: none"> <li>• Whenever possible and relevant, engage voluntary and community sector organisation as part of a process of collaboration on key changes to Council policies and services recognising the knowledge and expertise the VCS has in relation to their client groups</li> <li>• Engage strategically with the sector and how it organises itself collectively</li> <li>• Regular engagement events for the voluntary and community sector with senior officers and senior leaders</li> <li>• Actively encourage volunteering within the borough</li> </ul>	<ul style="list-style-type: none"> <li>• The VCS have established partnerships and alliances across different footprints, for example, Berkshire, Oxford, Buckinghamshire BOB.</li> <li>• Many local VCS organisations benefit from associations with national partners that share expertise and have national influence.</li> <li>• Opportunities for RBC to connect with groups of residents, they might not otherwise have a relationship with.</li> <li>• Opportunities for RBC to benefit from coproduction with community expertise to help design and deliver inclusive services – community research, lived experience.</li> <li>• Access to a rich communication network that caters for disabilities, language and cultural understanding, digital exclusion.</li> <li>• The voluntary sector has knowledge and expertise around their client groups that can inform policy making and coproduction.</li> </ul>
Relationships and culture	<ul style="list-style-type: none"> <li>• Have a dedicated role within the Council to support the voluntary and community sector in the borough and provide a single-entry point for voluntary and community sector issues.</li> <li>• Communicate key relevant messages and information regularly to those voluntary and community sector organisations that want to receive it</li> <li>• Encourage operational collaboration with voluntary and community sector organisations where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• The voluntary sector will organise itself to provide engagement and collaboration opportunities for RBC to connect with groups across the sector and the town.</li> <li>• The voluntary sector will provide a sounding board for RBC through the Reading VCS Leaders. Participation in VCS leaders is open to any voluntary sector leader who offers generous leadership beyond their own organisation and for the benefit of the wider VCS in Reading.</li> </ul>

Compact Theme	Reading Borough Council offer	Voluntary & Community Sector Offer
Structure and processes	<ul style="list-style-type: none"> <li>• Undertake proportional monitoring for any grants issued or contracts, with advance, and annual, grant payments where possible. Have specific and proportionate bid processes, commissioning monitoring and payment frameworks based on the nature of the services being provided</li> <li>• Recognise the limited capacity of the voluntary and community sector by maximising the value of its participation in Council meetings and reducing the bureaucracy of interacting and transacting with the Council</li> <li>• Encourage innovation and collaboration by providing opportunities for voluntary and community sector organisations to submit joint working proposals</li> </ul>	<ul style="list-style-type: none"> <li>• The voluntary sector can transform and mobilise services quickly to adapt to changing circumstances, as highlighted during the pandemic.</li> <li>• Creative solutions developed and piloted through the VCS can be adopted and scaled up, for example, social prescribing.</li> </ul>
Capacity and resources	<ul style="list-style-type: none"> <li>• Provide information and support for voluntary and community sector funding opportunities, including bid writing and business case development</li> <li>• Provide opportunities to voluntary and community sector organisations to explore their accommodation needs, and consider opportunities for improving how local assets are utilised, especially for organisations providing services which directly support the Council's Corporate Plan</li> <li>• Where practical, support voluntary and community sector activities that align with the Council's strategic priorities</li> <li>• Commission specific local services from voluntary and community sector organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Recent joint working has shown that the voluntary sector brings additional funding revenue of £4 for every £1 invested by RBC.</li> <li>• The voluntary sector generates community support and spirit through an estimated 20,000 volunteers who are active in Reading at least once a year. More than 1,000 trustees create and govern charities in Reading bringing skills, experience, and a determination to enrich and improve lives.</li> <li>• The voluntary sector has community spaces, both real and digital, that provide opportunities for collaboration and best use of resources.</li> <li>• Prevention – VCS services are often upstream and effective at preventing or delaying crises in health, social care, and financial circumstance.</li> </ul>

## **9.0 Accountability for The Compact**

- 9.1 The successful realisation of the benefits to Reading residents that come from improved joint working between the Council and the Voluntary & Community Sector is dependent on each organisation maintaining their commitment to the principles and activities detailed within this Compact document.
- 9.2 An action plan will jointly be produced by the Council and VCS Leaders to detail the specific activities to be delivered using the Compact principles and offers, with regular reviews.
- 9.3 Delivery of the Council's Offer within the Compact will be managed by the Council's Social Inclusion Board which is chaired by the Chief Executive. Evidence of the success of the Compact will be gathered throughout the year and complemented with an annual VCS Survey.
- 9.4 In turn, the Reading VCS Leaders are committed to positive partnership work and will actively contribute to Compact reviews. The Reading VCS leaders will engage all parts of the sector through partnerships, forums, and surveys to ensure any group that wants to can be heard and participate.
- 9.5 The Reading VCS Leaders will identify themes and examples of positive and negative partnership work to share and discuss at bi-monthly meetings with RBC officers.

## **10.0 Annual Review**

- 10.1 Representatives from Reading VCS Leaders will participate in an Annual Compact review which will be presented to the Council's Policy Committee.

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## Policy Committee

25 September 2023



**Reading**  
Borough Council  
Working better with you

<b>Title</b>	Strategic Infrastructure – Electric Network Capacity
<b>Purpose of the report</b>	To note the report for information
<b>Report status</b>	Public report
<b>Report author</b>	James Crosbie, Assistant Director for Planning, Transport & Public Protection Ben Burfoot, Sustainability Manager
<b>Lead Councillor</b>	Councillors Brock & Terry
<b>Corporate priority</b>	Thriving Communities
<b>Recommendations</b>	<ol style="list-style-type: none"> <li>1. That Policy Committee notes the content of the report.</li> <li>2. That Policy Committee considers options to engage with Scottish and Southern Electricity Network from a local and regional perspective with a view to determining how best to unlock the capacity needed for environmentally and economically sustainable growth.</li> </ol>

### 1. Executive Summary

- 1.1. The local electricity network is operated by the District Network Operator (DNO) which is Scottish and Southern Electricity Network (SSEN) for Reading and a large area of southern England. They take power from the National transmission network (operated by National Grid) with generation capacity being altered according to its needs.
- 1.2 The Borough is now facing network capacity issues in the local grid, which were not previously a constraint on the council's projects or housing delivery but which have become an issue with the delivery of various climate policy initiatives. The issue has crystallised as the DNO is placing restrictions on new connections meaning that significant new developments (e.g. 50-100 houses or equivalent) may not be able to secure the grid capacity needed to comply with Local Plan policy requirements if they generate new electricity consuming loads via heat pumps and/or EV charging points. Equally, other new connections such as the delivery of solar farms could be impacted by such restrictions. Overcoming grid capacity constraints will require significant investment and other changes to how capacity is allocated by the DNO and we have supported their efforts to lobby for a regulatory regime which enables an appropriate level of investment. It is not clear at present, however, how and when the necessary investment and changes will come forward. If they are not forthcoming, they will represent a major constraint on our ability to deliver a range of Local Plan and climate policy ambitions.

## **2. Policy & Background Context**

- 2.1. The Reading Local Plan is the key policy lever by which the council can affect future change to the development market. When it was adopted in 2019, the Local Plan was closely aligned with the ambition set out in the Council's climate emergency declaration of a net zero Reading by 2030. The Local Plan is currently being reviewed and the council would hope to further strengthen this alignment, therefore reducing the overall environmental impact of new developments.
- 2.2. The government is currently consulting on a Strategy and Policy Statement which is being developed in accordance with the Energy Act 2013. The Statement aims to take a whole systems approach to delivering a path to net zero and energy security whilst future proofing the UK's energy system.
- 2.3 In a report commissioned by the House of Commons Business, Energy and Industrial Strategy Committee, titled "Decarbonisation of the power sector, Eleventh Report of Session 2022-23" (April 2023) a number of significant issues were raised to government, many relevant to this report including:
  - Network constraints and issues securing a connecting to the grid are *"impinging on the ability to deploy low-carbon technologies...The queue to connect to the grid is based on a first come first served basis, resulting in viable projects getting stuck behind those which may be speculative.....National Grid ESO expects 30-40% of projects in the queue to come to fruition, with many pipeline connections likely to be speculative"*.
  - It was acknowledged that the level of investment required to reinforce the network needed to be balanced against the cost to the end user and this balance had not been achieved by Ofgem, but equally, the DNO's had not necessarily made use of their allocated funding.
  - DNO's had delayed the anticipatory investment required and this presented clear and present risks to the delivery of low carbon power.
  - There has been a *"clear lack of strategic planning and coordination of energy infrastructure and network upgrades. A failure to plan from a whole system perspective risks increasing the overall costs of the transition"*.
- 2.4 In the transition to net zero by 2050, peak demand on the low voltage network is expected to increase rapidly, in part due to the electrification of heat and transport, while distributed generation is also likely to place strain on the system. These effects will be partly offset by smart appliances and shifts in consumer behaviour, however, network reinforcement and upgrades are still likely to be required. Crucially, reinforcement expenditure is recovered through customer electricity bills, so finding ways to defer or avoid reinforcement is essential to ensure that the cost to customers is as low as possible.

## **3. The impact on Reading**

- 3.1. Reading is now facing network capacity issues in the local grid, which were not previously a constraint on our planned development and projects, but which have become an issue since the policy ambitions associated with the Council's objective to achieve net zero by 2030 and through the delivery of the 2019 Local Plan. The issue has crystallised as the DNO is placing restrictions on new connections meaning that significant new developments (e.g. 50-100 houses or equivalent) may not be able to secure the grid capacity needed to comply with



Local Plan policy requirements if they generate new electricity consuming loads via heat pumps and/or EV charging points.

- 3.2 The need for additional network capacity was emphasised by Reading and other stakeholders as part of engagement in conversations with SSEN whilst they were developing their 'ED2 business plan' (for the period 2023 to 2028). Reading's Local Plan and other key strategic documents were sent to SSEN as part of the council's engagement with this process which provided the evidence base for the need for the additional capacity investment.
- 3.3 The first indication Reading received that network capacity limits were being applied was when officers sought to install a High Voltage network on the Bennet Road depot site to accommodate the growing EV fleet. Officers were advised that a cap of 500kva was being applied.
- 3.4 Subsequently, evidence of the problem arose in a planning context where a developer required 2153kVa of capacity to install heat pumps to comply with Local Plan policies on 'zero carbon homes'. The application for this was rejected by SSEN who could only provide 500kVa, and the number of heat pumps had to be significantly reduced with the remaining properties to be heated using gas boilers, with the likely effect of either locking those homes into fossil fuels beyond the 2030 target or requiring costly retrofit prior to this date.
- 3.5 The Reading Local Plan requires larger developments to install low carbon heating (effectively meaning heat pumps) and RBC has its own plans to install large solar installations and EV charging in response to the Climate Emergency. These ambitions will be severely restricted by any network capacity cap. SSEN has indicated they have £1bn of 'uncertainty budget' in their 2023 to 2028 business plan period to help tackle the net zero challenge but it remains unclear how we are best to ensure that appropriate reinforcements are made to the grid so that these connections can be made.
- 3.6 There are implications for some of Reading's pipeline priority projects which include:
  - The council had conversations with SSEN in 2022 to discuss a potential solar farm. At the time it appeared that if the connection was less than 1MW (~1000kVa) it would not require any onerous connection restrictions or incur costs for grid reinforcement. The council is now unclear whether a restriction on this generation would apply.
  - Further large solar installations in Reading have been envisaged in the new solar programme and could also fall foul of a cap being applied.
  - EV charging networks: the recent strategy to install EV charge points into the streetlighting network could require a large addition to the grid which would almost certainly create challenges. Again, the council notified SSEN of its intention to install >5000 charging points in the coming years including private additions.
- 3.7 The list above only relates to Reading led projects, and other partners across Reading and the wider region who share our ambitions may face similar challenges as they seek to decarbonise buildings and vehicle fleets. The cumulative impact currently will undermine strategic ambitions for a net zero Reading by 2030, make Local Plan policies unenforceable and developments less desirable to consumers as well as undermining investor confidence in low carbon

solutions in Reading and the wider SSEN area, which could go to other areas where the DNOs may be better prepared to support the transition.

#### 4. Proposals

- 4.1 Whilst the issues raised in this report are beyond the direct control of the Council, some influence can be indirectly exerted by highlighting the issues on our own account and with/through neighbouring areas and partner organisations who share these concerns. There have been some initial discussions with the Department for Levelling Up, Housing & Communities and OfGEM about the challenges, however other options include:
- 4.2 **Direct engagement with SSEN:** SSEN's 2023 to 2028 'ED2' business plan details the current delivery structure and approach to net zero. <https://ssenfuture.co.uk/wp-content/uploads/2021/12/24645-SSEN-ED2-Final-Business-Plan-Website.pdf>. There are various teams at SSEN who are responsible for different investment time frames. Future investments beyond ED2 are being dealt with by one team, another team deals with connections for the next 1-2 years and there are also local teams. Liaison with SSE therefore needs to take place on a number of levels and this engagement is significantly helped by the southern area liaison team who are able to coordinate those engagements.
- 4.3 **Indirect lobbying of SSEN:** officers have been working with the Greater Southeast (GSE) Net Zero Hub to collaborate with SSEN and to pre-empt further network capacity issues and also to further local network functions that can facilitate the electrification of heating and transport at scale. There may be a need, however, to escalate the issue through higher level political channels.
- 4.4 **Local Area Energy Planning:** in the medium term, Local Area Energy Plans (LAEPs) might offer a way forward. LAEPs take a proactive, evidence-based and data-driven approach to the whole energy system, generally being led by local government but developed collaboratively with stakeholders. The process enables identification of different energy futures and development of the most cost-effective options for decarbonisation. A key issue to resolve is whether a LAEP should be developed at Reading or Berkshire scale with our neighbours. SSEN have developed 'LAEP+' which is their tool to deliver services in the region. It is a paid for service but they are seeking innovation funding to make it free to local authorities. The council, which is represented on the board of the GSE Net Zero Hub, is also working on a government-funded project to advance LAEP funding.
- 4.5 **Regional System Planning:** longer term, the governance of local energy networks is changing through the proposed creation by Government of the Regional System Planning role. This body will be independent of the local energy network providers and will involve Ofgem so it is understood that local government can help steer and manage local grid reinforcements in their local areas. It is unclear how long this will take to be established but it will take some time for the statute to be developed, passed and implemented. A Reading/Berkshire LAEP could be an important input to this process either way.
- 4.6 A common challenge with all of the above options is the Council's very limited capacity and expertise to engage fully with this complex policy area. It is, however, fundamental to the council's climate policy ambitions and Local Plan implementation. There may be a case for lobbying SSEN to fund work in this area enabling councils to be more 'intelligent clients' in the process, and it is understood

that the new regulatory settlement would provide for this, either by embedding resources to engage in Local Area Energy Planning within Councils or embedding the same resource within SSEN to work with Councils.

- 4.8 It is recommended that Policy Committee considers the proposed routes of engagement as outlined above.

## **5. Contribution to Strategic Aims**

- 5.1. The Council's new Corporate Plan has established three themes for the years 2022/25. These themes are:

- Healthy Environment
- Thriving Communities
- Inclusive Economy

- 5.2. These themes are underpinned by "Our Foundations" explaining the ways we work at the Council:

- People first
- Digital transformation
- Building self-reliance
- Getting the best value
- Collaborating with others

- 5.3. Full details of the Council's Corporate Plan and the projects which will deliver these priorities are published on the [Council's website](#). These priorities and the Corporate Plan demonstrate how the Council meets its legal obligation to be efficient, effective and economical.

- 5.4. Engagement on this key strategic issue will have an impact across all the following themes:

- Healthy environment. Decarbonisation has a direct relationship in improving air quality and reducing impacts of climate change.
- Thriving Communities. The Local Plan and Carbon Plan 2020-25 set out our ambitions for development which contributes to our net zero by 2030 ambitions and support the council's response to the Climate Emergency declaration. Failing to deliver against these plans will have a long-term impact on the ability of communities, and particularly vulnerable residents who are most exposed to those impacts, to thrive.
- Our Foundations. This paper sets out the need to collaborate with others (SSEN) in order to understand next steps towards accelerating decarbonisation and meeting local/regional demand.

## **6. Environmental and Climate Implications**

- 6.1. The Council declared a Climate Emergency at its meeting on 26 February 2019 (Minute 48 refers).

- 6.2. A Climate Impact Assessment had not been conducted for this report as the recommendations themselves will not have a direct impact on carbon emissions or our resilience to climate impacts. The subject matter of the report is, however, central to our ambitions to deliver 'a net zero, resilient Reading by 2030' as set out in the vision statement for the Reading Climate Emergency Strategy 2020-25, as explained in the main body of the report.

## **7. Community Engagement**

- 7.1. Whilst there is no direct wider community engagement required in respect of this paper, officers are in regular dialogue with the development community who are directing their concerns, to help inform conversations and engagement with SSEN.

## **8. Equality Implications**

- 8.1. There are no equality implications to consider as part of this report.

## **9. Other Relevant Considerations**

- 9.1. Whilst the focus of this report is on ensuring sufficient local capacity and supporting decarbonisation objectives, there are Public Health considerations of a failure to decarbonise, which include impacts on respiratory conditions and excess heat.

## **10. Legal Implications**

- 10.1. There are none.

## **11. Financial Implications**

- 11.1. There are none.

## **12. Timetable for Implementation**

- 12.1. Not applicable.

## **13. Background Papers**

- 13.1. There are none.

## Policy Committee

25 September 2023



**Reading**  
Borough Council  
Working better with you

<b>Title</b>	Review of the Constitution
<b>Purpose of the report</b>	To make a recommendation to Council
<b>Report status</b>	Public report
<b>Report author</b>	Michael Graham, Monitoring Officer
<b>Lead Councillor</b>	Cllr Jason Brock, Leader of the Council
<b>Corporate priority</b>	Our Foundations
<b>Recommendations</b>	<p>Policy Committee is asked to recommend to Council:</p> <ol style="list-style-type: none"> <li>1. That the progress to simplify decision making since October 2022 be noted</li> <li>2. That progress towards revised Financial Regulations be noted</li> <li>3. That Article 12 of the Constitution be revised in accordance with the recommendations of this report (as set out in Appendix 1)</li> <li>4. That references to the School Admission Forum and the Cultural Partnership Board be removed from Article 10 (Consultative Committees and Forums).</li> <li>5. That the revised wording for Sealing of Documents be adopted as set out in paragraph 3.34</li> <li>6. To add the existing power of the Monitoring Officer to make changes to Committees etc during the municipal year, to Part 3 (Officer Delegations) of the Constitution.</li> </ol>

### 1. Executive Summary

- 1.1. The Council last reviewed its Constitution in October 2022. This revision contained a new way of working, simplifying the Key Decision criteria and directing other decision making not captured by the Key Decision criteria to be within the remit of officers.
- 1.2. When this review was considered, it was envisaged that a review would take place after 12 months to assess whether the objectives of the Review had been successful and to consider further revisions if necessary.
- 1.3. It was also noted that the Financial Regulations and the Contract Procedure Rules would require further revision. The Financial Regulations because, they had not been reviewed for some time and it was not possible to review them for October 2022. The Contract procedure Rules would also need further refinement because of the introduction of new procurement legislation, and also because there was expected to be further roll-out of the hub and spoke model of procurement which may impact the Contract Procedure Rules.

### 2. Policy Context

- 2.1. The Council wishes to ensure that its Constitution is kept up to date and reflects best practice as regards decision making, transparency and the involvement of citizens in decision making.

### 3. The Proposal

- 3.1. There are a number of areas of the Constitution which need to be considered at this point.

#### **Outcomes of the last review**

- 3.2. The Constitution Review culminated in a new streamlined Constitution being adopted by Council on 18 October 2022 (Minute 21 refers).
- 3.3. The purpose of this review is to evaluate the new Constitution and make adjustments where necessary, as well as address some of the outstanding work from last year.
- 3.4. Prior to the 2022 review, the Constitution of the Council had not been substantively reviewed for some years. In addition to the Constitution, the Council maintained an extensive “Delegations Register” with detailed delegations to officers often based on specific statutory powers. It was a difficult document to update and maintain the accuracy of the Delegations Register which ran to some 220+ pages. It was also difficult for officers to know what powers were delegated to them.
- 3.5. As part of the 2022 review the scope of officer delegation was significantly broadened and a new definition of a ‘Key Decision’ was agreed. Basically, the new Key Decision definition described those decisions that members wished to reserve to themselves in Committee and by default officers were allowed to determine other matters.
- 3.6. In addition, and around the same time, LGA Peer Review noted and endorsed the Council’s intention to review the Constitution as part of a simplification and streamlining of governance arrangements. The Peer Review did not recommend any fundamental change to the governance of the Council and also highlighted the positive engagement between the leadership of the Administration and senior officers.
- 3.7. In making decisions which are not Key Decisions, officers do not have to use their delegated powers. They can ask the Committee that delegated the power to them to make the decision. Therefore, when exercising a delegation, officers must take into account its sensitivity and political importance when determining the appropriate decision-making arrangements. The provisions therefore allow for sensitive matters to be determined by Committee even if they fall outside of the strict definition of Key Decision.
- 3.8. Following the introduction of the new Constitution and scheme of delegations, officers were invited to training sessions run by the Legal Services Manager and Democratic Services Manager on the implications and application of the new system.
- 3.9. The training provided an opportunity for officers to ask questions about the main features of the new decision-making arrangements.
- 3.10. A procedure was also introduced to prompt officers to consult with Lead Councillors on forthcoming officer decisions so that Lead Councillors would have the opportunity to advise on those matters which ought to be directed to Committee even if they are outside the Key Decision criteria.
- 3.11. Following the introduction of these features, a revised Officer Decision Notice (ODN) procedure was implemented for recording delegated decisions. The ODNs are published online – see the Library section of the Committees area on the Council’s website.
- 3.12. ODNs are used to (i) record those delegations exercised based on a specific authorisation of a Committee or (ii) which materially affect the financial position of the Council. (The level of materiality is £100,000 which means that Officer decisions above £100k but below the £500k per annum Key Decision criteria will be published online as Officer decisions and decisions over £500k per annum will be published online if an express authorisation was provided to an officer to implement them.)
- 3.13. To embed the new procedures and provide an ongoing resource for officers to find all the information they need, a dedicated area has been set up on SharePoint. Training for officers on how to work the new procedures has also been provided and is on-going.

- 3.14. Further training and development of assistance for officers will continue for the foreseeable future. In addition, the next phase of the Constitutional Review will seek to cascade the decision-making system into the work of departments to ensure that where Assistant Directors have delegated their powers to other officers, appropriate documentation exists to record this, and that those officers are trained in the ODN procedures if they are required to publish their decisions online.
- 3.15. At this stage the changes made in 2022 look to be working satisfactorily, and there have been no issues during the last year where decisions appear to have been made incorrectly or without the appropriate level of member or senior officer scrutiny. It is not proposed to make any changes to the Key Decision Criteria or alter the nature of the scheme of delegation to officers. The Key Decision criteria will be kept under review by the Monitoring Officer. Continued training and support for officers will continue to be provided to embed the systems which have been put in place as a consequence of last year's review.

### **Financial Regulations**

- 3.16. There has been progress on the revision of the Financial Regulations, but they are not currently ready for this committee cycle. The Finance team have prioritised the catch-up with outstanding audits and the implementation of the new financial system. It is anticipated that the Financial Regulations will be presented to a forthcoming Policy Committee and then to Council in January 2024.

### **Contract Procedure Rules**

- 3.17. A revision of the Contract Procedure Rules prepared by the Assistant Director of Procurement will be considered at Audit and Governance Committee on 27 September 2023. It is proposed that a recommendation from Audit and Governance Committee will be made to Council on 17 October 2023.

### **Audit and Governance Committee Terms of Reference**

- 3.18. On 10 July 2023, Policy Committee considered a report from the Chief Internal Auditor on proposed revised Terms of Reference for the Audit and Governance Committee. These recommendations arose from CIPFA (The Chartered Institute of Public Finance and Accountancy) practical guidance for Local Authorities on Audit Committees, which included resources for Audit Committee members, a supplement for those responsible for guiding the committee, and a self-assessment of good practice. The guidance was issued partly in response to the Redmond Review.
- 3.19. The proposed Terms of Reference would remove the decision-making powers of the Committee in relation to the approval of the annual financial statements, which would therefore revert to Council.
- 3.20. There is also a recommendation to Council that the Audit & Governance Committee report annually in a public report on how it has complied with the CIPFA position statement, and discharged its responsibilities, including an assessment of its performance.
- 3.21. The Audit and Governance Committee will also receive the report on 27 September 2023, to consider these changes before the recommendations go to Council on 17 October 2023.

### **Revised Article 12 Of the Constitution**

- 3.22. Article 12 was last revised in 2021 to take into account the restructure which created the Deputy Chief Executive post and designated that role as Deputy Head of Paid Service.
- 3.23. The expectation at the time of making those amendments was that Personnel Committee would continue to exercise all appointments for Chief Officer posts, with the appointment of the Chief Executive being reserved to Council. The Chief Officer posts are as follows:

**(b) Chief Officers**

The Council will confirm the appointment of the Chief Executive (Head of Paid Service) and the Personnel (Appointments) Committee will make appointments to the following posts (or such other similar posts as it may decide from time to time), who will be designated chief officers:

- Deputy Chief Executive
- Executive Director of Resources
- Executive Director of Adult Care and Health Services
- Executive Director of Children's Services
- Executive Director of Economic Growth & Neighbourhood Services

- 3.24. All other appointments of senior posts (essentially Assistant Directors, Deputy Directors etc) will be delegated to the Chief Executive as Head of Paid Service but with the continued involvement of the appropriate lead councillors in a consultative capacity. This arrangement saves calling an appointments committee for AD etc appointments but still allows councillors to express opinions on the appointment of those senior roles.
- 3.25. However, the wording in Article 12 is ambiguous to achieve this intended outcome. It currently says as follows:

12.1.1 The authority may appoint and employ staff under Section 112 of the Local Government Act 1972. Staff are employed by the authority. Appointment of staff below deputy chief officer level must be the responsibility of the Head of Paid Service or his/her nominee.

- 3.26. The word "deputy" in the second line needs to be removed.
- 3.27. A further issue arises in that there is no Deputy Chief Executive post since the previous incumbent was promoted to Chief Executive in September 2022. A further slight revision needs to be made to allow for a Deputy Head of Paid Service to be designated. It is proposed to change the wording as follows:
- 3.28. Currently:

The Council has designated the following Deputy posts as shown:

- Deputy Chief Executive – Deputy Head of Paid Service
- Financial Planning and Strategy Manager – Deputy Chief Finance Officer and Deputy Section 151 Officer

- 3.29. It is proposed:
- Deputy Chief Executive or Executive Director for Resources (as appropriate) – Deputy Head of Paid Service
- 3.30. Members may wish to note that the appointment of a Deputy Monitoring Officer is a personal duty of the Monitoring Officer and not a Council appointment. The Legal Services Manager (Shaidah Ramzan) was appointed as Deputy Monitoring Officer in January 2023.

**Specific Officer Delegations**

- 3.31. Some minor adjustments are required to Part 3 to deal with circumstances which have arisen during the year.

**Sealing**

- 3.32. A number of requisitions have been raised by the Land Registry about documents sealed by the Council, principally about the people delegated to seal on behalf of the Council. These are not serious matters, they are merely inconvenient as they require the lawyers to address and explain the sealing provisions to the Land Registry. To try and simplify this process a change to the delegation is proposed. This should make no practical difference, as all the sealing of documents takes places in Legal Services



under the supervision of the Assistant Director of Legal and Democratic Services. We also wish to seal electronically with the DocuSign tool.

- 3.33. Current wording is as follows:

#### **27. Sealing of Documents**

- (1) The Common Seal of the Council must be kept in the custody of the Assistant Director of Legal and Democratic Services.
- (2) Any documents which need to be sealed before a decision of the Council or a Committee or Sub-Committee can be put into effect, must be sealed with the Common Seal of the Council.
- (3) The Seal shall be attested by either the Head of Paid Service, Assistant Director of Legal and Democratic Services, or any other officer of the Council nominated by the Head of Paid Service
- (4) The Assistant Director of Legal and Democratic Services must enter the details of each document that has been sealed into a Seal Register. He/she must also record the date on which this was done.

- 3.34. Proposed wording is as follows:

#### **27. Sealing of Documents**

- (1) The Common Seal of the Council must be kept in the custody of the Assistant Director of Legal and Democratic Services.
- (2) Any documents which need to be sealed before a decision of the Council or a Committee or Sub-Committee can be put into effect, must be sealed with the Common Seal of the Council, **and may be sealed electronically.**
- (3) The Seal shall be attested by **a single officer**; ~~either the Head of Paid Service, Assistant Director of Legal and Democratic Services, or any other officer of the Council nominated~~ **delegated** by the Head of Paid Service Assistant Director of Legal and Democratic Services **to seal on his/her behalf.**
- (4) The Assistant Director of Legal and Democratic Services must enter the details of each document that has been sealed into a Seal Register. He/she must also record the date on which this was done.

#### **Casual Appointments to Committees**

- 3.35. This is one of the powers previously given to the Monitoring Officer (Council, 16 May 2007) and recorded in the Delegations Register. It is still valid, but it would be best to be recorded in the specific officer delegations in Part 3 of the Constitution for the sake of completeness.

- 3.36. The current power is:

*To make changes to a political group's appointments to non-Cabinet Committees, Panels and Working Parties, during and for the remainder of the Municipal Year in question, on the recommendation of the Group Leader and specifically to fill a casual vacancy which has arisen or to address situations of long-term absence, and subject to:*

- (1) *the political balance of the Committee etc or the authority's basket of appointments not being affected;*
- (2) *the Monitoring Officer reporting the change to the next meeting of full Council*

- 3.37. The updated wording should be:

*To make changes to a political group's appointments to ~~non-Cabinet~~ Committees, Panels and Working Parties, during and for the remainder of the Municipal Year in question, on the recommendation of the Group Leader and specifically to fill a casual vacancy which has arisen or to address situations of long-term absence, and subject to:*

- (1) *the political balance of the Committee etc or the authority's basket of appointments not being affected;*  
(2) *the Monitoring Officer reporting the change to the next meeting of full Council*

### **School Admission Forum**

- 3.38. There is no longer a statutory requirement to have a School Admission Forum. The admission arrangements are reviewed by the Adult Social Care, Children's Services and Education (ACE) Committee each year. It is considered that ACE Committee provides sufficient scrutiny of the admission schemes and therefore it is recommended that the Forum should be discontinued.

### **Cultural Partnership Board**

- 3.39. The Cultural Partnership Board hasn't met in a number of years and its remit is covered adequately by the Arts & Heritage Forum. It is therefore proposed that the Partnership Board should be removed from the list of meetings established and included in the Constitution. The views of participants in the cultural sector have been sought and they are supportive of the proposal to discontinue the Board.

## **4. Contribution to Strategic Aims**

- 4.1. The Council's new Corporate Plan has established three themes for the years 2022/25. These themes are:
- Healthy Environment
  - Thriving Communities
  - Inclusive Economy
- 4.2. These themes are underpinned by "Our Foundations" explaining the ways we work at the Council:
- People first
  - Digital transformation
  - Building self-reliance
  - Getting the best value
  - Collaborating with others
- 4.3. Full details of the Council's Corporate Plan and the projects which will deliver these priorities are published on the [Council's website](#). These priorities and the Corporate Plan demonstrate how the Council meets its legal obligation to be efficient, effective and economical.
- 4.4. Good governance is essential to the sound running of the Council and delivery of quality services to residents, businesses and visitors. The Constitution is a key part of the Council's governance and the Council wishes to ensure that it remains up to date and relevant to the work of the organisation.

## **5. Environmental and Climate Implications**

- 5.1. The Council declared a Climate Emergency at its meeting on 26 February 2019 (Minute 48 refers).
- 5.2. There is nothing in this report which is relevant for Climate Change.

## **6. Community Engagement**

- 6.1. No consultation, community engagement or information is required, or has been carried out voluntarily to help report authors consider the views of external people in preparing the report.

## **7. Equality Implications**

- 7.1. 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.

7.2. An Equality Impact Assessment (EIA) is not relevant to the decision. The recommended decisions will not have a differential impact on people with protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex (gender) or sexual orientation.

## **8. Other Relevant Considerations**

8.1. There are no other relevant considerations.

## **9. Legal Implications**

9.1. The Council is required to maintain and publish a Constitution, in accordance with Section 9P of the Local Government Act 2000, setting out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. Some of these processes are required by the law, while others are a matter for the Council to choose.

## **10. Financial Implications**

10.1. There are no financial implications arising from this report.

## **11. Timetable for Implementation**

11.1. Changes to the Constitution will take effect immediately. The public version of the Constitution will be updated on the website as soon as possible.

## **12. Background Papers**

12.1. There are none.

## **Appendices**

1. Amended Article 12 of the Constitution



# Article 12 – Officers

## 12.1 Management Structure

12.1.1 The authority may appoint and employ staff under Section 112 of the Local Government Act 1972. Staff are employed by the authority. Appointment of staff below **deputy** chief officer level must be the responsibility of the Head of Paid Service or his/her nominee.

12.1.2 Councils must include a standing order on the appointment of chief officers, the people who can or must be involved in the appointment of officers and disciplinary action against the Head of Paid Service, Chief Financial Officer and Monitoring Officer.

### (a) General.

The authority may engage such staff (referred to as officers) as it considers necessary to carry out its functions.

### (b) Chief Officers

The Council will confirm the appointment of the Chief Executive (Head of Paid Service) and the Personnel (Appointments) Committee will make appointments to the following posts (or such other similar posts as it may decide from time to time), who will be designated chief officers:

- Deputy Chief Executive
- Director of Adult Care and Health Services
- Director of Children's Services
- Director of Economic Growth & Neighbourhood Services

### (c) Head of Paid Service, Monitoring Officer and Chief Finance Officer and Deputies

The Council has designated the following posts as shown:

- Chief Executive - Head of Paid Service
- Director of Finance - Chief Finance Officer and Section 151 Officer
- Assistant Director of Legal and Democratic Services - Monitoring Officer

The Local Authorities (Standing Orders)(England)(Amendment) Regulations 2015 prescribe that the dismissal of the Head of Paid Service, Monitoring Officer and the Chief Finance Officer must be confirmed by Council.

The Council has designated the following Deputy posts as shown:

- Deputy Chief Executive **or Executive Director for Resources (as appropriate)** – Deputy Head of Paid Service
- Financial Planning and Strategy Manager – Deputy Chief Finance Officer and Deputy Section 151 Officer

Such posts will have the functions described in Article 12.2–12.4 below.

### (d) Structure

The senior management of the Council is set out at Part 7 of this Constitution.

### (e) Delegations

A considerable number of decisions are made by designated officers under approved delegated powers and a register of these is published on the Council's website and is available for inspection by Councillors and citizens on request. An officer may not take a key decision under the exercise of a delegated function, and all key decisions must be taken by full Council or a Committee. This process is described in Article 13.

In certain circumstances where there is no existing officer delegation, Directors and Statutory Officers may take decisions which are not key decisions in consultation with the relevant Lead Councillor, and subject to these decisions being recorded by using the Decision Book process. This process is described in Standing Order 42 (See the Rules of Procedure – Part 4 below)

## **12.2 Functions of the Head of Paid Service**

- (a) **Discharge of functions by the Council**  
The Head of Paid Service will report to full Council or the Policy Committee on the manner in which the discharge of the Council's functions is co-ordinated, the number and grade of officers required for the discharge of functions and the organisation of officers.
- (b) **Restrictions on functions**  
The Head of Paid Service may not be the Monitoring Officer but may hold the post of Chief Finance Officer if a qualified accountant.

## **12.3 Functions of the Monitoring Officer**

- (a) **Maintaining the Constitution.**  
The Monitoring Officer will maintain an up-to-date version of the Constitution and will ensure that it is widely available for inspection by Members, staff and the public; and will advise on the application of the Constitution.
- (b) **Ensuring lawfulness and fairness of decision-making**  
After consulting with the Head of Paid Service and Chief Finance Officer, the Monitoring Officer will report to the full Council or to a Committee if s/he considers that any proposal, decision or omission by that body would give rise to unlawfulness, or if any decision or omission has given rise to maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.
- (c) **Promoting and maintaining high standards of conduct by Members**  
The Monitoring Officer will contribute to the promotion and maintenance of high standards of conduct through promoting the local Member Code of Conduct; providing advice and support to Members of the authority and to the Standards Committee on the Code; and operating the authority's procedure for dealing with complaints about Members. The Local Member Code of Conduct is in Part 5 of the Constitution. The terms of reference of the Standards Committee, and the procedure for dealing with complaints about Members, are in Article 9.
- (d) **Proper officer for access to information**  
The Monitoring Officer will ensure that the decisions of the Council and its Committees, together with the reasons for those decisions and relevant officer reports and background papers, are made publicly available as required by the Access to Information Rules in part 4 of the Constitution.
- (e) **Advising whether decisions are within the policy framework.**  
The Monitoring Officer will advise whether decisions of full Council and Committees are not contrary to the policy framework of the authority, under the Budget and Policy Framework Procedure Rules in Part 4 of the Constitution.
- (f) **Contributing to corporate management**  
The Monitoring Officer will contribute to the corporate management of the Council, in particular through the provision of professional legal advice.
- (g) **Providing advice**  
The Monitoring Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and budget and policy framework issues to all Councillors.
- (h) **Restrictions on posts**  
The Monitoring Officer cannot be the Chief Finance Officer or the Head of Paid Service.

## **12.4 Functions of the Chief Finance Officer**

- (a) **Ensuring lawfulness and financial prudence of decision-making**  
After consulting with the Head of Paid Service and the Monitoring Officer, the Chief Finance Officer will report to Council or Policy Committee, and the Council's external auditor, if s/he considers that any proposal, decision or course of action will involve incurring unlawful expenditure, or is unlawful and is likely to cause a loss or deficiency or if the Council is about to enter an item of account unlawfully.
- (b) **Administration of financial affairs**  
The Chief Finance Officer will have responsibility for the administration of the financial affairs of the Council.
- (c) **Advising whether decisions are within the budget framework.**  
The Chief Finance Officer will advise whether decisions of Council and its Committees are not contrary to, or not in accordance with the budget framework of the authority, under the Budget and Policy Framework Procedure Rules in Part 4 of the Constitution.
- (d) **Contributing to corporate management**  
The Chief Finance Officer will contribute to the corporate management of the Council, in particular through the provision of professional financial advice.
- (e) **Providing advice**  
The Chief Finance Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and budget and policy framework issues to all Councillors and will support and advise Councillors and officers in their respective roles.
- (f) **Give financial information**  
The Chief Finance Officer will provide financial information to the media, members of the public and the community.

## **12.5 Duty to provide sufficient Resources to the Monitoring Officer and Chief Finance Officer**

The Council will provide Head of Paid Service, the Monitoring Officer and Chief Finance Officer with such officers, accommodation and other resources as are in their opinion sufficient to allow their duties to be performed.

## **12.6 Conduct**

Officers will comply with the Officers' Code of Conduct and the Protocol on Officer/Member Relations set out in Part 5 of this Constitution.

## **12.7 Employment**

The recruitment, selection and dismissal of officers will comply with the Officer Employment Rules set out in Part 4 of this Constitution.

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## Policy Committee

25 September 2023



**Reading**  
Borough Council  
Working better with you

<b>Title</b>	Rough Sleeping Drug and Alcohol Treatment Grant (RSDATG) and Multiple Disadvantage Outreach Team (MDOT) Contract
<b>Purpose of the report</b>	To make a decision
<b>Report status</b>	Public report
<b>Report author</b>	Sally Andersen
<b>Lead Councillor</b>	Cllr Ruth McEwan
<b>Corporate priority</b>	Thriving Communities
<b>Recommendations</b>	<ol style="list-style-type: none"> <li>1. That Policy Committee approve to a procurement for the Rough Sleeper Drug and Alcohol Treatment Grant (24/25) for one year + 18months (an expected total value of £1,866,460), on the condition that Department Levelling Up, Housing and Communities extend the grant beyond 2024/25.</li> <li>2. That the approval for delegated authority of award of the new contract from 1 April 2024 and any extension is given to the Executive Director of Communities &amp; Adult Social Care in consultation with the Lead Councillor for Education and Public Health.</li> </ol>

### 1. Executive Summary

- 1.1. The Ministry of Housing, Communities and Local Government (MHCLG) and Department of Health and Social Care (DHSC), announced at the Budget in March 2020 that they had secured £262m to be available during 2020-2024 for drug and alcohol treatment and related provision. This was specifically to meet the needs of people experiencing rough sleeping who have drug and alcohol dependence needs. A further funding allocation for 2024/25 was announced in June 2023.
- 1.2. The funding is to boost structured drug and alcohol treatment services, to account for additional costs from increased access and engagement from this population and consideration should be given to how existing services can find ways to adapt, improve or extend their support to this population.
- 1.3. In January 2022 Reading awarded a contract to Change Grow Live to deliver the Multiple Disadvantage Outreach Team service. The contract was for 15 months plus 1 year in line with the grant conditions. The contract extension ends March 2024.
- 1.4. The continuation of the Rough Sleeper Drug and Alcohol Treatment grant has been confirmed to support the continuation of the programme during June 2023 for 2024/25.
- 1.5. This report recommends that we therefore seek to procure and award a contract for the confirmed one-year period and to include an option to extend the contract for a further 18-month period from April 2025. This would be on the understanding and strict condition that RBC receives early confirmation from the Department for Levelling Up, Housing and Communities that they will agree to extend the grant beyond 31 March 2025. The initial contract term will be 1 April 2024 – 31 March 2025, and if applied, the

extension will be for the period 1 April 2025 to 30 Sept 2026 (an expected total value of £1,866,460). It is entirely dependent upon whether or not further funding is confirmed at least three months before the initial term expires and that the continuation is mutually agreed. As in previous years it is likely that RBC will receive confirmation from Government of any further grant funding awards during January 2024 and 2025.

- 1.6. The existing core substance misuse treatment and recovery services contract which provides drug and alcohol treatment funded activity for the broader population has a contract through to 30 September 2026. It is recommended that the two contracts run in parallel which will require the 18-month extension period referred to above.

## **2. Policy Context**

- 2.1. Government had announced up to £186.5 million for 2021-2024 for the Rough Sleeping Drug and Alcohol Treatment Grant. This commitment will build on the previous 2 years of funding for this programme, to break the cycle of addiction and rough sleeping. The scheme provides funding for substance misuse treatment services for people sleeping rough or at risk of sleeping rough. Continued funding has been confirmed beyond 2024 until March 2025.
- 2.2. The government has a manifesto commitment to end rough sleeping in this parliament. This means rough sleeping is prevented wherever possible and, where it cannot be prevented, it is a rare, brief, and non-recurring experience.
- 2.3. The Rough Sleeper Drug and Alcohol Treatment grant offers an opportunity to increase local authority support for the rough sleeping and drug and alcohol agenda. The 2021-2024 monies have built an outreach service in Reading that is more about re-engagement of people, engages a broad range of partners and stakeholders, impacts on increasing health inequalities for these individuals and better understand the impact of drug and alcohol treatment for individuals with complex needs.
- 2.4. The Rough Sleeper Drug and Alcohol Treatment Grant fund compliment's key themes to two of Reading's Strategies:
- 2.5. Berkshire West Health & Wellbeing Strategy 2021-2030 -Reduce the differences in health between different groups of people, Support individuals at high risk of bad health outcomes to live healthy lives, Promote good mental health and wellbeing for all adults; The grant ensures those experiencing rough sleeping understand the health risks associated with drugs and alcohol, the consequences using can have on education, employment, relationships, housing and the impact on the environment where the individual is misusing can have.
- 2.6. Rough Sleeping Strategy 2019-2024 – Early intervention and prevention, recovery and integration, rapid intervention, united support and enforcement and provision of information; to prevent those who are vulnerable to sleeping rough from moving towards entrenched and harmful behaviours and lifestyles by intervening as early as possible.

## **3. The Proposal**

- 3.1. In June 2020, Reading was invited to bid for funding through the Rough Sleeping Drug and Alcohol Treatment Grant for services to be delivered in 2021/22, 2022/23 and 2023/24.
- 3.2. Reading's proposal to the Rough Sleeping Grant was approved by Public Health England in December 2020, and the receipt and spend of this allocation to 31 March 2024 was approved by Policy Committee in July 2021.
- 3.3. Reading awarded the contract "Multiple Disadvantage Outreach Team" (MDOT) to CGL Reading in Jan 2022 for a period of 15 months plus one year. This contract provides an assertive response, improved support, and recovery outcomes to those experiencing

rough sleeping who have drug and alcohol dependence and mental/physical health support needs.

- 3.4. MDOT is a team of 12 specialist workers who are fully mobile. MDOT have a current caseload of approximately 90 individuals, working flexibly to address drug and alcohol needs. The team assertively engage, motivate and co-ordinate access to specialist immediate support that addresses co-occurring mental ill-health and substance dependence in a trauma/psychologically informed way.
- 3.5. The total value of the Change Grow Live (CGL) contract in the 2022/23 outturn was £2,000,770. In 2023/24 it is predicted to be £2,075,770. The MDOT Contract is a separate contract with CGL and the 23/24 annual spend is £746,584.
- 3.6. In December 2022, Reading was invited to undertake a review of the current MDOT staffing model and associated project costs and submitted a revised proposal to DLUHC for a period of 16 months from 1 December 2022 to 31 March 2024 which was approved.
- 3.7. Reading has received notification of its annual funding allocation for Rough Sleeper Drug and Alcohol Treatment Grant as follows:

Reading Annual Budget	22/23	23/24	Indicative Rough Sleeper Drug and Alcohol Treatment Grant allocations for 2024-2524/25
	737,665	746,584	746,584

- 3.8. The indicative allocation for 24/25 is the same annual allocation as agreed in 23/24, subject to adjustment for any locally held underspend that will be identified at the end of year financial reconciliation in Q1 of 2023-24. This same process is taking place now for 2022-23.
- 3.9. The grant and the contract delivery are reviewed quarterly by the Senior Commissioner Drugs and Alcohol and DLUHC.

### Options Proposed

- 3.10. Option 1 (Not Recommended): Option to not take receipt of the extension of the Rough Sleeper Drug and Alcohol Treatment Grant funding awarded by Department Levelling Up, Housing and Communities. This option is not recommended on the basis that to not take receipt of the funding will lose the opportunity to assist more people to recover from drug and alcohol use and to move towards settled accommodation.
- 3.11. Option 2 (Recommended): To procure activity for delivery through a competitive tender. The contract must stipulate that extension of contract is on the condition that the Department Levelling Up, Housing and Communities funding is extended and continues beyond 2025.
- 3.12. The re-procurement will ensure continuity of service and protect vulnerable residents. The procurement process should commence in Autumn 2023 to maximise outcomes to be achieved from the service and to allow for TUPE of staff if required.
- 3.13. It is proposed that a procurement process be undertaken in line with PCR2015 Regs 22, 27 and 76; CPRs 9 and 10 to allow for a best-value solution to be procured for any future funds. The Grant commitments are often late announcements by DLUHC and an agreement for any extension will need to be secured with the winning provider as soon as DLUHC confirm additional funds. The grant monies must be spent within a limited period agreed annually in April.

#### 4. Contribution to Strategic Aims

- 4.1. The rough sleeper grant will work towards ensuring we are working towards meeting the Corporate Plan priorities:

##### **Healthy environment**

- 4.2. The rough sleeper grant contributes to ensuring the Council fulfils its aim of ensuring that the needs of the most vulnerable are met and that people are supported to be healthy and active.
- 4.3. There is evidence based, high-quality treatment and other harm-reduction interventions, supply reduction, and education and prevention initiatives that are effective ways of tackling illicit drug and other harmful substance use. This grant will enable us to work to tackle some of the multicomplex issues faced by those experiencing rough sleeping, expanding and developing trauma informed approaches.

##### **Thriving Communities**

- 4.4. The Rough Sleeper Drug and Alcohol Treatment Grant focuses on the key theme of “Thriving Communities” which includes a commitment to tackling inequality in our society, investing in voluntary and community organisations (VCS), prioritising the needs of the most vulnerable and marginalised groups, and tackling the effects of the pandemic to include health and mental health issues. Our Housing Strategy 2020-2025 and Housing initiatives alongside our Adults Transformation Programme and VCS initiatives highlight our commitment to our residents with multiple disadvantages, which this service helps to deliver.
- 4.5. Those experiencing rough sleeping are one of the most vulnerable groups in society. The additional grant funding will help to meet the health and housing needs of rough sleepers. It will support our vulnerable rough sleeping population to become well enabling them to be more economically active, and involved with learning, employment and training.

##### **Inclusive economy**

- 4.6. With an increased focus on inclusion, we will prioritise the needs of the most vulnerable and excluded in our communities ensuring those with long term health conditions or disabilities are supported to live their best lives.
- 4.7. The grant contributes to the TEAM Reading values:

**Together** The solutions to improving the health of those experiencing rough sleeping does not sit with one team alone – it involves the NHS, Local Authorities, Police along with the voluntary and charity sectors all working together. A ‘population health’ approach is required to improve the health and wellbeing of those who experience rough sleeping.

**Efficiency** Each £1 spent on treatment will save £4 from reduced demands on health, prison, law enforcement and emergency services.

**Ambitious** We strive to enable everyone to be able to access drug and alcohol treatment at a time that is right for them. We are working to the government commitment to ending rough sleeping by 2027.

**Make a Difference** The grant makes a difference to people lives by being proactive, accessible and by bringing hope and real change to the many individuals, families and communities whose lives are destroyed by drug/ alcohol addiction.

- 4.8. Contributions are also made to the following:

**Sustainability** the funding aims to build resilience and capacity in local drug and alcohol treatment systems to continue to meet the needs of this population in future years (resilient and sustainable models of care).

**Community Safety** Tackling rough sleeping, drugs and alcohol also promotes Community Safety by reducing anti-social behaviour; by encouraging harm reduction messages and reducing health risks to the community. Making communities safer by ensuring early identification and access to support and treatment for those misusing substances.

**Health** the funding is designed to support individuals in accessing, engaging with and sustaining engagement with drug and alcohol treatment and other relevant health services. This is particularly relevant for those who have multiple and complex needs, including co-occurring mental ill health and substance dependence, and experiences of trauma.

## **5. Environmental and Climate Implications**

- 5.1. There are no environmental or climate implications arising from the decision. It may be anticipated that the medium-term financial security of the substance misuse treatment and recovery service will best support those who are amongst the most vulnerable to the impacts of climate change.

## **6. Community Engagement**

- 6.1. The pre-decision consultation on the remodelling of the service in December 2022 has involved engaging with the following stakeholders:
- Public Health and Wellbeing Team
  - Housing Team colleagues
  - Healthcare partners
  - Provider of adult drug and alcohol treatment services
  - Service Users
  - Stakeholders and partners in Reading
- 6.2. As part of the Re-profiling process with OHID, Public Health and CGL Reading have consulted with services users and stakeholders and now undertake joint outreach and assessments, e.g., with housing providers and other health organisations in Reading, developing better partnership working, joint working protocols, co-location in the Council and with Partners, better transitioning into primary and secondary healthcare settings, and increased mental health provision.

## **7. Equality Implications**

- 7.1. An Equality Impact Assessment (EIA) is not relevant to the decision. We do not have evidence or reason to believe that some groups may be affected differently than others. There is no public concern about potentially discriminatory practices. Rough sleepers are some of the most marginalised and excluded individuals in society and the aim of the service is to improve health and treatment services for these people and enable them to achieve sustained recovery and play an active role in their community.

## 8. Other Relevant Considerations

8.1. There are none.

## 9. Legal Implications

9.1. There are none

## 10. Financial Implications

10.1 The financial implications arising from the proposals set out in this report are set out below:

Below are the figures for the Grant - the Grant is the annual Contract Value

### Revenue Implications

	2022/23 £000	2023/24 £000	2024/25 £000
Employee costs and other running costs CONTRACT VALUE	£737,665	£746,584	£746,584
<b>Expenditure</b>			
Income from Grant funding GRANT VALUE	£737,665	£746,584	£746,584
<b>Total Income</b>	£737,665	£746,584	£746,584
Net Cost (+)/saving (-)			

### Capital Implications

Capital Programme reference from budget book: page line	2022/23 £000	2023/24 £000	2024/25 £000
Proposed Capital Expenditure	N/A	N/A	N/A
Funded by Grant (specify) Section 106 (specify) Other services Capital Receipts/Borrowing			
<b>Total Funding</b>	N/A	N/A	N/A

### Value for Money (VFM)

10.2 Value for Money – there is an evidence-base for the effectiveness of drug and alcohol treatment. Evidence shows that treatment provides value for money, improves public

health and reduces crime. Treatment enables people to recover from dependence and addiction, improves their physical and mental health and reduces the harm caused to themselves and people around them, including reducing crime. Evidence-based treatment is provided in accordance with the UK Clinical Guidelines, 'Drug misuse and dependence: UK guidelines on clinical management'

- 10.3 A full procurement process will ensure best value for money is sought for future contact awards.

**Risk Assessment.**

- 10.4 If DLUHC do not invest beyond March 2025, this service will be withdrawn, and service users will be encouraged into mainstream services.
- 10.5 If Reading do not spend the annual grant allocations, this will have to be returned to DLUHC.

**11 Timetable for Implementation**

- 11.1 Not applicable.

**12 Background Papers**

- 12.1 There are none.

**Appendices**

1. Equality Impact Assessment Statement

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## Equality Impact Assessment (EIA)

For advice on this document please contact Clare Muir on 72119 or email [Clare.Muir@reading.gov.uk](mailto:Clare.Muir@reading.gov.uk).

Please contact the Project Management Office at [pmo@reading.gov.uk](mailto:pmo@reading.gov.uk) for advice and/or support to complete this form from a project perspective.

---

Name of proposal/activity/policy to be assessed: Multiple Disadvantage Outreach Team

Directorate: DACHS

Service: Public Health

Name: Sally Andersen

Job Title: Senior Commissioner drugs and alcohol

Date of assessment: 22/6/23

---

### Version History

Version	Reason	Author	Date	Approved By
1		SA	22.6.23	

## Scope your proposal

- **What is the aim of your policy or new service/what changes are you proposing?**

---

Multiple Disadvantage outreach service for those with drug and alcohol needs.

Contract to provide an assertive response, improved support and recovery outcomes to those experiencing rough sleeping who have drug and alcohol dependence and mental/physical health support needs.

---

- **Who will benefit from this proposal and how?**

---

Those who are experiencing rough sleeping or assessed as being at risk of rough sleeping, with a drug and/or alcohol need.

The contract will work flexibly, delivering increased accessibility to drug and alcohol treatment outside of core working hours. The contract offers a targeted and bespoke community-based in-reach/outreach solution for those rough sleeping and those at risk of returning to rough sleeping, who are experiencing co-occurring mental ill-health and substance dependence in Reading.

---

- **What outcomes does the change aim to achieve and for whom?**

---

Key outcomes for this project are:

- To work with anyone rough sleeping requiring support to engage in drug and alcohol treatment and through the partnerships pathways as necessary.
  - access to treatment
  - sustained engagement
  - successful completion
  - stable accommodation
  - co-occurring drug and alcohol dependence and mental ill health needs
  - GP registration

- general health care engagement
- access to inpatient detox/residential rehab (where appropriate)
- Local and additional measures of success identified by Health, Housing and Public Health for Reading:
  - Number of service users being worked with by the project
  - Number of new service users being supported this month/quarter,
  - Number of service users who were closed to the service now engaging with mainstream mental health/substance dependence services,
  - Reduction in cyclical service users (rough sleeping 'returners' who have repeatedly been housed and returned to rough sleeping who are now sustaining accommodation),
  - Increase in those deemed as 'entrenched' rough sleeping who have begun engaging in an offer of accommodation due to outreach/in-reach mental health support/ D/A Treatment,
  - Increase in those now accessing mainstream services having previously had difficulties doing so,
  - Throughput of individuals through the service (where appropriate) to avoid dependency but ensure sustainability of healthcare within mainstream services.
- Wider outcomes
  - To improve the health of those rough sleeping
  - To increase community safety by reducing criminal activity and other court costs.
  - To share knowledge and best practice surrounding work with those rough sleeping and getting them engaged into drug and alcohol treatment.

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

Department for Housing, Levelling Up and Communities (DHLUC) have committed funding for this programme, which funds local areas to implement evidence-based

drug and alcohol treatment and wrap around support for people sleeping rough or at risk of sleeping rough, including those with co-occurring mental health needs.

Public Health are responsible for improving the health of their local population and for public health services including providing services aimed at reducing drug and alcohol misuse.

Community/ residents will see an impact on reduced number of people experiencing rough sleeping and associated anti-social behaviour.

Evidence shows that those experiencing rough sleeping do not access mainstream services and therefore require a targeted and bespoke community-based in-reach/outreach solution. The proposal includes a clinical outreach team who will work flexibly, delivering increased accessibility outside of core working hours.

---

## Assess whether an EqlA is Relevant

How does your proposal relate to eliminating discrimination; advancing equality of opportunity; promoting good community relations?

---

- Do you have evidence or reason to believe that some groups may be affected differently than others (due to race, disability, sex, gender, sexuality, age, religious belief or due to belonging to the Armed Forces community)? Make reference to the known demographic profile of the service user group, your monitoring information, research, national data/reports etc.

No

---

- Is there already public concern about potentially discriminatory practices/impact or could there be? Make reference to your complaints, consultation, feedback, media reports locally/nationally.

No

---

If the answer is **Yes** to any of the above, you need to do an Equality Impact Assessment.

If **No** you **MUST** complete this statement.

**An Equality Impact Assessment is not relevant because:**

---

Rough sleepers are some of the most marginalised and excluded individuals in society and the aim of the service is to improve health and treatment services for these people and enable them to achieve sustained recovery and play an active role in their community.

---

X

X

Completing Officer

Lead Officer

## Assess the Impact of the Proposal

Your assessment must include:

- **Consultation**
- **Collection and Assessment of Data**
- **Judgement about whether the impact is negative or positive**

Think about who does and doesn't use the service? Is the take up representative of the community? What do different minority groups think? (You might think your policy, project or service is accessible and addressing the needs of these groups, but asking them might give you a totally different view). Does it really meet their varied needs? Are some groups less likely to get a good service?

How do your proposals relate to other services - will your proposals have knock on effects on other services elsewhere? Are there proposals being made for other services that relate to yours and could lead to a cumulative impact?

**Example:** A local authority takes separate decisions to limit the eligibility criteria for community care services; increase charges for respite services; scale back its accessible housing programme; and cut concessionary travel.

Each separate decision may have a significant effect on the lives of disabled residents, and the cumulative impact of these decisions may be considerable.

This combined impact would not be apparent if decisions are considered in isolation.

### Consultation

How have you consulted with or do you plan to consult with relevant groups and experts. If you haven't already completed a Consultation form do it now. The checklist helps you make sure you follow good consultation practice.

[Consultation manager form - Reading Borough Council Dash](#)

Relevant groups/experts	How were/will the views of these groups be obtained	Date when contacted

Those experiencing rough sleeping	121 conversations	December 2022 when re-profiling the grant for 23/24.  Ongoing consultations take place with the incumbent Provider regarding service delivery and accessibility.
Drug and Alcohol Treatment Provider	Contract monitoring	Quarterly and ongoing
Housing Commissioned services/ Providers	Contract Monitoring and regular stakeholder groups	Quarterly and ongoing
Thames Valley Police and Probation	Combating Drugs Partnership and Community Safety Partnership meeting updates	Bi Monthly/ Monthly



## Collect and Assess your Data

Using information from Census, residents survey data, service monitoring data, satisfaction or complaints, feedback, consultation, research, your knowledge and the knowledge of people in your team, staff groups etc. describe how the proposal could impact on each group. Include both positive and negative impacts.

(Please delete relevant ticks)

- Describe how this proposal could impact on racial groups
- Is there a negative impact? No

---

The new service will be required to deliver a service to rough sleepers regardless of their racial status.

We are however aware that current mainstream services tend to see a majority of White British individuals. The service will be required to actively look to engage with all BAME groups.

Data collection will be a requirement for the provider to ensure we are meeting the needs of all.

- 
- Describe how this proposal could impact on Sex and Gender identity (include pregnancy and maternity, marriage, gender re-assignment)
  - Is there a negative impact? No

---

The new service will be required to ensure the safeguarding of female rough sleepers including pregnant women.

The service works within the current Couple Pathways

There is no impact on gender/ transgender identified.

- 
- Describe how this proposal could impact on Disability
  - Is there a negative impact? No
-

The new service is to be delivered on an outreach basis so there is no impact on disabilities. Current use of building for clinical work offers disability access.

The provider of the service is expected to offer language translators and a range of literature on the new service.

- 
- Describe how this proposal could impact on Sexual orientation (cover civil partnership)
  - Is there a negative impact? No
- 

No impact identified, the service is required to offer a service regardless of sexual orientation.

- 
- Describe how this proposal could impact on age
  - Is there a negative impact? No
- 

The service is available to anyone aged 18+. In the event that a young person is identified on the street, the relevant safeguarding measures will be followed to ensure the young person is referred to the relevant services.

According to the latest rough sleeping data head counts, there are 0 young people identified as rough sleeping in Reading.

- **Describe how this proposal could impact on Religious belief**
  - **Is there a negative impact? No**
- 

There is no known impact on religious belief. The service is to offer a service in a range of languages.

The service will not discriminate, harass or victimise for any characteristic.

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- **Describe how this proposal could impact on the Armed Forces community (including reservists and veterans and their families)**
  - **Is there a negative impact? No**
- 

No known impact on the armed forces community - previous experience has shown the incumbent provider work with partner agencies to support those in and ex armed forces worker.

---

## Make a Decision

If the impact is negative then you must consider whether you can legally justify it. If not you must set out how you will reduce or eliminate the impact. If you are not sure what the impact will be you **MUST** assume that there could be a negative impact. You may have to do further consultation or test out your proposal and monitor the impact before full implementation.

(Delete numbers below which don't apply)

1. No negative impact identified - **Go to sign off**
2. Negative impact identified but there is a justifiable reason

You must give due regard or weight but this does not necessarily mean that the equality duty overrides other clearly conflicting statutory duties that you must comply with.

3. Negative impact identified or uncertain

What action will you take to eliminate or reduce the impact? Set out your actions and timescale

---

The contract is required to monitor needs and tailor services to avoid any negative impact on anyone with a protected characteristic

Access to the service must be promoted and tailored for differing needs and personalised for each individual.

---

- How will you monitor for adverse impact in the future?
- 

Quarterly contract monitoring meetings

Monthly Provider meetings

Regular quarterly data analysis

---

X

X

---

Completing Officer

Lead Officer

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## Policy Committee

25 September 2023



**Reading**  
Borough Council  
Working better with you

<b>Title</b>	2023/24 Quarter 1 Performance and Monitoring Report
<b>Purpose of the report</b>	To make a decision
<b>Report status</b>	Public report
<b>Report author</b> (name & job title)	Stuart Donnelly, Financial Planning & Strategy Manager Gavin Handford, Assistant Director of Policy, Performance & Customer Services
<b>Lead Councillor</b> (name & title)	Councillor Terry, Deputy Leader of the Council and Lead Councillor for Corporate Services & Resources
<b>Corporate priority</b>	Not applicable, but still requires a decision
<b>Recommendations</b>	<p><b>That Policy Committee notes:</b></p> <ol style="list-style-type: none"> <li>1. That the forecast General Fund revenue outturn position for Quarter 1 is an adverse net variance of £3.806m;</li> <li>2. That £0.044m (1%) of savings have been delivered (blue) to date in this financial year, with a further £3.345m (41%) of savings on track to be delivered (green) by March 2024. £2.730m (33%) of savings are currently categorised as non-deliverable (red) and £1.999m (25%) categorised as at risk of delivery (amber);</li> <li>3. That the General Fund Capital Programme is forecasting a positive net variance of £0.728m against the proposed revised budget of £107.178m;</li> <li>4. That there is a total £4.595m Delivery Fund available for 2023/24 (inclusive of 2022/23 approved carry forwards). At Quarter 1, £3.753m of this funding has been allocated out to approved schemes;</li> <li>5. That the Housing Revenue Account (HRA) is projecting a positive net variance of £0.661m as at the end of Quarter 1, which results in a forecast drawdown from HRA reserves of £1.838m;</li> <li>6. That the HRA Capital Programme is forecasting to spend to budget against the proposed revised budget of £36.442m;</li> <li>7. The performance achieved against the Corporate Plan success measures as set out in Section 11 of this report and Appendices 4 and 5.</li> </ol> <p><b>That Policy Committee approves:</b></p> <ol style="list-style-type: none"> <li>8. The amendments to the General Fund Capital Programme (as set out in Section 7 of this report and Appendix 3) resulting in a revised Capital Programme budget of £107.178m for 2023/24;</li> <li>9. Scheme &amp; Spend approval for the two General Fund Capital Programme schemes as set out in paragraph 7.8 and Table 13 totalling £0.309m;</li> <li>10. Spend approval for the three General Fund Capital Programme scheme as set out in paragraph 7.9 and Table 14 totalling £24.800m;</li> </ol>

	11. The amendments to the HRA Capital Programme (as set out in further detail in Section 10 of this report and Appendix 3) resulting in a revised HRA Capital Programme net budget of £36.442m for 2023/24.
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## 1. Executive Summary

### General Fund - Revenue

- 1.1 Reading Borough Council remains financially stable, with a reasonable level of reserves. However, the Council is not immune to wider pressures impacting on the Local Government sector:
- A cost-of-living crisis with pay and inflation pressures far in excess of what was anticipated when the budget was set in February 2023;
  - Cost pressures arising from increasing demand and increasing complexity of need in children's social care services;
  - Increasing numbers of families presenting as homeless;
  - Income still not returning to pre-Covid levels.
- 1.2 There is also an increasing trend of non-delivery of savings, with only 42% of savings currently showing as on track or delivered.
- 1.3 As a result of these factors there is a forecast adverse variance of £11.255m on General Fund (GF) revenue service expenditure. This is broken down as follows:
- £0.288m Adult Care & Health Services
  - £3.981m Economic Growth & Neighbourhood Services
  - £1.142m Resources
  - £0.015m Chief Executive Services
  - £5.829m Children's Services Delivered by Brighter Futures for Children (BFfC)
- 1.4 Detailed explanations for these variances are contained within Section 3 of this report.
- 1.5 Other Corporate Budgets are forecasting an adverse net variance of £0.374m. This variance includes a forecast pressure of £1.243m relating to current 2023/24 pay award assumptions. This pressure on pay inflation is predominantly offset by positive net variances of £0.869m within Other Corporate Budgets mainly due to the forecast release of all other contingencies. The pressure relating to the pay award is assumed to be funded by a drawdown from the Pay & Inflation earmarked reserve.
- 1.6 In addition, the Capital Financing budget is currently forecast to deliver a positive net variance of £2.472m.
- 1.7 A corporate contingency of £4.108m was set for 2023/24 to mitigate against non-delivery of savings. This contingency is now fully released to offset against the adverse variance on service expenditure.
- 1.8 Overall, this results in a projected overall adverse net variance of £3.806m.
- 1.9 While this level of adverse variance is manageable within existing reserves, it is important to take action now in order to avoid a worsening of the Council's financial position. Each



Directorate has therefore been tasked with developing a Recovery Plan to identify options/mitigations for in-year savings. If this process is successful, then it will avoid the need to implement additional spend controls at a later point.

- 1.10 The results will be presented to Policy Committee in December as part of the 2023/24 Quarter 2 Performance and Monitoring Report.

### **General Fund - Capital**

- 1.11 The provisional General Fund Capital Programme outturn is forecasting a positive net variance of £0.728m against a proposed revised budget of £107.178m in 2023/24. This variance relates to £0.842m of the Delivery Fund that has not yet been allocated to specific proposals as at the end of Quarter 1 and an adverse variance of £0.114m on approved Delivery Fund allocations.

### **Housing Revenue Account (HRA) - Revenue**

- 1.12 The approved Housing Revenue Account (HRA) budget assumed a drawdown from HRA reserves of £2.499m. At Quarter 1 the forecast revenue outturn position for the HRA is a positive net variance of £0.661m. Therefore, a drawdown from HRA Reserves is forecast of £1.838m rather than the originally budgeted £2.499m.

### **Housing Revenue Account (HRA) - Capital**

- 1.13 The HRA Capital Programme is forecasting to spend to budget against a revised budget of £36.442m in 2023/24.

### **Performance**

- 1.14 The report also sets out performance against the measures of success published in the Council's Corporate Plan.
- 1.15 Of the 26 Corporate Plan Performance Measures monitored monthly or quarterly, 52% are currently "green", 46% "amber" and 2% "red". 38% have improved since Quarter 4 of 2022/23, whilst 50% have gotten worse.
- 1.16 Of the 48 Corporate Plan Projects, 52% are currently "green", 46% "amber" and 2% red".
- 1.17 Those measures that have shown significant change since Quarter 4 of 2022/23 are set out in Appendix 4.

## **2. Policy Context**

- 2.1. The Council approved the 2023/24 Budget and Medium-Term Financial Strategy (MTFS) 2023/24 – 2025/26 in February 2023.

## **3. General Fund - Revenue**

- 3.1. The forecast outturn position of the General Revenue Fund is an adverse net variance of £3.806m as at the end of Quarter 1 and is broken down by Directorate in the following table:

**Table 1. General Revenue Fund Forecast by Directorate 2023/24**

	Budget	Forecast Outturn	Forecast Variance
	£m	£m	£m
Adult Care and Health Services	48.315	48.603	0.288
Economic Growth and Neighbourhood Services	19.580	23.561	3.981
Resources	18.306	19.448	1.142
Chief Executive Services	1.544	1.559	0.015
Children's Services retained by Council	0.838	0.838	0.000
Children's Services delivered by BFfC	51.430	57.259	5.829
<b>Total Service Expenditure</b>	<b>140.013</b>	<b>151.268</b>	<b>11.255</b>
Capital Financing	17.601	15.129	(2.472)
Contingencies	4.108	0.000	(4.108)
Other Corporate Budgets	(3.439)	(3.065)	0.374
Movement in Reserves	6.128	4.855	(1.243)
<b>Total Corporate Budgets</b>	<b>24.398</b>	<b>16.949</b>	<b>(7.449)</b>
<b>Net Budget Requirement</b>	<b>164.411</b>	<b>168.217</b>	<b>3.806</b>
<b>Financed by:</b>			
Council Tax Income	(111.086)	(111.086)	0.000
NNDR Local Share	(28.489)	(28.489)	0.000
New Homes Bonus	(1.453)	(1.453)	0.000
Section 31 Grant	(15.183)	(15.183)	0.000
Revenue Support Grant	(2.487)	(2.487)	0.000
Other Government Grants	(1.498)	(1.498)	0.000
One-off Collection Fund Surplus	(4.215)	(4.215)	0.000
<b>Total Funding</b>	<b>(164.411)</b>	<b>(164.411)</b>	<b>0.000</b>
<b>(Positive)/Adverse Variance</b>	<b>0.000</b>	<b>3.806</b>	<b>3.806</b>

#### **Adult Care and Health Services - £0.288m adverse variance**

- 3.2. Adult Care and Health Services' is forecasting an adverse net variance of £0.288m at Quarter 1 which is summarised below.

**Table 2. Adult Care and Health Services Forecast 2023/24**

Service	Budget	Forecast Outturn	Forecast Variance
	£m	£m	£m
Commissioning & Transformation	2.148	2.148	0.000
Adult Services Operations	44.245	44.533	0.288
Public Health	0.000	0.000	0.000
Directorate Other	0.523	0.523	0.000
Safeguarding, Quality, Performance & Practice	1.399	1.399	0.000
<b>Total</b>	<b>48.315</b>	<b>48.603</b>	<b>0.288</b>

- 3.3. The explanation for these forecast variances is set out below.

#### **Adult Services Operations - £0.288m adverse variance**

- 3.4. Adult Services Operations is forecasting an adverse net variance of £0.288m.
- 3.5. There is an overall forecast pressure within Placement budgets of £1.431m. This forecast is based on the latest committed placement spend data, mitigated by forecast grant funding and client contributions to care. This forecast includes £0.411m of pressures relating to children transitioning from Children's to Adult Care; current projected costs total £0.994m in comparison to the £0.583m budget.
- 3.6. Adult Social Care are working towards further mitigations totalling £1.143m, made up from the following two areas:
- £1.020m anticipated to be fully offset by various ongoing cost reducing schemes within the directorate aiming to:
    - Reduce waiting lists;
    - Review all care packages to deliver best service;
    - Minimise costs;
    - Work with Health to increase Health Contributions to care packages;
    - Initiate the Front Door Programme;
  - £0.123m reduction to the additional £0.411m transitions costs set out above by approximately 30% to £0.288m by working with the 18 year olds, and providing packages to support them into adulthood, whilst also providing independence where appropriate.
- 3.7. Mitigations totalling £0.119m were achieved in Period 3 alone.

#### **Economic Growth and Neighbourhood Services - £3.981m adverse variance**

- 3.8. Economic Growth and Neighbourhood Services' is forecasting an adverse net variance of £3.981m at Quarter 1 which is summarised below.

**Table 3. Economic Growth and Neighbourhood Services Forecast 2023/24**

Service	Budget	Forecast Outturn	Forecast Variance
	£m	£m	£m
Transportation	(2.715)	(1.690)	1.025
Planning & Public Protection	3.137	3.608	0.471
Housing & Communities	1.900	2.900	1.000
Culture	3.050	3.110	0.060
Environmental & Commercial Services	16.775	17.975	1.200
Property & Asset Management	(3.152)	(3.152)	0.000
Management & Sustainability	0.585	0.810	0.225
<b>Total</b>	<b>19.580</b>	<b>23.561</b>	<b>3.981</b>

- 3.9. The explanation for these variances is set out below.

#### **Transportation - £1.025m adverse variance**

- 3.10. Transportation is reporting an adverse variance of £1.025m.
- 3.11. This variance arises mostly from anticipated income shortfalls still attributable to the aftermath of Covid-19. Based on year-to-date activity levels in parking and traffic enforcement, income levels as at Quarter 1 continue to rise above those in the same period last year and the recovery continues to gain momentum, particularly for Off-Street

Car Parking (the most material Parking income stream budget). The table below shows the position since 2019/2020 the baseline year before the impact of the Covid Pandemic.

**Table 4. Off-Street Car Parking Income Trend**

Financial Year	Budget	Actual/Forecast	Variance
	£m	£m	£m
2019/20	(4.244)	(4.333)	(0.089)
2020/21	(4.734)	(1.183)	3.551
2021/22	(3.668)	(2.933)	0.735
2022/23	(4.126)	(3.540)	0.586
<b>2023/24</b>	<b>(5.304)</b>	<b>(4.398)</b>	<b>0.906</b>

- 3.12. The adverse variance of £0.906m in Off-Street Car Parking is occurring despite a significant increase in income compared to 2021/22 & 2022/23. The income budget for this area was increased in 2023/24 back to pre-covid levels and whilst there has been increased income compared to last year, the level of income has not yet returned to the pre-covid levels. Additionally, the ongoing cost of living crisis with high fuel costs has led to less visits to town centre and renting spaces to Royal Berkshire Hospital at Queens Road has not delivered the income anticipated due to the Hospital trialling other arrangements.
- 3.13. This pressure is partially offset by positive variance from income overachievements of £0.830m within the On-Street Pay & Display Car Parking. This positive trend is continuing from prior years.
- 3.14. There is a net adverse variance of £0.503m relating to Bus Lane Enforcement, where equipment issues have led to a reduction in the amount of charges collected, as well as additional leasing costs. It is hoped the new contract in place from November 2023 will help the position moving forward into 2024/25.
- 3.15. There is an adverse variance of £0.210m within Residents Parking where the income is not expected to exceed the amount achieved in 2022/23. There was additional income budget added to this area within 2023/24 which does not appear likely to be achieved, partly as the trend following Covid of consolidation of vehicles meaning less people are renewing permits for additional cars in the household.
- 3.16. There is a net adverse variance on Income within the Special Parking area of £0.236m which is currently anticipated will reduce for 2024/25 when the new contract is in place.

#### **Planning & Public Protection - £0.471m adverse variance**

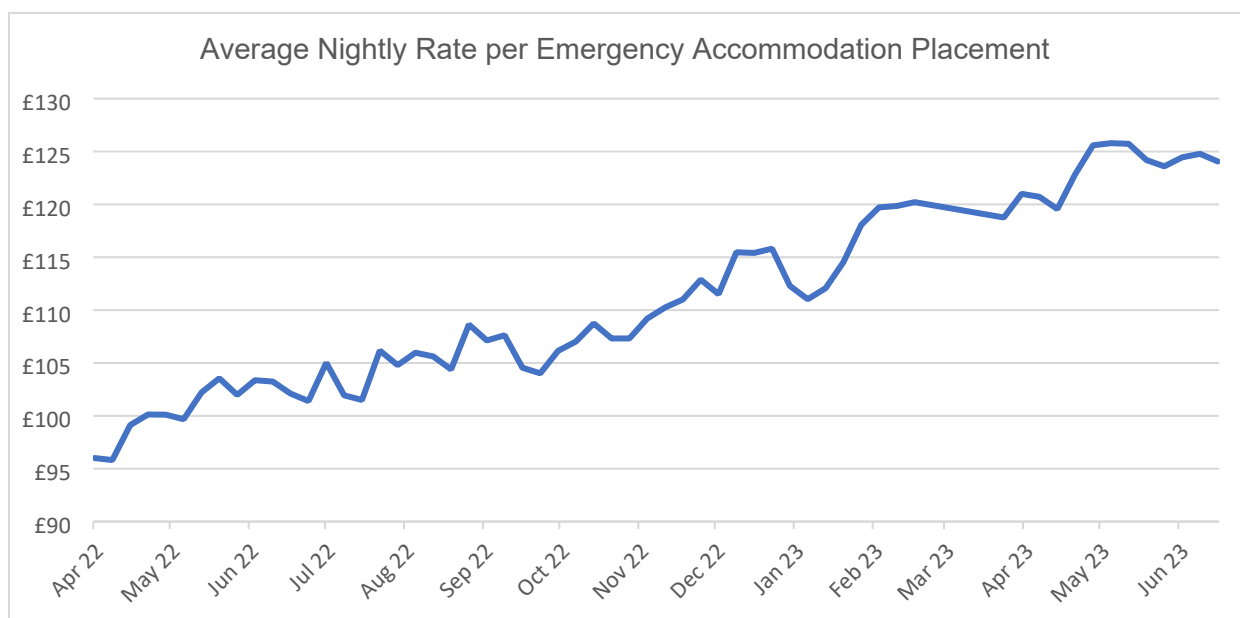
- 3.17. Planning & Public Protection is reporting an adverse variance of £0.471m.
- 3.18. There is a forecast income shortfall of £0.670m across the service. These income shortfalls are arising from a combination of post covid impacts and economic challenges associated with inflation and the effect of high interest rates on business, the availability of skilled professional staff and the support provided for the Homes for Ukraine scheme. This shortfall consists of;
- The Building Control shortfall of £0.181m directly correlates to the lack of staffing and a lack of availability of suitable agency staff to undertake the fee earning work. Work is underway to build the team to take up more market share and to reduce reliance on agency staff but it is too early to say how this will reduce the shortfall in this year;
  - Premises licence fees are forecasting an income shortfall of £0.072m. Within this, the largest element relates to a shortfall in respect of Reading Festival which is entirely based on Festival Republic's need for a licence variation which was not

required in 2022/23, the need in future years is under discussion and will be considered in the 2024/25 budget setting process;

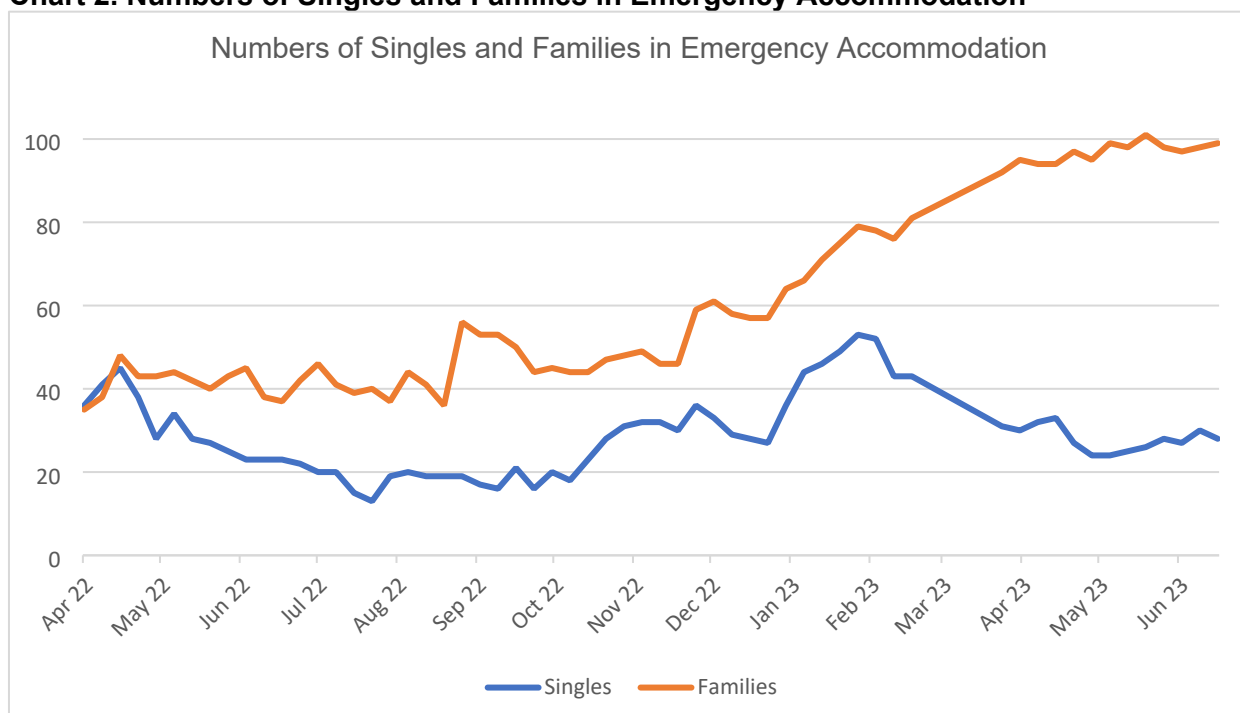
- Planning applications and planning fees shortfall of £0.143m are market driven so it is difficult to control the level of fees particularly as the level of fee is statutorily set. Following on from the Covid recovery the supply chain issues around costs and availability of construction materials, plus skills shortages in the construction and design industry as well as ongoing inflation and risk of recession has all had an impact on the number of applications submitted, having a direct impact on fee generation that is likely to be an ongoing issue. The Government has confirmed that fee increases for planning applications (up by 25% for most applications and 35% for major applications) will come in but not until April 2024. It is also not clear, given the listed pressures being faced by the construction industry, how this increase will further reduce application numbers;
  - Houses in Multiple Occupancy is forecasting an income shortfall of £0.274m. There is a requirement to inspect homes under the Homes for Ukraine scheme, so the decision to undertake this work has a direct impact on the ability to generate income in this area. The Council receives income under the Homes for Ukraine scheme, and some funds were diverted into this area in 2022/23 and it is being investigated as to whether further amounts could be applied to cover the staffing costs of inspecting the properties.
- 3.19. There are also forecast net pressures relating to running costs across the service of £0.045m.
- 3.20. These pressures are partially mitigated by a positive variance on staff costs due to vacancies arising within the service and lack of suitable agency staff of £0.172m, as well as overachievement of £0.072m from Private Hire driver licences.

### **Housing & Communities - £1.000m adverse variance**

- 3.21. Housing & Communities is forecasting a £1.000m adverse variance for the year.
- 3.22. An area of ongoing concern is the potential impact of the ongoing cost-of-living crisis affecting the Homelessness budgets. Private sector evictions have been steadily rising following on from the Covid restrictions being released, with additional cost of living pressures placed on the sector. High Inflation pressures are being seen in the cost of Emergency Accommodation, the average nightly rate in April 2022 was £90 compared to £123 in June 2023 (as illustrated in Chart 1 below). There has also been a reduction in the number of available properties to use. This area is a demand led service, and numbers of families in particular in emergency accommodation have been rising since April 2022; the total number of singles and families in April 2022 was 71, rising to a total of 136 in June 2023 (as illustrated in Chart 1 below).



**Chart 2. Numbers of Singles and Families in Emergency Accommodation**



- 3.23. If the current high numbers of placements and the high cost of placements seen between April 2023 to June 2023 were to continue unchanged it would suggest an adverse variance on this budget of around £2.300m. It is felt that the current efforts to target both the numbers of placements and the nightly costs will achieve significant reductions to this pressure, as will applying all available brought forward grants. However, even with these mitigations being successful over the coming months, the likely pressure is currently thought to be around £1.000m that will not be able to be offset. In previous years there have been one off grants given by Central Government in order to offset these pressures, these figures currently assume none will be made available in 2023/24, further information on this forecast pressure and any announcements regarding additional grant funding will be provided in future reports.

- 3.24. Culture is forecasting an overall net pressure of £0.060m at Quarter 1; the forecast variance is comprised of the following elements:
- £0.049m of net pressures in Libraries including reduced level of rent from the top floor of the library. The service is reducing levels of any additional spend to attempt to reduce this pressure as much as possible;
  - £0.011m adverse variance on Reading's contribution to the joint arrangement for the Archives service.
- 3.25. As laid out within the GLL Leisure contract, a utilities Benchmarking exercise is now underway. This exercise is likely to generate additional pressures due to the increases in energy costs seen in the past few years. Allocations based on estimates were made as part of the 2023/24 budget setting process and the pressure is anticipated to be funded from central contingencies or reserves, however, these are currently only estimations, and the final figures will not be reflected until the Quarter 2 position.

### **Environmental & Commercial Services – £1.200m adverse variance**

- 3.26. Environmental & Commercial Services is reporting an adverse variance of £1.200m for the year.
- 3.27. Recycling and Waste Collection is presently forecasting an overall pressure of £0.550m in staffing. The Staffing Establishment budget is not sufficient to cover the full employee costs of maintaining the required service level. Agency usage, overtime and staff sickness remain high. A high level of vehicle breakdowns with the older fleet exacerbates this. The service continues to consider measures targeted at the reduction of this adverse variance. This pressure will be considered as part of the 2024/25 Budget Setting process.
- 3.28. Waste Disposal is currently forecasting an adverse variance of £0.250m. Waste Collection tonnages were broadly in line with those forecast for the first quarter, however the mix was significantly different, leading to variation in cost. Some of the difference can be attributed to the diversion from residual waste from initiatives and the introduction of food waste to flats built into the budget, but not yet achieved. Overall tonnages for all waste types were 3% higher in total (including Residual Waste being 8% higher and Food Waste being 20% lower) than budgeted for the quarter, which is attributable to the high levels of waste received via Smallmead Household Waste Recycling Centre (HWRC). Included within this variance are additional cost pressures relating to Persistent Organic Pollutants (POPS) additional processing and haulage costs, an expected loss on HWRC income and an anticipated increase in other haulage costs in Quarter 4 of 15%, as the contract is up for renegotiation during the year.
- 3.29. Highways is forecasting an adverse variance of £0.300m due the cost of materials and waste disposal. The inflationary pressure on highways and civil engineering materials has seen items like road surfacing materials increase in price by 40% and other materials by 20-25% which is above the 2023/24 budgeted inflationary increases. These pressures will be further reviewed as part of the 2024/25 Budget and MTFS processes.
- 3.30. Network Management expects a £0.100m adverse variance, mainly due to a reduced a capital recharge for the staffing element of the budget. The current level of staff budget does not allow for the size of capital recharge that is required to meet the budget. This pressure will be further reviewed as part of the 2024/25 Budget and MTFS processes.

### **Management & Sustainability – £0.225m adverse variance**

- 3.31. Management & Sustainability is reporting an adverse variance of £0.225m.
- 3.32. Advertising income within the Business Development service is forecast to create an income pressure of £0.175m. There are delays to the planning process for new sites and

changes to existing sites. There are still contractual and developer delays around new sites which have not yet come on line.

- 3.33. There is also a pressure of £0.050m relating to management team staffing costs.

#### **Resources - £1.142m adverse variance**

- 3.34. The Directorate of Resources' is forecasting an adverse net variance of £1.142m at Quarter 1 which is summarised below.

**Table 5. Resources Services Forecast 2023/24**

<b>Service</b>	<b>Budget</b>	<b>Forecast Outturn</b>	<b>Forecast Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Policy, Performance & Customer Services	2.484	3.127	0.643
Human Resources & Organisational Development	1.879	1.935	0.056
Procurement & Contracts	0.383	0.508	0.125
Finance	4.352	4.455	0.103
Legal & Democratic Services	2.770	2.985	0.215
Digital, Technology & Change	6.438	6.438	0.000
<b>Total</b>	<b>18.306</b>	<b>19.448</b>	<b>1.142</b>

- 3.35. The explanations for these variances are set out below.

#### **Policy, Performance & Customer Services - £0.643m adverse variance**

- 3.36. Policy, Performance & Customer Services is reporting an adverse net variance of £0.643m as at the end of Quarter 1.
- 3.37. Customer services is forecasting £0.607m of expenditure pressures relating to savings from 2021/22 through to 2023/24 still needing to be delivered. A revised delivery plan is currently being developed and savings delivery is therefore unlikely to be achieved during the remainder of 2023/24, with changes and plans being focussed on delivery from 2024/25 onwards.
- 3.38. The service is also forecasting a recharge income pressure of £0.045m relating to a structural budget issue in respect of Dedicated Schools Grant for School's Admissions Service. This issue will need to be addressed as part of the 2024/25 Budget Setting process.
- 3.39. Delays with recruitment will generate a small temporary positive variance of £0.009m on employee budgets.

#### **Human Resources & Organisational Development - £0.056m adverse variance**

- 3.40. Human Resources & Organisational Development is forecasting an adverse net variance of £0.056m.
- 3.41. Recruitment pressures at the Kennet Day Nursery is restricting the number of spaces for children, with a small adverse income variance of £0.021m. Additionally, a small adverse variance of £0.035m is being experienced across the main Human Resources and Organisational Development budget and is subject to review.

#### **Procurement & Contracts - £0.125m adverse variance**



- 3.42. Procurement & Contracts is forecasting an adverse variance of £0.125m. This includes £0.100m of expenditure pressures relating savings targets that are currently not allocated. Work is underway reviewing the Council's contracts aiming to deliver as much of the £0.200m target as possible, with 50% currently estimated to be at risk.
- 3.43. There is a further small adverse variance of £0.025m across employee and other non-pay budgets.

**Finance - £0.103m adverse variance**

- 3.44. Finance is forecasting an adverse net variance of £0.103m.
- 3.45. Finance is forecasting £0.212m of expenditure pressures relating to efficiency savings from procuring the new finance system. Delays in the system's go-live date have caused the pressures, but the situation is being actively reviewed and a plan is being developed to address it.
- 3.46. Insurance renewal pressures of £0.100m are being experienced following increases with the property policy premiums.
- 3.47. There are additional pressures relating to agency costs of £0.067m within Accounts Payable and Internal Audit.
- 3.48. Revenues and Benefits anticipate being able to over-achieve their income and funding resulting in a positive variance of £0.276m.

**Legal & Democratic Services – £0.215m adverse variance**

- 3.49. Legal & Democratic Services is forecasting an adverse net variance of £0.125m.
- 3.50. The local elections in May 2023 required additional support to facilitate the new Voter Identification requirements resulting in an adverse forecast variance of £0.180m.
- 3.51. Reduced building activity is resulting in a small adverse impact on Land Charges income levels of £0.035m.

**Chief Executive Services - £0.015m adverse variance**

- 3.52. Chief Executive Services is forecasting an adverse net variance of £0.015m at Quarter 1 which is summarised below.

**Table 6. Chief Executive Services Forecast 2023/24**

Service	Budget	Forecast Outturn	Forecast Variance
	£m	£m	£m
Corporate Management Team	0.876	0.896	0.020
Communications	0.668	0.663	(0.005)
<b>Total</b>	<b>1.544</b>	<b>1.599</b>	<b>0.015</b>

- 3.53. The reported variances relate to £0.020m of expenditure pressures within Corporate Management Team budgets relating to job advertising and recruitment costs, partially offset by £0.005m of overachieved income within Communications.

**Children's Services retained by Council – balanced budget**

- 3.54. Children's Services retained by Council is forecasting a balance budget at Quarter 1.

**Table 7. Children's Services retained by Council Forecast 2023/24**

Service	Budget	Forecast Outturn	Forecast Variance
	£m	£m	£m
Children's Services retained by Council	0.838	0.838	0.000
<b>Total</b>	<b>0.838</b>	<b>0.838</b>	<b>0.000</b>

**Children's Services Delivered by Brighter Futures for Children (BFfC) - £5.829m adverse variance**

- 3.55. Brighter Futures for Children's (BFfC) is forecasting an adverse net variance of £5.829m over the 2023/24 Contract Sum at Quarter 1.

**Table 8. Children's Services delivered by BFfC Forecast 2023/24**

Service	Budget	Forecast Outturn	Forecast Variance
	£m	£m	£m
Children's Services delivered by BFfC	51.430	57.259	5.829
<b>Total</b>	<b>51.430</b>	<b>57.259</b>	<b>5.829</b>

- 3.56. BFfC are forecasting £7.175m of unmitigated risks and pressures as follows:
- £3.030m on Social Care Placements;
  - £2.834m on High-Cost Social Care Placements;
  - £0.850 on agency staff;
  - £0.600m on school travel costs;
  - £0.139m of other positive variances.
- 3.57. The following mitigations, totalling £1.346m, are forecast to reduce the total risks and pressures down to £5.829m:
- £0.648m on Social Care Placements;
  - £0.426m on school travel costs;
  - £0.272m on agency staff.
- 3.58. Mitigations totalling £1.000m relating to Social Care High Cost Placements that were originally identified in the BFfC Budget Monitoring Report Period 3 (Appendix 2) are no longer forecast to be viable and have been excluded from the overall forecast.
- 3.59. BFfC have identified potential opportunities totalling £0.725m that could reduce the adverse variance further, however as these are considered to be at high risk of deliver, they have not been included within the overall forecast at this stage.
- 3.60. Further details are included in Appendix 2.

**Corporate Budgets - £7.449m positive variance**

- 3.61. Corporate Budgets are forecasting a positive net variance of £7.449m at Quarter 1 which is summarised below.

Service	Budget	Forecast Outturn	Forecast Variance
	£m	£m	£m
Capital Financing Costs	17.601	15.129	(2.472)
Contingency	4.108	0.000	(4.108)
Other Corporate Budgets	(3.439)	(3.065)	0.374
Movement to/(from) Reserves	6.128	4.885	(1.243)
<b>Total</b>	<b>24.398</b>	<b>16.949</b>	<b>(7.449)</b>

- 3.62. The explanation for these variances is set out below.
- 3.63. Capital Financing Costs is reporting a positive total net variance £2.472m. As a result of the slippage on the Capital Programme reported in the 2022/23 Outturn Report, there is a positive variance of £0.270m relating to the Minimum Revenue Provision (MRP). There is a further positive variance of £2.198m on the interest payable budget which is forecast to arise from a combination of the slippage on the Capital Programme and the Council's strategy of maximising internal borrowing, supported by temporary borrowing where required, in terms of managing the Council's cashflow. Finally, there is a positive variance forecast of £0.004m on the interest receivable budget due to interest rates currently being higher than originally forecast.
- 3.64. The Contingency budget of £4.108m to mitigate against non-delivered in-year savings has not been allocated out to services and therefore contributes a further positive variance.
- 3.65. Other Corporate Budgets is reporting an adverse net variance of £0.374m. This variance includes a forecast pressure of £1.243m relating to current 2023/24 pay award assumptions, which is predominantly offset by positive net variances of £0.869m within Other Corporate Budgets which is mainly due to the forecast release of all other contingencies.
- 3.66. The 2023/24 Budget assumes a total net transfer to reserves of £6.128m. In light of the forecast pressure of £1.243m in respect of the current 2023/24 pay award assumptions outlined above, a drawdown of £1.243m from the Pay & Inflation earmarked reserve is now anticipated, resulting in a positive net variance on Movement to/(from) Reserves of £1.243m.

#### 4. Savings Delivery

- 4.1. 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 2023. Detailed monitoring of agreed savings is tracked on a monthly basis.
- 4.2. The projected financial impact of any non-delivery of savings has been included in the projected outturn position reported above.
- 4.3. A total of £7.401m of savings were delivered in 2022/23. The residual £2.823m have been carried forward for delivery in 2023/24, giving a revised 2023/24 savings target of £8.118m.
- 4.4. The following table summarises the current forecast savings delivery for 2023/24 (a further detailed breakdown by saving is provided in Appendix 1):

**Table 10. General Funds Savings Tracker Summary**

Service	Savings At Risk £m	Savings Delayed or at Risk £m	Savings on Track £m	Savings Achieved £m	Directorate Total £m
Adult Care and Health Services	0.000	(0.108)	(0.353)	0.000	(0.461)
Economic Growth and Neighbourhood Services	(1.433)	(1.691)	(2.616)	0.024	(5.716)
Resources	(0.731)	(0.200)	(0.315)	(0.068)	(1.314)
Chief Executive Services	0.000	0.000	0.000	0.000	0.000
Corporate	(0.266)	0.000	(0.061)	0.000	(0.327)
Children's Services delivered by BFfC	(0.300)	0.000	0.000	0.000	(0.300)
<b>Total</b>	<b>(2.730)</b>	<b>(1.999)</b>	<b>(3.345)</b>	<b>(0.044)</b>	<b>(8.118)</b>

- 4.5. Any savings not delivered in 2023/24 will cause an immediate pressure on 2024/25, unless mitigated with alternative ongoing savings. Delivery of existing savings within the Medium-Term Financial Strategy will also be reviewed as part of the 2024/25 Budget setting and 2024/25-2026/27 Medium-Term Financial Strategy processes over the upcoming months.

## 5. Debt Performance

- 5.1. Total General Fund sundry debt as at the end of Quarter 1 is £7.945m, compared to £8.328m at the end of Quarter 4 last year. In addition to this, the General Fund also has £7.808m of current debt and £0.850m of deferred debt which is not yet considered overdue. A breakdown of this debt by age and directorate is provided in Appendix 1.

## 6. Collection Fund

- 6.1. The following table shows the Council's collection rate of the total annual debit raised for Council Tax and Non-Domestic (Business) Rates as at the end of Quarter 1.
- 6.2. Council Tax collection rates are marginally behind the collection levels at the same point when compared to pre-Covid-19 pandemic rates (2019/20) but are slightly ahead of 2022/23 at the same point last year.
- 6.3. Non-Domestic collection rates are on a par with pre-Covid-19 pandemic rates (2019/20) but behind 2022/23 collection rates at the same point last year. This will continue to be monitored but current expectations are that this position will improve in the coming months.

**Table 11. Collection Fund Collection Rates**

	2019/20	2020/21	2021/22	2022/23	2023/24	Comparison to 2022/23	Comparison to 2019/20
	%	%	%	%	%	%	%
Council Tax	28.65	28.23	28.56	28.31	<b>28.52</b>	0.21	(0.13)
Non-Domestic Rates	28.07	24.66	24.00	29.05	<b>28.06</b>	(0.99)	(0.01)

## 7. General Fund - Capital Programme

- 7.1. The General Fund Capital Programme for 2023/24 has an approved budget of £134.209m. The following amendments are requested to be formally approved which would result in a revised Capital Programme budget of £107.178m. These amendments are set out on an individual scheme basis in Appendix 3.
- 7.2. Against the proposed revised budget of £107.178m there is a forecast positive net variance of £0.728m. This variance relates entirely to the Delivery Fund as set out in paragraph 8.2. There is a potential adverse variance on the Re-procurement/Re-implementation of Finance System scheme which is currently being reviewed and the position will be confirmed as part of the Quarter 2 Performance and Monitoring Report.

**Table 12. General Fund Capital Programme Amendments**

<b>General Fund Capital Programme</b>	<b>£m</b>
<b>Revised Approved Budget 2023/24</b>	<b>134.209</b>
Budget Movements Between Schemes	0.000
Additional Budgets added to the Programme - Funded by Grants & Contributions	3.129
Additional Budgets requested to be added to the Programme - Funded by Capital Receipts, Revenue Contributions and Borrowing	3.753
Reduced Budgets - Completed Schemes & Other carry forward budget adjustments	(0.030)
Budgets reprogrammed (to)/from Future Years	(33.883)
<b>Proposed Revised Budget Quarter 1 2023/24</b>	<b>107.178</b>

- 7.3. An exercise to rationalise the number of lines in the Capital Programme has taken place during Quarter 1. This particularly impacts on schemes within Environmental & Commercial Services and Property & Asset Management. The net movement of budget between schemes is nil (as set out in Appendix 3).
- 7.4. A total of £3.129m of additional budgets across five schemes (as set out in Appendix 3) that are fully funded by grants and contributions are requested to be formally added into the Capital Programme. This includes:
- £1.275m for Active Travel Tranches 2-4 schemes;
  - £0.527m for Reading West Station;
  - £0.954m for SEN High Needs Provision Capital Allocations;
  - £0.373m for other schemes.
- 7.5. A total of £3.753m of additional budgets funded by contributions from reserves are requested to be formally added into the Capital Programme for the following two schemes:
- An increase to the Vehicle Replacement scheme budget of £3.653m to funded from the Capital Finance Smoothing Reserve. This scheme was identified as part of 2023/24 budget setting as being unable to proceed further until funding was identified. This is utilising the increase in the Capital Finance Smoothing Reserve that was approved as part of the 2022/23 Performance Report which was previously earmarked to fund this scheme;
  - An increase to the Democratic Hybrid AV scheme budget of £0.100m due to increased costs which is to be funded from the IT Reserve.

- 7.6. A total of £0.030m of budget reductions/adjustments across three schemes are requested to be formally approved as set out in Appendix 3.
- 7.7. A net total of £33.883m of budgets are requested to be reprogrammed from 2023/24 into future years of the Capital Programme as set out in Appendix 3. This includes:
- £3.508m for the Co-located Profound and Multiple Learning Disabilities Day Opportunities and Respite Facility and Sheltered Housing Flats scheme to reflect the revised expenditure projections for the current year;
  - £1.404m for the Active Travel Tranche 3 scheme due to re-scheduling of the programme;
  - £5.543m for Bus Service Improvement and South Reading MRT (Phases 5 & 6) schemes due to partial delays to the programme of works as agreed with partners;
  - £3.355m for Provision of Gypsy & Traveller Accommodation to reflect the revised expenditure projections for the current year;
  - £1.534m for Reading Football Club Social Inclusion Unit to South Reading Leisure Centre (SRLC). This scheme is now expected to begin in 2024/25 once the s106 funding becomes due and has been received;
  - £1.500m for Annual Bridges and Carriage Way Works/Highways Infrastructure Works to reflect the revised expenditure projections for the current year;
  - £8.800m for Maintenance & Enhancement of Council Properties. This scheme is currently on hold pending the identification of funding. There is currently no plan to refurbish any Commercial Properties in the current year;
  - £2.004m for Regeneration Projects to reflect the revised expenditure projections for the current year;
  - £1.141m for Burial Land Acquisition as no expenditure is currently planned to be incurred this financial year;
  - £2.000m for Minster Quarter – Brownfield Land Grant element as the developer is not expected to start on site until 2024/25;
  - £3.094m of net re-programming between years across all other schemes.
- 7.8. It is requested the following capital schemes are given scheme and spend approval as they will be funded from grants, Community Infrastructure Levy (CIL) and/or S106 contributions.

**Table 13. Capital Programme Scheme & Spend Approval Requests**

<b>Scheme</b>	<b>Budget</b>
	<b>£m</b>
Active Travel Tranche 4	0.075
Shared Prosperity Fund	0.234
<b>Total</b>	<b>0.309</b>

- 7.9. It is requested that the following schemes are given spend approval. The Park Lane scheme is fully grant funded whilst the two Levelling Up schemes are primarily grant funded with match funding contributions already existing within the approved Capital Programme.

**Table 14. Capital Programme Spend Approval Requests**

Scheme	2023/24 Budget	Total Scheme Budget
	£m	£m
Park Lane Primary School Annexe Replacement	2.500	2.500
Levelling Up Delivery Plan - New performance space at the Hexagon Theatre	3.245	13.700
Levelling Up Delivery Plan - New Reading Library at the Civic Centre	1.603	8.600
<b>Total</b>	<b>7.348</b>	<b>24.800</b>

## 8. Delivery Fund

- 8.1. Costs of service transformation and the delivery of future ongoing savings are able to be charged to capital (and financed from new capital receipts) due to the introduction of the Flexible Capital Receipts Regulations. These regulations are currently due to end at 31<sup>st</sup> March 2025.
- 8.2. There is a total £4.595m Delivery Fund available for 2023/24 (inclusive of 2022/23 approved carry forwards). At Quarter 1, £3.753m of this funding has been allocated out to approved schemes, leaving £0.842m available to be allocated. At Quarter 1, the forecast spend is £3.867m, which represents an adverse net variance against approved allocations of £0.114m. The overall forecast positive net variance is therefore £0.728m.

## 9. Housing Revenue Account - Revenue

- 9.1. The approved Housing Revenue Account budget assumed a drawdown from HRA reserves of £2.499m. At Quarter 1 the forecast revenue outturn position for the HRA is a positive net variance of £0.661m. Therefore, a drawdown from HRA Reserves is forecast of £1.838m rather than the originally budgeted £2.499m. The breakdown of the net variance is set out in the following table and explained below.

**Table 15. Housing Revenue Account Forecast 2023/24**

	Budget £m	Forecast Outturn £m	Forecast Variance £m
Management & Supervision	8.796	8.644	(0.152)
Special Services	4.404	3.918	(0.486)
Provision for Bad Debts	0.405	0.405	0.000
Responsive Repairs	4.144	4.144	0.000
Planned Maintenance	3.488	3.488	0.000
Major Repairs/Depreciation	12.871	14.649	1.778
Debt Costs	7.148	6.526	(0.622)
PFI Costs	7.975	7.739	(0.236)
Revenue Contribution to Capital	0.000	0.000	0.000
HRA Income	(46.731)	(47.675)	(0.944)
<b>Over/(Under) Budget</b>	<b>2.499</b>	<b>1.838</b>	<b>(0.661)</b>
<b>Movement to/(from) HRA Reserves</b>	<b>(2.499)</b>	<b>(1.838)</b>	<b>0.661</b>

- 9.2. Within Management and Supervision, there is a net positive variance of £0.152m which primarily relates to increased income due to increased rechargeable repairs and grants. These are offset by smaller adverse variances on staffing and running costs.
- 9.3. Within Special Services, there are a number of vacant posts leading to a current projected positive variance on salary budgets of £0.062m. Furthermore, there is an additional positive variance of £0.402m in respect of sheltered housing rents and Right-to-Buy



housing association charges and an additional positive variance on running costs of £0.022m.

- 9.4. Recruitment attempts to fill the aforementioned vacancies are ongoing with some recent success in some roles following a series of unsuccessful rounds of recruitment.
- 9.5. Major Repairs/Depreciation is currently forecast to be an adverse variance of £1.778m. This directly relates to the higher external valuation figures seen within the HRA over the past few years, Depreciation is set based on the prior year valuation level. Unlike the General Fund depreciation is a real charge to the HRA however any increase in the level of depreciation is moved to the Major Repairs Fund and is available to be used on Capital expenditure.
- 9.6. Debt costs are lower than budgeted by £0.622m due to less borrowing currently being required within the HRA to meet its capital expenditure.
- 9.7. HRA Income is forecasting a positive net variance of £0.944m. Dwelling rents and Service Charges are currently projected to be underachieving on the budget by a total of £0.589m (1.4% less than budget). These are due to a delay in the completion of HRA capital schemes resulting in less housing available to be rented. In addition, there is a £0.067m underachievement forecast on Other Income relating to Wayleaves and rechargeable repairs income. Interest income is forecast to overachieve by £1.600m due to a combination of the increases in the Bank of England base rate compared to the assumptions in the HRA Business Plan and as the HRA has a high level of reserve balances, it takes a high share of the Council's overall interest income.

## 10. Housing Revenue Account - Capital Programme

- 10.1. The HRA Capital Programme for 2023/24 has an approved budget of £55.894m. The following amendments are requested to be formally approved which would result in a revised HRA Capital Programme budget of £36.442m. These amendments are set out on an individual scheme basis in Appendix 3.

**Table 16. HRA Capital Programme Amendments**

HRA Capital Programme	£m
<b>Revised Approved Budget 2023/24</b>	<b>55.894</b>
Budget Movements Between Schemes	0.000
Additional Budgets added to the Programme - Funded by Grants & Contributions	0.000
Additional Budgets requested to be added to the Programme - Funded by Capital Receipts, Revenue Contributions and Borrowing	0.000
Reduced Budgets - Completed Schemes & Other carry forward budget adjustments	0.000
Budgets reprogrammed (to)/from Future Years	(19.452)
<b>Proposed Revised Budget Quarter 1 2023/24</b>	<b>36.442</b>

- 10.2. A net total of £19.452m of budgets are requested to be reprogrammed from 2023/24 into future years of the Capital Programme as set out in Appendix 3. This includes:
  - £3.811m for the Major Repairs – Existing Homes Renewal scheme to reflect the revised expenditure projections for the current year;
  - £5.310m for the Major Repairs – Zero Carbon Retrofit Works scheme to reflect the revised expenditure projections for the current year;



- £11.080m for the Local Authority New Build Programme for Older People and Vulnerable Adults scheme to reflect the revised expenditure projections for the current year.

## **11. Corporate Plan Performance**

### **Summary**

- 11.1. This section of the Performance Report sets out progress against the Performance Measures and Projects included in the Council's Corporate Plan "Investing in Reading's Future".
- 11.2. A three-year Corporate Plan for the period 2022/23-2024/25 was published in March 2022, and an annual update published in March 2023.
- 11.3. The Corporate Plan sets out the Council's vision "To help Reading realise its potential and to ensure that everyone who lives and works here can share the benefits of its success." and three priority themes of:
  - Healthy Environment
  - Thriving Neighbourhoods
  - Inclusive Economy
- 11.4. These themes are supported by the strong Foundations of effective service delivery, improvement and transformation needed to ensure the effective delivery of the ambitious programme set out in the Corporate Plan.
- 11.5. The updated Corporate Plan includes 57 performance measures and 481 key projects and initiatives which underpin delivery of the Council's vision and priorities. The refreshed suite of Performance measures and the progress of projects and initiatives will be reported on a quarterly basis from April 2023. This performance update focuses on the 26 performance measures updated quarterly; the remaining 31 measures are updated annually and will be reported on after March 2024.
- 11.6. The following sections set out performance against the key measures and projects published in the Council's Corporate Plan and specifically detail:
  - Measures where there has been a significant POSITIVE shift in performance since the last relevant reporting period.
  - Measures where there has been a significant NEGATIVE shift in performance since the last relevant reporting period.
  - Measures where performance against target is RED (variance is > 10% of target)
  - Projects and initiatives where status is reported as RED.
- 11.7. For each of these the explanation and any action being taken to get back to green by the service is included.
- 11.8. The full list of Performance Measures is attached as Appendix 4 and Projects and Initiatives as Appendix 5.
- 11.9. The table below provides a summary of the status of these at the end of Quarter 1 2023/24:

**Table 17. Performance Overview**

What	Status		
	Green	Amber	Red
Key Measures	50%	23%	27%
Key Projects	52%	46%	2%

**Corporate Plan Measures**

- 11.10. The tables and charts below display an overview of the shifts in performance for the Corporate Plan measures between Q4 and Q1 for the quarterly measures; direction of travel is not reported for the annual measures. The following table, shows a summary of the direction of travel measures where performance is getting better, remains the same or is getting worse compared to the previous quarter:

**Table 18. Summary of Direction of Travel**

Status	Q2-Q3	Q3-Q4	Q4 – Q1	
	%	%	%	No. of measures
Getting Better	56	70	38	10
Unchanged	11	11	8	2
Getting Worse	29	19	50	13
N/A – No Target / Comparison	4	0	4	1
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>26</b>

- 11.11. The following table shows performance against the target (red/amber/green) for all the measures, including the annual measures:

**Table 19. Summary of Performance against Target**

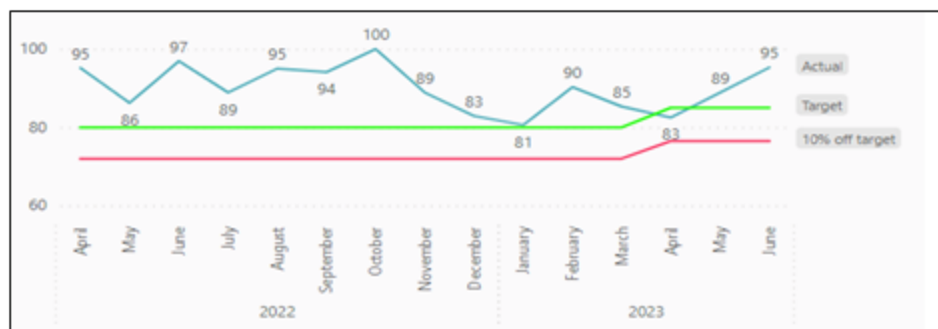
Status	Q2		Q3		Q4		Q1	
	No.	%	No.	%	No.	%	No.	%
Green	15	54	19	70	41	72	13	50
Amber	8	29	4	15	9	16	6	23
Red	4	14	4	15	7	10	7	27
N/A – No Target / Comparison	1	3	0	0	1	2	0	0
<b>Total</b>	<b>28</b>	<b>100</b>	<b>27</b>	<b>100</b>	<b>58</b>	<b>100</b>	<b>26</b>	<b>100</b>

- 11.12. The following table details measures where there has been significant change since the previous period:

**Table 20. Measure Showing Significant Change Since Previous Period**

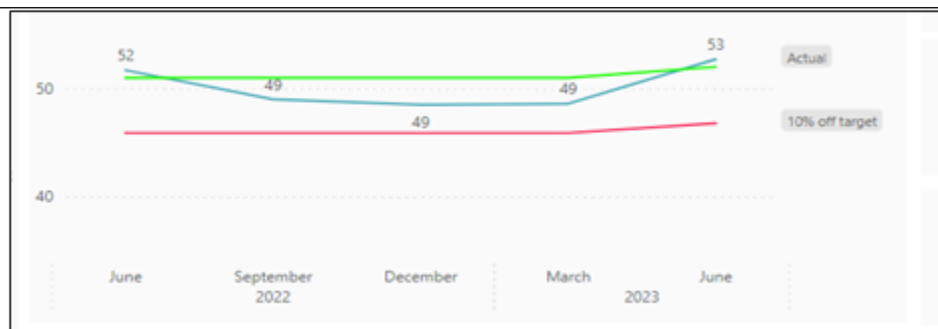
**Measures showing significant change since previous period - Positive**

Older People (65+) who were still at home 91 days after discharge from hospital into reablement.



Q4 2022/23	Q1 2023/24	Target	Comments
85%	95.3%	85%	The service continues to deliver good outcomes and performance is currently exceeding target.

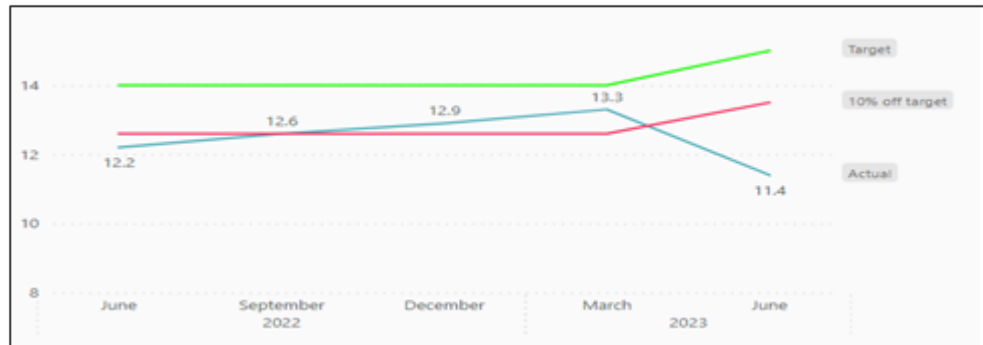
Percentage total household waste recycled



Q4 2022/23	Q1 2023/24	Target	Comments
49%	52.7%	52%	The provisional recycling rate for Qtr1 2023/24 is 52.7%. This compares to 51.7% last year. In particular we have seen higher tonnages at the recycling centre (where recycling rates are higher) and more garden waste tonnes

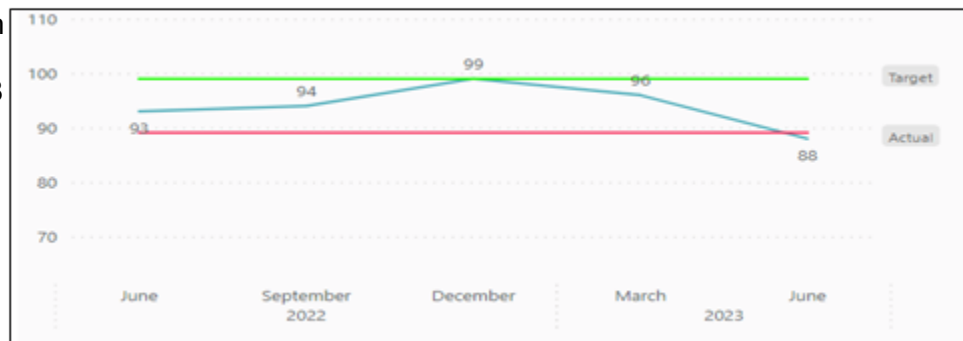
## Measures showing significant change since previous period – Negative

Food waste recycled (percentage of household waste)



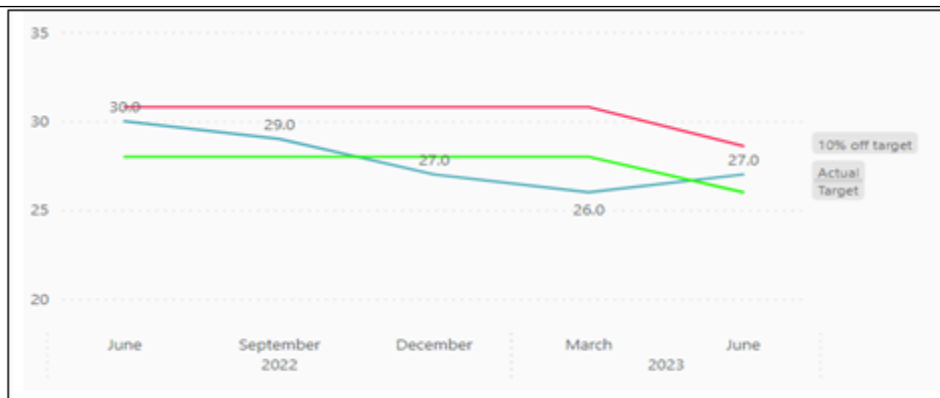
Q4 2022/23	Q1 2023/24	Target	Comments
13.3	11.4%	15%	<p>Lower food waste tonnes compared to the same period last year could be the result of residents having become more aware of the amount of food they were wasting, which would be a positive outcome. Increased financial pressures may also be causing residents to waste less food. However, we are also aware that some food waste is present in the residual waste, and we need to capture this for recycling.</p> <p><i>(As set out in paragraph 3.28, Food Waste tonnages are currently 20% lower than budgeted, however Total Waste tonnages are 3% higher than budgeted overall).</i></p>

Percentage of actionable (40mm depth) potholes repaired within 28 days.



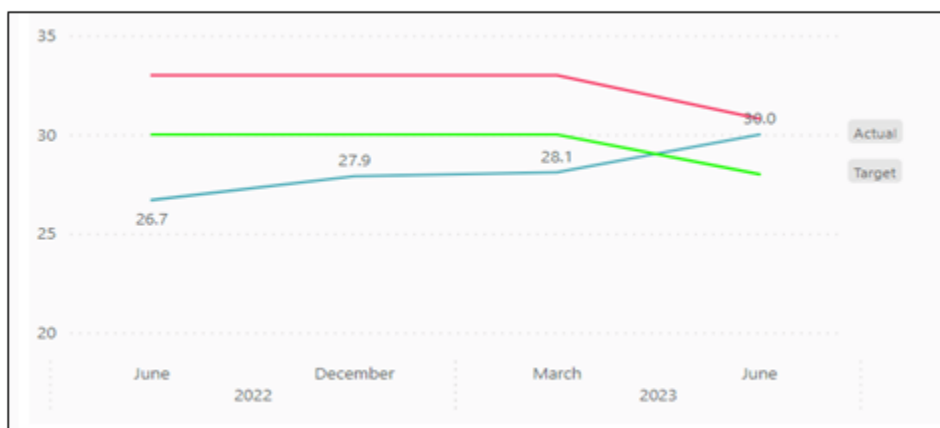
Q4 2022/23	Q1 2023/24	Target	Comments
96%	88%	99%	<p>There was an issue with the Asset Management System (WDM) not exporting the data - this has been resolved but caused a small amount to go out of date during April. April figure 69% due to system issues, now resolved. May &amp; June figures over 97% (giving an average of 88% for Q1).</p>

Percentage of children in care living more than 20 miles from Reading



Q4 2022/23	Q1 2023/24	Target	Comments
26%	27%	26%	Proactive action taken to address the challenge of local place sufficiency (a challenge that Local Authorities across England are experiencing) is beginning to evidence impact, with more children being initially placed in or returning to placements in Reading. A reduction in the overall number of children coming into care means that the number of children who became looked after some years ago and are settled with long term carers beyond 20 miles continues to have a high proportionate impact on this indicator.

Youth re-offending rate



Q4 2022/23	Q1 2023/24	Target	Comments
28.1	30%	28%	Reading's reoffending rate of 30% is lower than the national rate 31.6 but has now risen to a level slightly above the South-East rate 27.8% and for the first time considerably above the PCC area rate 25.4%. Any positive reoffending rate is an indication of effective casework, though the shortened gap with comparators is an area to monitor as other areas are evidencing increased performance. The latest data is for the period Apr 20 to Mar 2021

**Measures showing significant change since previous period - performance against target is red**

	Q4 2022/23	Q1 2023/24	Target	
<b>Percentage of service users in receipt of Adult Social Care Direct Payments</b>	<b>21.3%</b>	<b>21.75%</b>	<b>25%</b>	<b>A Direct Payment set-up function has been established (one DP Officer post) to encourage usage of Direct Payments and support staff with the process.</b>
Cumulative reduction in crime	Not reported	0%	7%	Data adjusted by Data Provider, Iquanta, following verification process. This now reflects a significant increase in crime reports against the 2020/21 base line for Q1. Narrative to reviewed by the Community Safety Partnership Reducing Crime Delivery Group when it starts. March Data has not yet been released, therefore Q4 cannot be updated.
Number of self-service transactions via My Account self-service	26,507	21,544	25,000	Improvements to the UX framework i.e. pattern library, has resulted in a steady increase in self-service submissions across <a href="http://www.reading.gov.uk">www.reading.gov.uk</a> . Despite monthly variation which may at least partly be due to seasonal demand, a year on year increase of 31% shows that this improvement is ahead of natural digital adoption. This reflects the increase in the usability of the website and the improvements made have made a significant positive impact on the functionality of the website.
Number of stop smoking service users, who have set a date to stop smoking and are still not smoking 4 weeks later, that are routine and manual workers	39	40	45	Due to the lag in the stop smoking service data, the number of 4-week quits in Q4 is now confirmed (Q4 22-23 = 39). The Q1 number is a provisional estimate only.
<b>Percentage of people with a learning disability in paid employment</b>	<b>4.48%</b>	<b>4.94%</b>	<b>5.5%</b>	<b>This KPI remains a high priority in the Transition and SEND groups, proactive work is being undertaken with the Elevate and New Direction College to target residents with LD.</b>
Food waste recycled (percentage of household waste)	13.3%	11.4%	15%	Lower food waste tonnes compared to the same period last year could be the result of residents having become more aware of the amount of food they were wasting, which

				would be a positive outcome. Increased financial pressures may also be causing residents to waste less food. However, we are also aware that some food waste is present in the residual waste, and we need to capture this for recycling
Percentage of actionable (40mm depth) potholes repaired within 28 days.	96%	88%	99%	There was an issue with the Asset Management System (WDM) not exporting the data - this has been resolved but caused a small amount to go out of date during April. April figure 69% due to system issues, now resolved. May & June figures over 97% (giving an average of 88% for Q1)

11.13. The measures highlighted in bold in the table above were also reported red at the end of Quarter 4 2022/23. The other 4 red measures at the end of Quarter 4 are reported annually.

### **Corporate Plan Projects**

11.14. The RAG status for the Corporate Plan projects is shown below:

**Table 21. Summary RAG Status Corporate Plan Projects**

Status	Q2	Q3	Q4	Q1	
	%	%	%	%	No.
Green	58	56	67	52	25
Amber	40	38	31	46	22
Red	2	6	2	2	1
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>48</b>

11.15. The Corporate Plan Project with red status this quarter is listed below:

**Table 22. Corporate Plan Projects with Red Status**

Project	Comments
Review and expansion of the Community Reablement Team to maximise people's independence.	The Provider Services restructure will begin consultation in August, leading to changes as part of the operational improvement plan. Project was 'red' due to being paused while improvement plan developed.

## **12. Contribution to Strategic Aims**

- 12.1. Full details of the Council's Corporate Plan and the projects which will deliver these priorities are published on the [Council's website](#). These priorities and the Corporate Plan demonstrate how the Council meets its legal obligation to be efficient, effective, and economical.
- 12.2. Delivery of the Council's budget is essential to ensuring the Council meets its strategic aims and remains financially sustainable going forward.

### **13. Environmental and Climate Implications**

- 13.1. The Council declared a Climate Emergency at its meeting on 26 February 2019 (Minute 48 refers), with the intention of achieving a carbon neutral Reading by 2030. The Council endorsed the Reading Climate Emergency Strategy 2020-25 and its vision for a 'net zero, resilient Reading by 2030' in November 2020. At the same time, it adopted a new corporate Carbon Plan for the Council's own operations, including the target of an 85% cut in Council emissions by 2025 enroute to net zero by 2030. The Council's Corporate Plan monitors progress in reducing the carbon footprint of both the Borough and the Council.
- 13.2. There are no specific environmental and climate implications to report in relation to the recommendations set out in this report.

### **14. Community Engagement**

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

### **15. Equality Implications**

- 15.1. The equality duty is relevant to the development of the Budget. 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.

### **16. Other Relevant Considerations**

- 16.1. There are none.

### **17. Legal Implications**

- 17.1. 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.

### **18. Financial Implications**

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

### **19. Timetable for Implementation**

- 19.1. Not applicable.

### **20. Background Papers**

- 20.1. There are none.



## **Appendices**

- 1. General Fund Revenue Financial Monitoring & Performance Quarter 1 (2023/24)**
- 2. Brighter Futures for Children (BFfC) Budget Monitoring Report Period 3 (2023/24)**
- 3. Capital Programme Quarter 1 (2023/24)**
- 4. Corporate Plan Performance Measures (Monthly & Quarterly) Quarter 1 (2023/24)**
- 5. Corporate Plan Projects and Initiatives Quarter 1 (2023/24)**

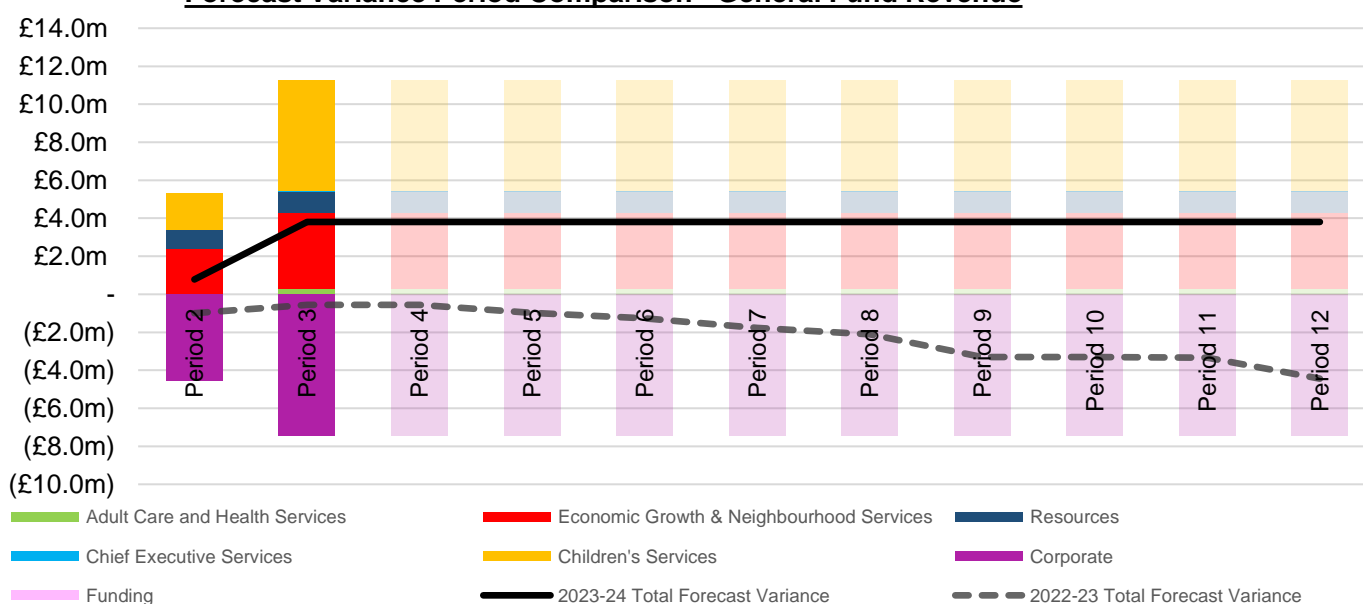
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## Appendix 1 - Financial Monitoring and Performance

### General Fund Revenue

	Budget	Forecast Outturn	Variance
	£m	£m	£m
Adult Care and Health Services	48.315	48.603	0.288
Economic Growth and Neighbourhood Services	19.580	23.561	3.981
Resources	18.306	19.448	1.142
Chief Executive Services	1.544	1.559	0.015
Children's Services delivered by BFfC	52.268	58.097	5.829
<b>Total Service Expenditure</b>	<b>140.013</b>	<b>151.268</b>	<b>11.255</b>
Capital Financing	17.601	15.129	(2.472)
Contingencies	4.108	0.000	(4.108)
Other Corporate Budgets	(3.439)	(3.065)	0.374
Movement in Reserves	6.128	4.885	(1.243)
<b>Total Corporate Budgets</b>	<b>24.398</b>	<b>16.949</b>	<b>(7.449)</b>
<b>Net Budget Requirement</b>	<b>164.411</b>	<b>168.217</b>	<b>3.806</b>
<b>Financed by:</b>			
Council Tax Income	(111.086)	(111.086)	0.000
NNDR Local Share	(28.489)	(28.489)	0.000
New Homes Bonus	(1.453)	(1.453)	0.000
Section 31 Grant	(15.183)	(15.183)	0.000
Revenue Support Grant	(2.487)	(2.487)	0.000
Other Government Grants	(1.498)	(1.498)	0.000
One-off Collection Fund Surplus	(4.215)	(4.215)	0.000
<b>Total Funding</b>	<b>(164.411)</b>	<b>(164.411)</b>	<b>0.000</b>
<b>(Positive)/Adverse Variance</b>	<b>0.000</b>	<b>3.806</b>	<b>3.806</b>

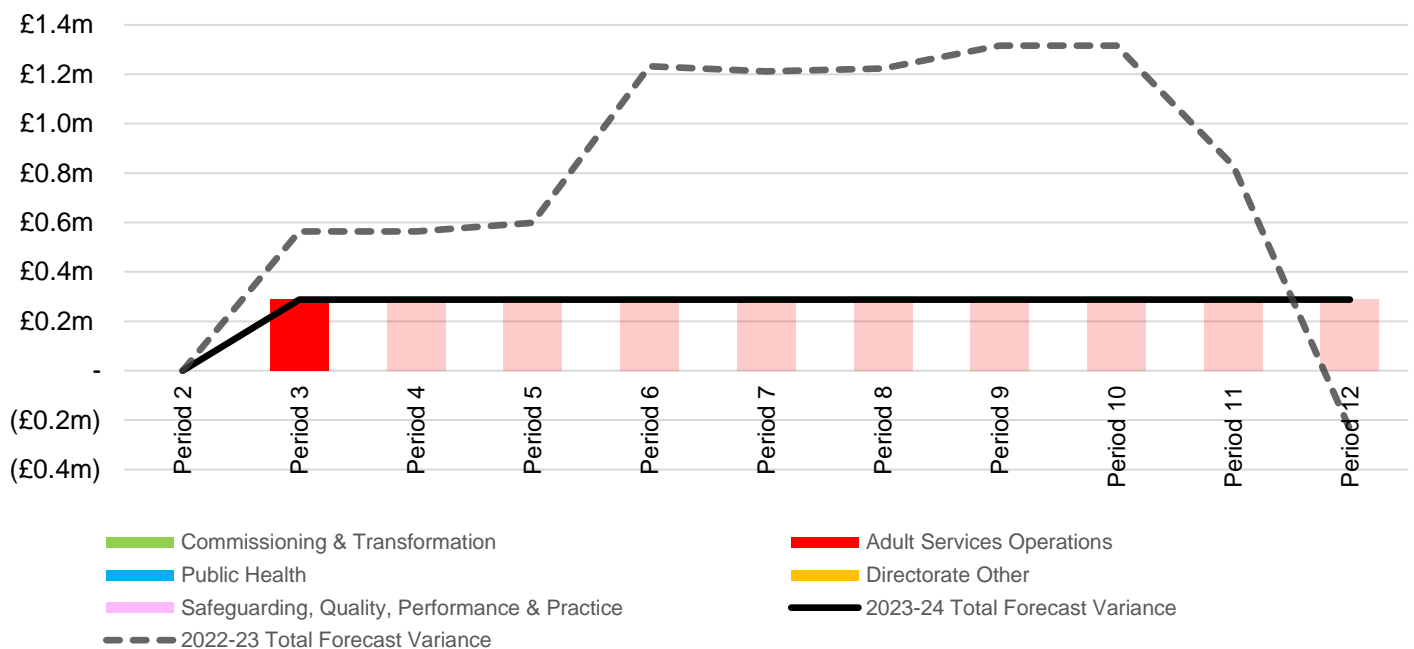
### Forecast Variance Period Comparison - General Fund Revenue



## Directorate of Adult Care and Health Services

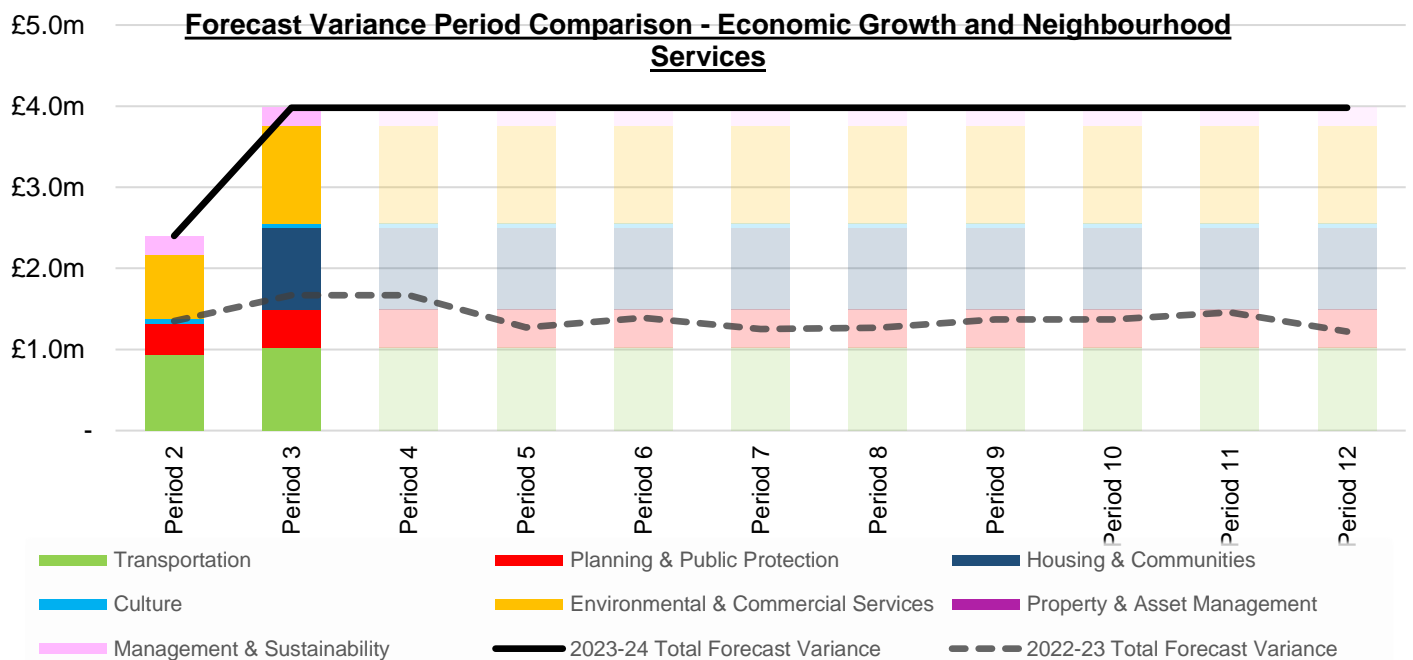
	Budget	Forecast Outturn	Variance
	£m	£m	£m
Commissioning & Transformation	2.148	2.148	0.000
Adult Services Operations	44.246	44.534	0.288
Public Health	0.000	0.000	0.000
Directorate Other	0.523	0.523	0.000
Safeguarding, Quality, Performance & Practice	1.399	1.399	0.000
<b>Net Total Cost</b>	<b>48.315</b>	<b>48.603</b>	<b>0.288</b>
Total Expenditure	79.012	79.300	0.288
Total Income	(30.697)	(30.697)	0.000
<b>Net Total Cost</b>	<b>48.315</b>	<b>48.603</b>	<b>0.288</b>

**Forecast Variance Period Comparison - Adult Care and Health Services**



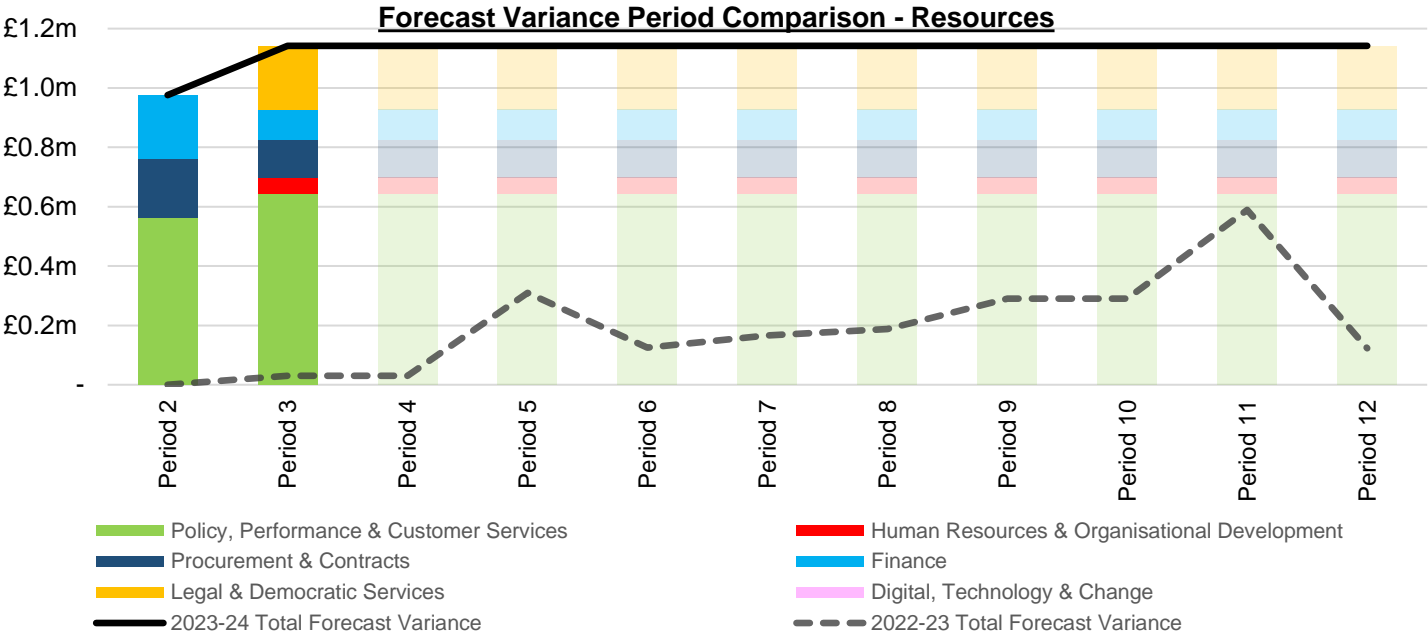
## Directorate of Economic Growth and Neighbourhood Services

	Budget	Forecast Outturn	Variance
	£m	£m	£m
Transportation	(2.715)	(1.690)	1.025
Planning & Public Protection	3.137	3.607	0.471
Housing & Communities	1.900	2.900	1.000
Culture	3.050	3.110	0.060
Environmental & Commercial Services	16.775	17.975	1.200
Property & Asset Management	(3.152)	(3.152)	0.000
Management & Sustainability	0.585	0.810	0.225
<b>Net Total Cost</b>	<b>19.580</b>	<b>23.561</b>	<b>3.981</b>
Total Expenditure	101.873	104.688	2.815
Total Income	(82.293)	(81.127)	1.166
<b>Net Total Cost</b>	<b>19.580</b>	<b>23.561</b>	<b>3.981</b>



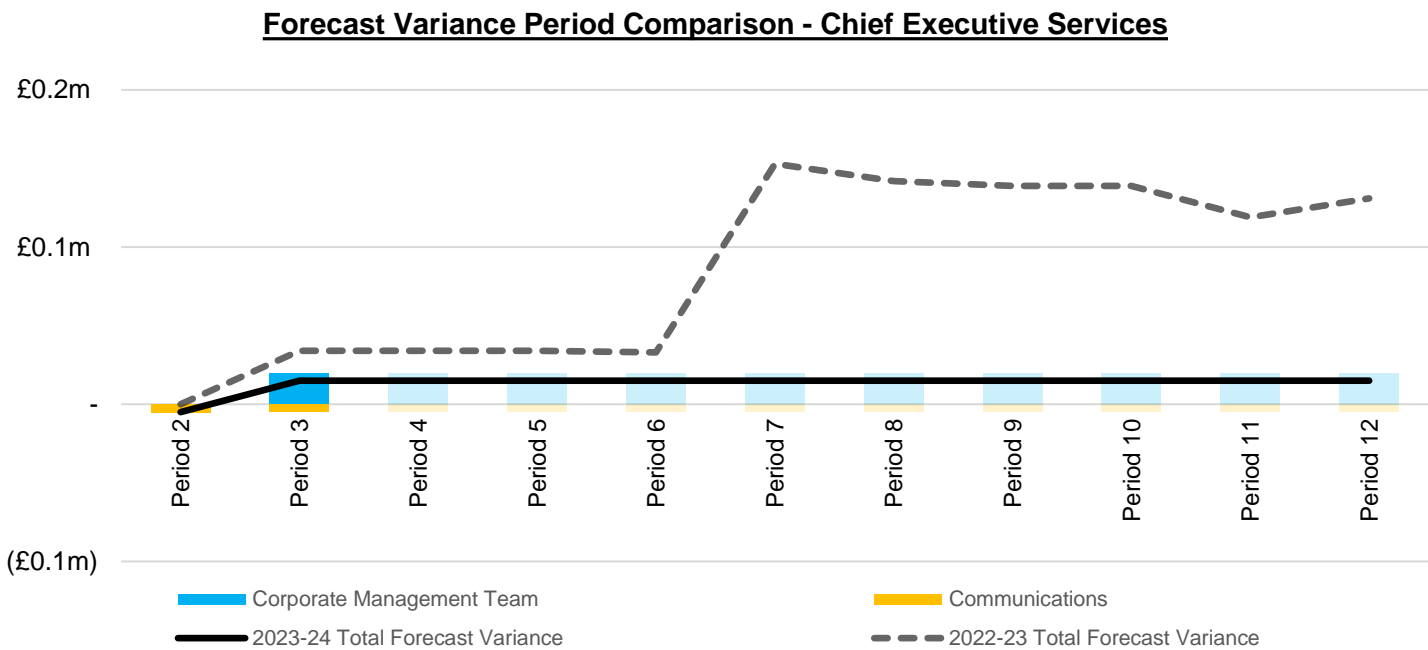
Directorate of Resources

	Budget	Forecast Outturn	Variance
	£m	£m	£m
Policy, Performance & Customer Services	2.484	3.127	0.643
Human Resources & Organisational Development	1.879	1.935	0.056
Procurement & Contracts	0.383	0.508	0.125
Finance	4.352	4.455	0.103
Legal & Democratic Services	2.770	2.985	0.215
Digital, Technology & Change	6.438	6.438	0.000
Net Total Cost	18.306	19.448	1.142
Total Expenditure	38.345	39.707	1.362
Total Income	(20.039)	(20.259)	(0.220)
Net Total Cost	18.306	19.448	1.142



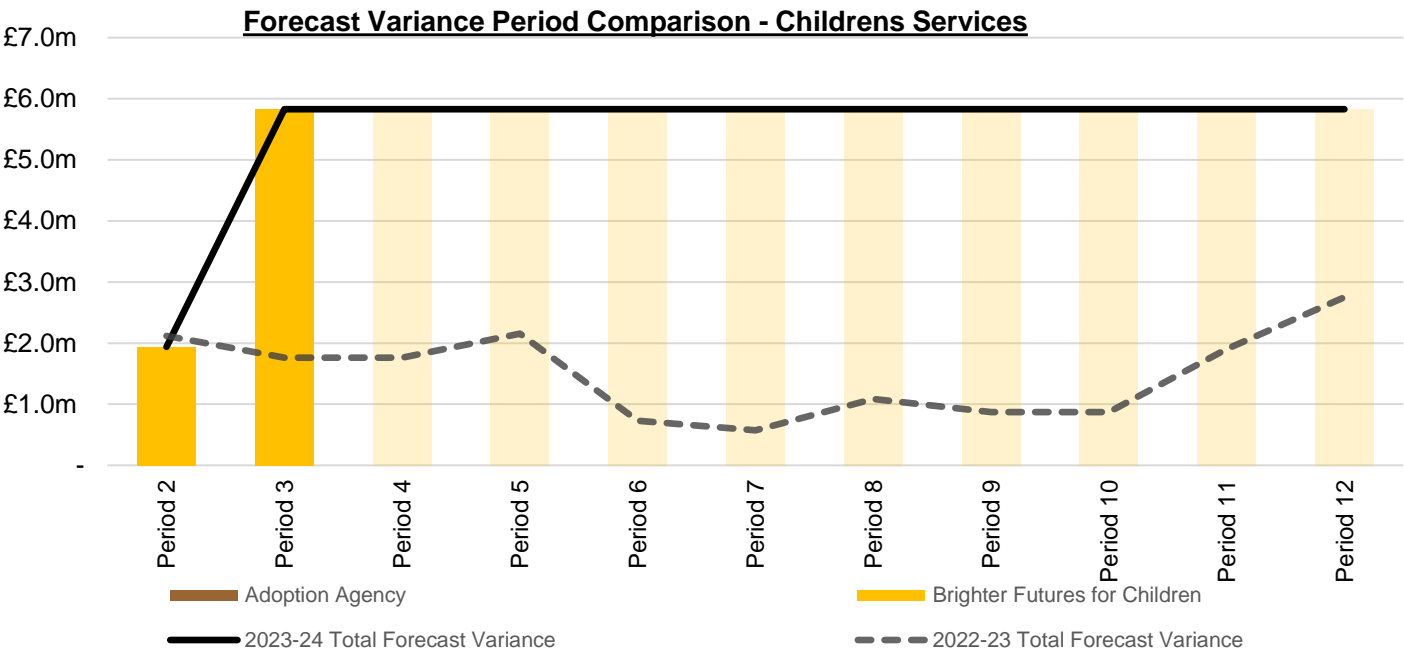
Chief Executive Services

	Budget	Forecast Outturn	Variance
	£m	£m	£m
Corporate Management Team	0.876	0.896	0.020
Communications	0.668	0.663	(0.005)
Net Total Cost	1.544	1.559	0.015
Total Expenditure	7.887	7.907	0.020
Total Income	(6.344)	(6.349)	(0.005)
Net Total Cost	1.544	1.559	0.015



Childrens Services

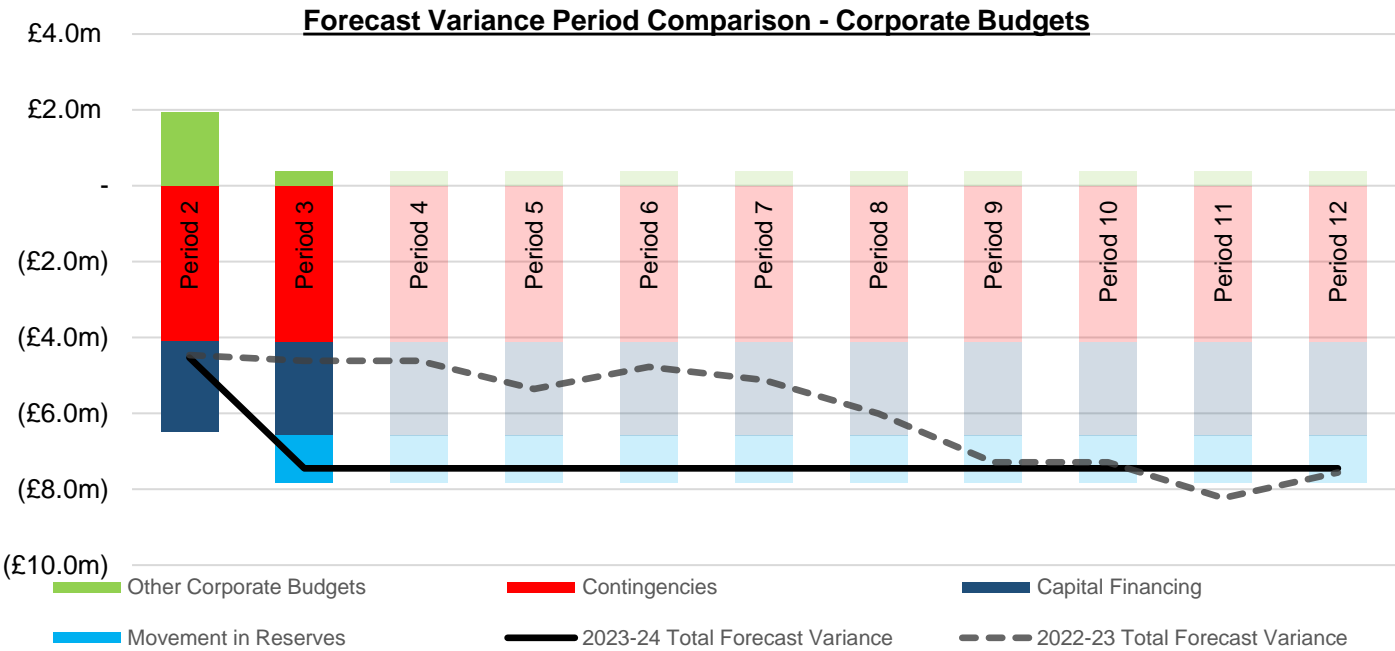
	Budget	Forecast Outturn	Variance
	£m	£m	£m
Adoption Agency	0.838	0.838	0.000
Brighter Futures for Children	51.430	57.259	5.829
Net Total Cost	52.268	58.097	5.829
Total Expenditure	125.640	131.680	6.040
Total Income	(73.372)	(73.583)	(0.211)
Net Total Cost	52.268	58.097	5.829





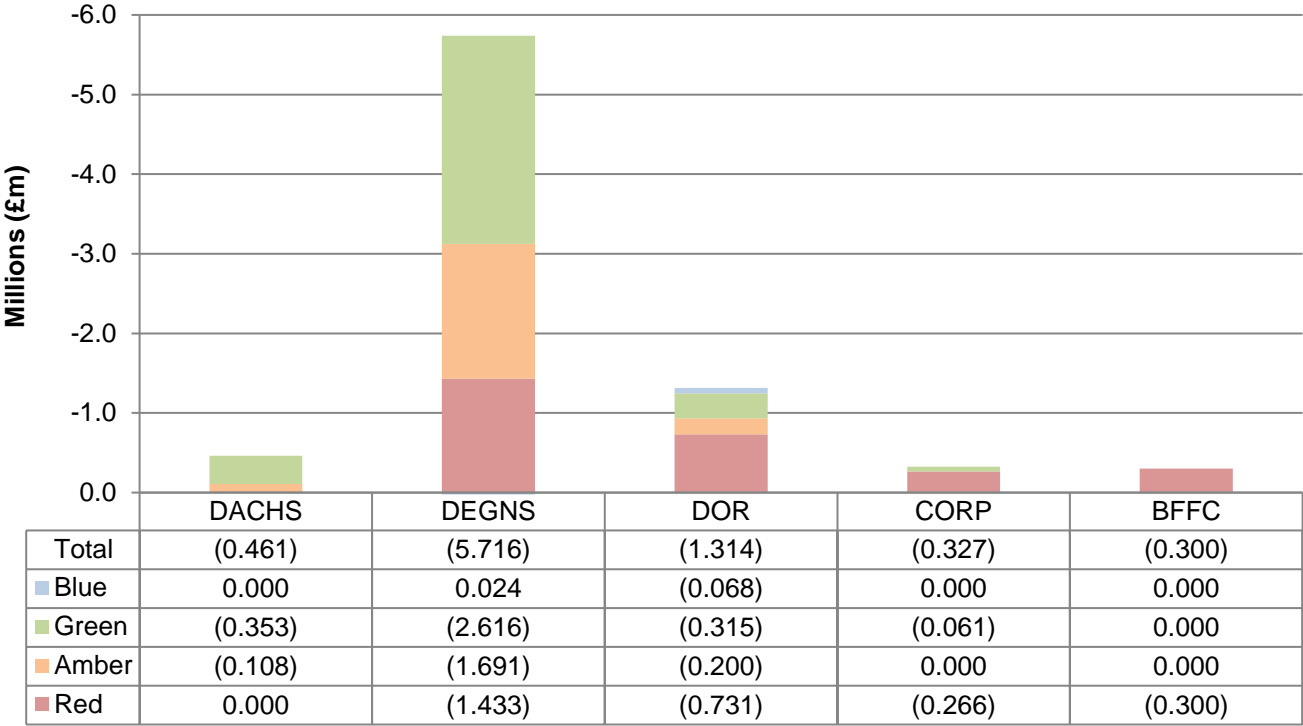
Corporate Budgets

	Budget	Forecast Outturn	Variance
	£m	£m	£m
Capital Financing	17.601	15.129	(2.472)
Contingencies	4.108	(0.000)	(4.108)
Other Corporate Budgets	(3.439)	(3.065)	0.374
Movement in Reserves	6.128	4.885	(1.243)
Net Total Cost	24.398	16.949	(7.449)
Total Expenditure	102.755	96.486	(6.269)
Total Income	(78.357)	(79.537)	(1.180)
Net Total Cost	24.398	16.949	(7.449)



**Savings Delivery**

**Savings Forecast per Directorate**



## List of Individual Savings Schemes

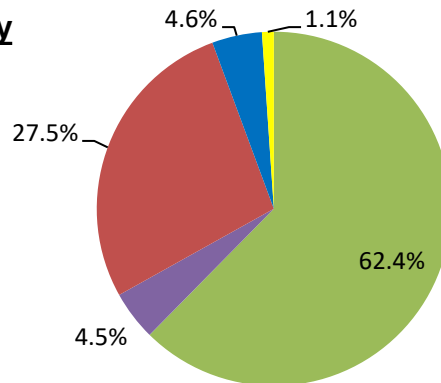
Service Area	Description	Red £000s	Amber £000s	Green £000s	Blue £000s	Total £000s
Adult Services Operations	TEC: Promoting the use of Assistive Technology	0	0	(78)	0	(78)
Adult Services Operations	Efficiency savings secured through Public Health re-procurement	0	0	(50)	0	(50)
Adult Services Operations	Development of an Accommodation Pathway for Vulnerable Working Age Adults	0	0	(25)	0	(25)
Adult Services Operations	Continuing Healthcare / Joint Funding	0	0	(200)	0	(200)
Adult Services Operations	Increase in Extra Care Income	0	(108)	0	0	(108)
<b>Total Directorate of Adult Care and Health Services</b>		<b>0</b>	<b>(108)</b>	<b>(353)</b>	<b>0</b>	<b>(461)</b>
Transportation	Fundamental Service Review - Parking	0	0	(225)	0	(225)
Transportation	Introduction of Moving Traffic Enforcement under TMA Powers	0	(280)	0	0	(280)
Transportation	Increased revenue from on-street Pay and Display	0	0	(545)	0	(545)
Transportation	Increased income from Parking Enforcement	0	(160)	0	0	(160)
Transportation	Extend Residents Parking permit areas	(10)	0	0	0	(10)
Transportation	Review Public Car Park provision borough wide	0	(200)	0	0	(200)
Transportation	Increase off street parking charges	0	(150)	0	0	(150)
Transportation	Electric Vehicle Charging	0	0	(26)	0	(26)
Transportation	Increase in fees and charges	0	0	(3)	0	(3)
Transportation	Workforce Review [Transportation]	0	(14)	0	0	(14)
Transportation	Increase parking permit charges	(86)	0	0	0	(86)
Transportation	Recovery of reduced parking income due to Covid-19*	(900)	0	(400)	0	(1,300)
Planning & Public Protection	Mandatory HMO Licensing	(75)	0	0	0	(75)
Planning & Public Protection	Discretionary HMO Licensing	(70)	0	0	0	(70)
Planning & Public Protection	Fundamental Service Review - Planning and Regulatory	0	0	(64)	0	(64)
Planning & Public Protection	Increase in charges for pre-planning application and planning fees	0	(55)	0	0	(55)
Planning & Public Protection	Proposed Fee Income Reading Festival	(75)	0	0	0	(75)
Planning & Public Protection	Increase in fees and charges	0	0	(20)	0	(20)
Planning & Public Protection	Workforce Review [Planning & Regulatory Services]	0	0	(38)	0	(38)
Housing & Communities	Increase in fees and charges	0	0	(4)	0	(4)
Housing & Communities	Workforce Review [Housing]	0	0	(29)	0	(29)
Culture	In-house management restructuring of Cultural Services	(25)	0	0	0	(25)
Culture	Increase in fees and charges	0	(33)	0	0	(33)
Culture	Workforce Review [Cultural Services]	(52)	0	0	0	(52)
Culture	Arts Fundraising campaign	0	(65)	0	0	(65)
Culture	Revenue impact of new contract for borough leisure facilities	0	0	(828)	0	(828)
Culture	Covid19 income pressure on the Town Hall and recovery plan*	0	(250)	0	0	(250)
Culture	Covid19 income pressure on the Hexagon and South Street Theatres and recovery plan*	0	(145)	0	0	(145)
Culture	New Directions College	0	0	(36)	0	(36)
Culture	Leisure Activity Review of Filming & Events	0	0	(40)	0	(40)
Environmental & Commercial Services	Increase in Savings - Waste Operations	(65)	0	0	0	(65)
Environmental & Commercial Services	Increase income on green waste due to additional uptake in years 1-3 and fee increase in years 2-3	0	(75)	0	0	(75)
Environmental & Commercial Services	Fundamental Service Review - Parks and Street Cleansing	0	0	(150)	0	(150)
Environmental & Commercial Services	Increased income from traded waste services (previous ref to CIL & IPD not relevant)	0	0	(135)	0	(135)
Environmental & Commercial Services	Increase in fees and charges	0	0	(5)	0	(5)
Environmental & Commercial Services	Additional income from advertising	(25)	0	0	0	(25)
Environmental & Commercial Services	Waste Contract - Budget realignment inline with anticipated expenditure	(50)	(50)	0	0	(100)
Environmental & Commercial Services	Continued commercial growth of Highways service	0	0	(2)	0	(2)
Environmental & Commercial Services	In-sourcing of Highways Structures Consultancy	0	0	(10)	0	(10)
Environmental & Commercial Services	Workforce Review [Environmental and Commercial Services]	0	(82)	0	0	(82)
Environmental & Commercial Services	Reduced fuel costs due to increase in electrical vehicles	0	(132)	0	0	(132)
Property & Asset Management	Workforce Review [Regeneration and Assets]	0	0	(32)	0	(32)
Property & Asset Management	Increase in fees and charges.	0	0	(24)	0	(24)
Management & Sustainability	Maximising income from digital advertising (roadside)	0	0	0	24	24
<b>Total Directorate of Economic Growth and Neighbourhood Services</b>		<b>(1,433)</b>	<b>(1,691)</b>	<b>(2,616)</b>	<b>24</b>	<b>(5,716)</b>
Policy, Performance & Customer Services	New customer services model	(519)	0	0	0	(519)
Policy, Performance & Customer Services	Additional Service Proposals for Bereavement Services	0	0	0	(7)	(7)
Policy, Performance & Customer Services	Income generation opportunity - Cremation & Cemetery Service	0	0	(137)	0	(137)
Human Resources & Organisational Development	Traded Services with HR&OD	0	0	(28)	0	(28)
Procurement & Contracts	Procurement & Contracts savings - Resources Directorate	0	(100)	(100)	0	(200)
Finance	Efficiencies from procuring new finance system	(212)	0	0	0	(212)
Finance	General Fund-HRA Recharge Realignment	0	0	0	34	34
Legal & Democratic Services	Review of counsel use in JLT	0	0	(50)	0	(50)
Legal & Democratic Services	Legal Support for Enforcement Work	0	0	0	184	184
Digital, Technology & Change	Digital & ICT Transformation	0	0	0	(279)	(279)
Digital, Technology & Change	Efficiencies through digitisation	0	(100)	0	0	(100)
<b>Total Directorate of Resources</b>		<b>(731)</b>	<b>(200)</b>	<b>(315)</b>	<b>(68)</b>	<b>(1,314)</b>
Brighter Futures For Children	BFFC Contract	(300)	0	0	0	(300)
<b>Total Brighter Futures for Children</b>		<b>(300)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(300)</b>
Human Resources & Organisational Development	Corporate Contractual Savings	(250)	0	0	0	(250)
Human Resources & Organisational Development	Reducing mileage expenses through increased use of alternatives e.g. online meetings	(16)	0	(61)	0	(77)
<b>Total Corporate</b>		<b>(266)</b>	<b>0</b>	<b>(61)</b>	<b>0</b>	<b>(327)</b>
<b>Grand Total</b>		<b>(2,730)</b>	<b>(1,999)</b>	<b>(3,345)</b>	<b>(44)</b>	<b>(8,118)</b>

## Debt Performance

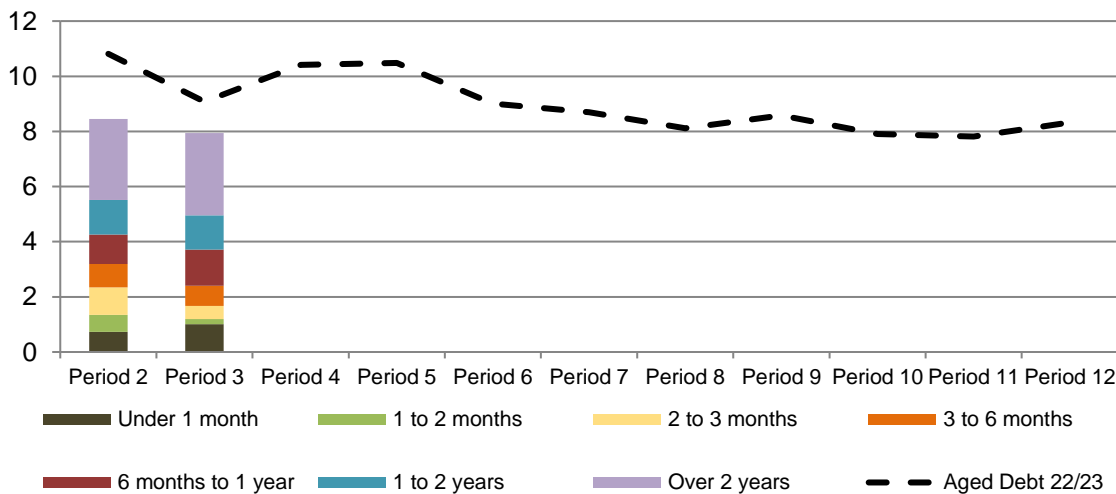
	Under 1 month £ms	1 to 2 months £ms	2 to 3 months £ms	3 to 6 months £ms	6 months to 1 year £ms	1 to 2 years £ms	Over 2 years £ms	Total £ms
Adult Social Care	0.320	0.139	0.237	0.470	0.779	0.972	2.039	4.956
Environment & Neighbourhood Services	-	-	-	-	-	0.001	-	0.001
Resources	0.008	-	-	-	0.250	-	0.101	0.359
Chief Executive	0.606	0.044	0.197	0.180	0.206	0.194	0.755	2.182
Former Children's Directorate	0.072	0.011	0.040	0.078	0.075	0.018	0.069	0.363
Corporate Codes	-	-	-	-	-	0.061	0.024	0.085
<b>Total General Fund</b>	<b>1.006</b>	<b>0.194</b>	<b>0.474</b>	<b>0.728</b>	<b>1.310</b>	<b>1.246</b>	<b>2.988</b>	<b>7.946</b>
Housing Revenue Account	-	-	0.024	0.005	0.007	0.008	0.015	0.059
Intercompany Debt	-	-	-	-	-	-	1.560	1.560
<b>Grand Total</b>	<b>1.006</b>	<b>0.194</b>	<b>0.498</b>	<b>0.733</b>	<b>1.317</b>	<b>1.254</b>	<b>4.563</b>	<b>9.565</b>

### Split of General Fund Debt by Category

- Adult Care and Health Services
- Chief Executive
- Corporate Budgets
- Economic Growth & Neighbourhood Services
- Resources
- Children's Services

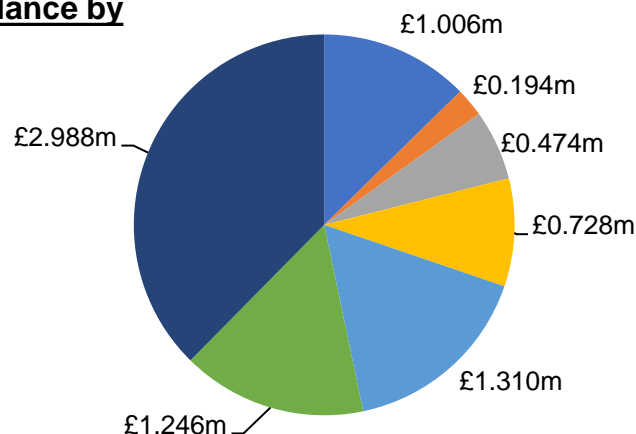


### Overdue General Fund Debt Monthly Comparison

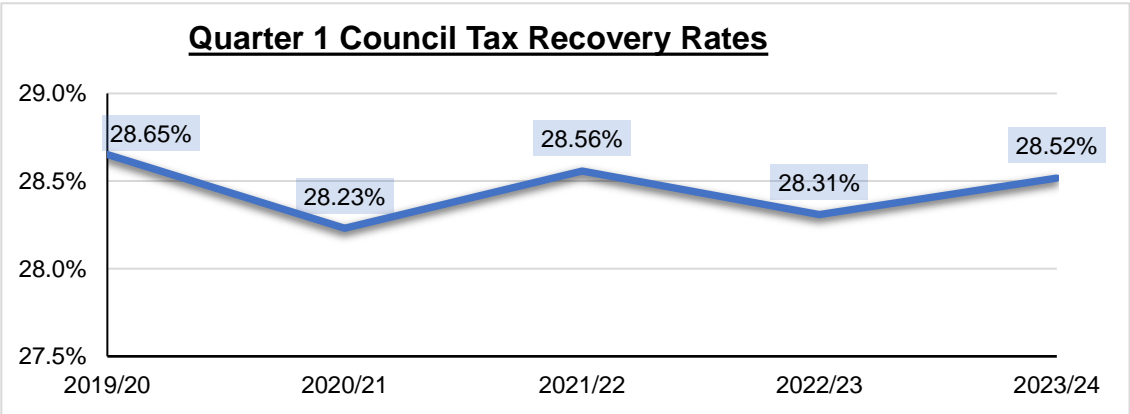
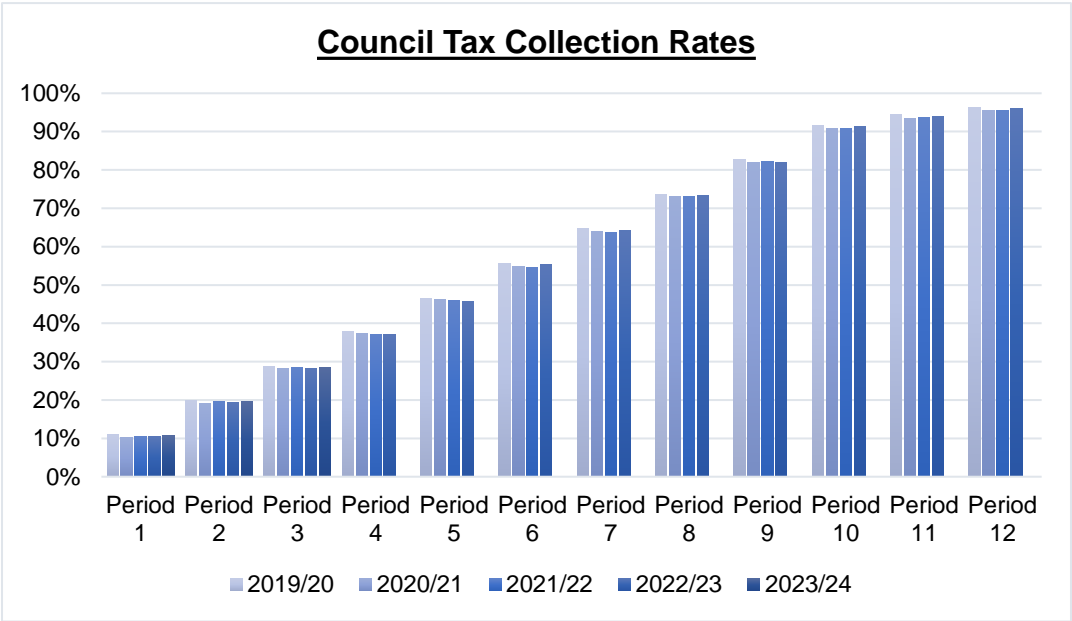


### Split of General Fund Debt Balance by Days Outstanding

- Under 1 month
- 1 to 2 months
- 2 to 3 months
- 3 to 6 months
- 6 months to 1 year
- 1 to 2 years
- Over 2 years

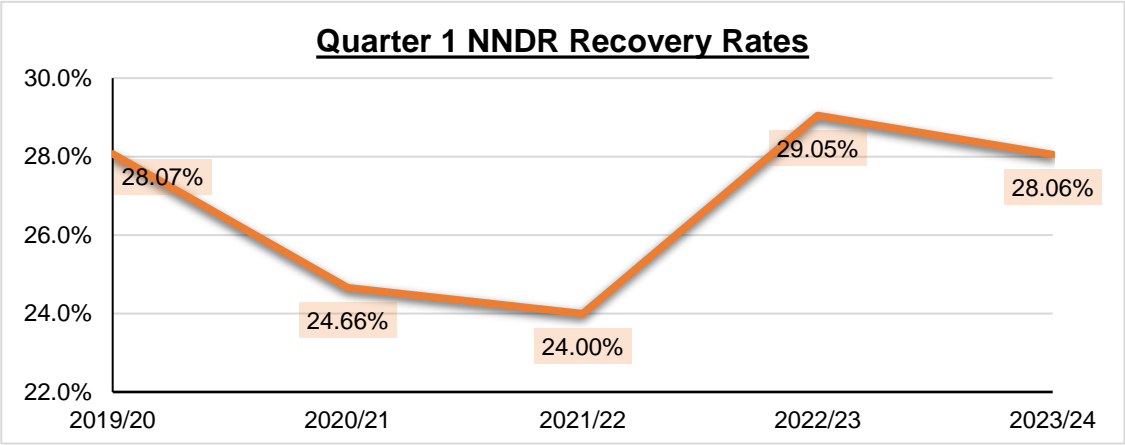
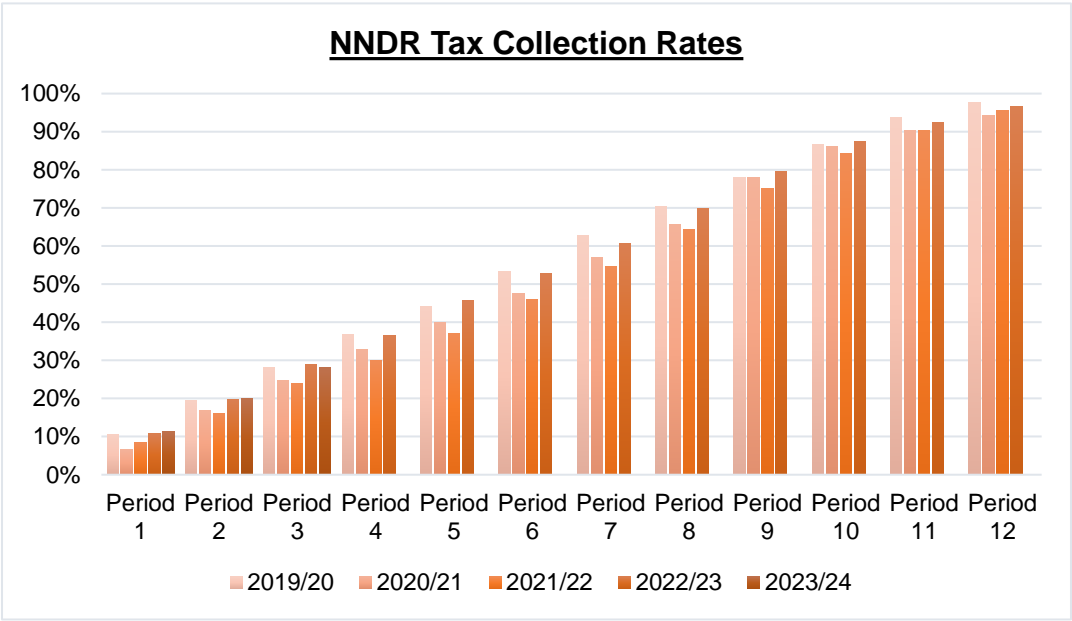


**Collection Fund - Council Tax**



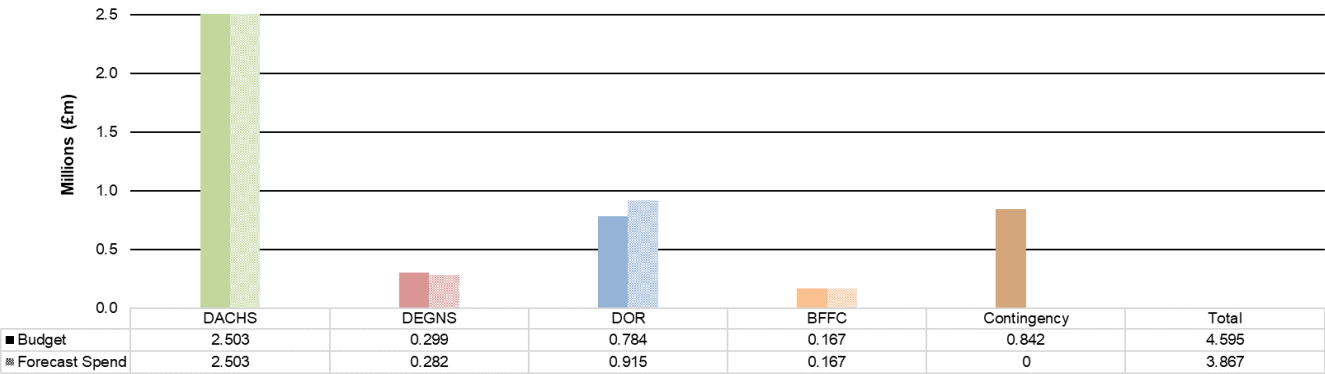
Q1 Council Tax	%
Comparison to 2022/23	0.21%
Comparison to 2021/22	-0.04%
Comparison to 2020/21	0.29%
Comparison to 2019/20	-0.13%

**Collection Fund - NNDR**



Q1 Council Tax		%
Comparison to 2022/23		-0.99%
Comparison to 2021/22		4.06%
Comparison to 2020/21		3.39%
Comparison to 2019/20		-0.01%

Delivery Fund



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# Budget Monitoring Report Period 3



For decision



For discussion



For information

## SUMMARY

The purpose of this report is to provide the Board with budget monitoring report for period three.

## OWNER

Report Author:

BFfC Finance Team

## DRAFT

V1.0

## DATE

14<sup>th</sup> July 2023

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Company number 11293709

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## 1. Purpose of report

- 1.1 The purpose of this report is to provide Finance Committee with the latest budget monitoring position and other finance information as at Period 3 (June 2023).

## 2. Executive summary

- 2.1 Contract sum (excluding SLAs and Property) totals **£44.933m** against a forecast out-turn of **£49.762m** at Period 3. This represents a negative variance of **£4.829m** which largely relates to Children's Social Care Agency and Placements costs.

A summary of the forecast variance by directorate is shown in Table 1.

- 2.2 The 'risks and opportunities' table provided in Table 2 categories the pressure to be either 'inflation', 'demand' or 'general budget' pressure. It also details:

- the current run rate of expenditure based on current activity continuing to 31 March 2024 (with no mitigations in place)
- the forecast outturn (with mitigations that highlights the critical areas of monitoring to ensure planned mitigations materialise)
- further identified opportunities of £0.725m to reduce the negative forecast outturn position to **£4.101m**

The impact of pay inflation, placements and HTST contract inflation and any additional funding support from RBC which is not known/confirmed at this stage, is shown as "TBC" within the table.

- 2.3 As at Period 3, there are three main areas of concern that relate to:

- the continuing level of agency cover for social workers,
- the increasing demand of school travel arrangements; and
- the additional need and increasing costs of children's placements.

- 2.4 In relation to placements, the Company has been asked to write to RBC CEO and S151 officer to confirm the position on placement costs for 2023-24. The EDFR is intending to provide the S151 officer with an overview of the placements database and the key assumptions at their monthly catch up (21 July) prior to sending the letter.

- 2.5 Additional information to support the monthly budget forecast is provided in the monthly monitoring information schedules in Appendix 1 to 10.

### 3. Budget by Directorate 2023-2024

3.1 The budget for 2023-2024 with a contract sum of **£44.933m** is shown below:

**Table 1: Contract Budget for 2023/2024**

DEPARTMENTAL SUMMARY	23/24 Budget YTD £000	23/24 Spend YTD £000	23/24 Variance YTD £00	23/24 Annual Budget £000	23/24 Forecast Outturn £000	23/24 Forecast Variance £000
Education	9,568	7,044	(2,524)	33,276	33,576	300
Early Help and Preventative Services	3,921	5,219	1,298	13,582	13,477	(105)
Childrens Social Care	7,803	9,844	2,041	30,801	35,621	4,820
Finance & Resources	831	995	164	3,727	3,591	(136)
Corporate Services	121	(808)	(929)	1,045	995	(50)
Dedicated Schools Grant	(9,374)	(12,107)	(2,733)	(37,498)	(37,498)	0
Contract sum	(11,233)	(12,060)	(826)	(44,933)	(44,933)	
<b>Total</b>	<b>1,636</b>	<b>(1,873)</b>	<b>(3,509)</b>	<b>0</b>	<b>4,829</b>	<b>4,829</b>

Due to the 2022/2023 Inter-company adjustments not being processed, this has resulted in large YTD variances.

### 4. Risk and Opportunities Table

**Table 2: Summary of identified risks and opportunities at Period 3**

Risks and Pressures	Pressure (Inflation) £000	Pressure (Demand) £000	Budget Variance £000	Mitigated Outturn £000	Unmitigated Outturn (Run rate) £000
School Travel	50	124	0	174	600
Agency	0	0	578	578	850
Social Care Placements	TBC	2,382	0	2,382	3,030
Social Care (High-Cost Placements)	0	1,834	0	1,834	2,834
SEND (data cleaning and backlog)	0	0	126	126	126
Other Pressures (corporate)	0	0	121	121	121
Resource Team vacancy savings	0	0	(155)	(155)	(155)
Bank interest income	0	0	(126)	(126)	(126)
Early Help reward income	0	0	(105)	(105)	(105)
National Pay Award (based on 6%)	TBC	0	0	0	0
Remand Placement (Future)	0	0	0	0	0
UAS - Net Spend	0	0	0	0	0
<b>Total Risks and Pressures</b>	<b>50</b>	<b>4,340</b>	<b>452</b>	<b>4,829</b>	<b>7,175</b>
Early Help Targeted Savings	0	0	(95)	(95)	(95)
Remand Income	0	0	(400)	(400)	(400)
Homes for Ukraine	0	0	(50)	(50)	(50)
School Travel Transformation	0	0	(180)	(180)	(180)
Additional Contract Funding	TBC	TBC	0	0	0
<b>Total Opportunities</b>	<b>0</b>	<b>0</b>	<b>(725)</b>	<b>(725)</b>	<b>(725)</b>
<b>Grand Total</b>	<b>50</b>	<b>4,340</b>	<b>(273)</b>	<b>4,104</b>	<b>6,450</b>

## 5. Children's Social Care (CSC) – Maria Young

### Summary

Children Social Care (CSC) is reporting a forecast of **£4.82m** against an approved budget of £30.801m.

**Table 3: Overview of 2023-2024 Children Social Care Budget as of Period 3**

Departmental & Income and Expenditure Summary (Children Social Care Services)	23/24 Budget YTD £000	23/24 Spend YTD £000	23/24 Variance YTD £00	23/24 Annual Budget £000	23/24 Forecast Outturn £000	23/24 Forecast Variance £000	Key
<b>By Directorate</b>							
Together for Families	1,778	1,632	(146)	6,792	6,983	191	
Corporate Parenting, Fostering, Special	4,321	6,259	1,938	17,125	19,769	2,644	
Childrens and Young People Disability Team	1,249	1,713	464	4,825	6,678	1,853	
CSC Senior Management Team	455	240	(215)	2,059	2,191	132	
<b>Total Childrens Social Care</b>	<b>7,803</b>	<b>9,844</b>	<b>2,041</b>	<b>30,801</b>	<b>35,621</b>	<b>4,820</b>	
<b>By Income and Expenditure</b>							
Employee Expenditure	3,467	2,730	(737)	13,866	10,630	(3,236)	1
Agency Expenditure	5	397	392	18	3,832	3,814	1
Other Staff related Expenditure	103	74	(29)	414	414	0	
Premises Related	9	(1)	(10)	36	36	0	
Transport Related	22	18	(4)	87	87	0	
Supplies and Services Expenditure	207	95	(112)	1,041	1,067	26	
Contracted Expenditure	4,276	5,311	1,035	16,922	21,138	4,216	2
Support Services & Recharges	(94)	(40)	54	(273)	(273)	0	
Government Grant Income	(167)	1,270	1,437	(1,211)	(1,211)	0	3 / 4
Other Income	(25)	(11)	14	(100)	(100)	0	
<b>Total Childrens Social Care</b>	<b>7,803</b>	<b>9,844</b>	<b>2,041</b>	<b>30,801</b>	<b>35,621</b>	<b>4,820</b>	

### Key information

1. The permanency of social workers continues to be a national issue impacting the Together for Families Team the most. We currently have six vacant posts that cannot be covered by either permanent staff or agency hires. This has reduced the overall run rate of using agency staff to cover permanent posts in the first quarter of the financial year and will continue if those posts cannot be filled. The net overspend is forecast at £0.578m at Period 3. Appendix 1 provides more detail on agency costs. **HIGH**
2. Social Care placements forecast is based on using a new database (DfE workbook) that is supported by several levels of checks, reconciliations, and scrutiny from stakeholders in the placements, commissioning, and finance teams. Weekly and monthly Placements meetings ensures that stakeholders verify the accuracy of placement data being used is accurate and up to date to allow the finance team to forecast with a greater level of reliability. Increased numbers of high-cost placements have resulted in a run rate of £2.8m of costs (placements costing more than £9,600 per week). We have set a target to reduce this by £1m. Appendix 2 provides more detail on placements. **HIGH**
3. Further work is required on 2022/2023 unaccompanied asylum seeker grant income once the agreed days being claimed from the Home Office is confirmed. The Finance Team are also reviewing the reconciliation system with multiple checks to provide greater assurance to this area of work. Appendix 4 provides more detail on UASC income and forecasts. **LOW**
4. The budget and forecasting in relation to Cressingham respite centre is also being reviewed. As the capital works are not yet complete, this will impact the opportunities to generate income. Further details will be provided in Period 4.

## 6. Early Help and Preventative Services – Graham Genoni

**Table 4: Overview of 2023-2024 Early Help and Preventative Services Budget at period 3**

Departmental & Income and Expenditure Summary (Early Help and Preventative Services)	23/24 Budget YTD £000	23/24 Spend YTD £000	23/24 Variance YTD £00	23/24 Annual Budget £000	23/24 Forecast Outturn £000	23/24 Forecast Variance £000	Key
<b>By Directorate</b>							
Childrens Centres & Childcare	293	479	186	1,413	1,418	5	
Early Years (DSG)	2,415	3,178	763	9,336	9,336	0	
Youth Family Workers and Welfare	617	975	358	1,999	1,990	(9)	
Youth Offending Service	196	257	60	393	393	0	
Partnership and Preventions and Supporting	177	(384)	(562)	0	(100)	(100)	
Early Help Management	27	67	39	45	45	0	
Mental Health, Portage and Schools Services	195	648	453	397	396	(1)	
<b>Total Early Help and Preventative Services</b>	<b>3,921</b>	<b>5,219</b>	<b>1,298</b>	<b>13,582</b>	<b>13,477</b>	<b>(105)</b>	
<b>By Income and Expenditure</b>							
Employee Expenditure	2,249	2,072	(177)	8,996	8,978	(18)	1
Agency Expenditure	0	18	18	0	0		
Other Staff related Expenditure	1	4	4	4	4		
Premises Related	24	9	(15)	97	97		
Transport Related	5	17	12	20	20		
Supplies and Services Expenditure	2,267	2,697	430	9,067	9,065	(2)	
Contracted Expenditure	70	94	24	281	281		
Support Services & Recharges	(351)	(12)	339	(1,469)	(1,469)		
Government Grant Income	(215)	253	468	(2,650)	(2,650)		
Other Income	(130)	66	196	(764)	(849)	(85)	2
<b>Total Early Help and Preventative Services</b>	<b>3,921</b>	<b>5,219</b>	<b>1,298</b>	<b>13,582</b>	<b>13,477</b>	<b>(105)</b>	

### Key information

- Vacancies across Youth (£0.007m), Children Centres (£0.010m) and Mental Health (0.001m) contributed to (£0.018m) savings. **LOW**
- Small overspend in the nurseries (£0.015m). Both nurseries (Southcote & Whitley) have children on a waiting list. Finance will be working with the nurseries around income maximisation and staffing ratios. Southcote has several vacancies, and it will require further support. **LOW**

Additional income will come from the Supporting Families Grant (£0.100m) (Reserves). **LOW**

### Risks

- Occupancy figures in the nurseries are being reviewed regarding optimum staffing ratios against age of child and parental income to achieve a balanced budget.
- MHST contracts need to be formally extended for 24/25 by BOB (Buckingham, Oxfordshire and Berkshires Integrated Care Partnership). **LOW**
- Future consultation on the management of Early Help will be commencing and this is unlikely to produce savings for 2023-2024. **LOW**

## 7. Education Services – Brian Grady

**Table 5: Overview of 2023-2024 Education Budget at period 3**

Departmental & Income and Expenditure Summary (Education Services)	23/24 Budget YTD £000	23/24 Spend YTD £000	23/24 Variance YTD £00	23/24 Annual Budget £000	23/24 Forecast Outturn £000	23/24 Forecast Variance £000	Key
<b>By Directorate</b>							
Education Management	123	96	(27)	371	371	0	
Admissions and CME	(203)	83	286	0	0	0	
CLA Virtual School	59	442	383	0	0	0	
School Improvement	50	189	139	0	0	0	3
School Travel	590	641	51	3,370	3,544	174	
Special Educational Needs	184	188	4	737	863	126	
High Needs Block (DSG)	8,523	5,204	(3,319)	28,171	28,171	0	4
Education Psychology	242	202	(40)	627	627	0	
<b>Total Education Services</b>	<b>9,568</b>	<b>7,044</b>	<b>(2,524)</b>	<b>33,276</b>	<b>33,576</b>	<b>300</b>	
<b>By Income and Expenditure</b>							
Employee Expenditure	936	705	(231)	3,743	3,869	126	1
Agency Expenditure	0	34	34	0	0	0	
Other Staff related Expenditure	0	18	18	0	0	0	
Premises Related	0	(0)	(0)	0	0	0	
Transport Related	593	597	4	3,552	3,726	174	2
Supplies and Services Expenditure	169	(298)	(466)	1,052	1,052	0	
Contracted Expenditure	6,567	5,713	(854)	25,241	25,241	0	
Support Services & Recharges	1,419	0	(1,419)	955	955	0	
Government Grant Income	0	263	263	(146)	(146)	0	
Other Income	(115)	20	134	(1,120)	(1,120)	0	
<b>Total Education Services</b>	<b>9,568</b>	<b>7,052</b>	<b>(2,516)</b>	<b>33,276</b>	<b>33,576</b>	<b>300</b>	

### Key Information

- The SEN Team that manages all new and existing Education, Health and Care Plans (EHCPs) are being reviewed due to the increases in Reading and Nationally for EHCPs where the existing team are not able to manage the workload at these levels. EDM have approved 3 additional SEN case officers (from Aug 2023) and temporary staff (from Aug 23) to 'catch-up' with the Education Management System (SEN database migration to Synergy). This will potentially cost £0.126m for 2023-2024 with the increase in headcount to be added within the 2024-2025 MTFS process. **MED**
- Transport expenditure follows the academic year with most changes taking place over the summer holidays in readiness the new school year in September. We intend to undertake a deep dive for transport in September to update the forecast to reflect this. **HIGH**
  - The reported pressure of (£0.174m) has been provided based on the known summer term spend vs budget with the assumption that the demand/changes would be very minimal until the next academic year. The 2023-2024 budget had an increase in budget that was based on details from Autumn 2022. This figure is on target for the summer 2023 overspend.
  - As stated in previous reports, BFFC have created a Transport Task & Finish group who meet bi-weekly to update the transport savings tracker that has a budgetary target of £0.150m. We also recognise that further savings and cost avoidance activity is achievable to help offset growing demand. The group has set an internal in-year savings target of £0.180m. Which could increase further if the submitted delivery bid was approved.

3. School Effectiveness Team are working to transform their service offer (overspending in 2022-2023 and the government removal of the £0.120m School Brokering grant). To mitigate this:
- BFFC secured £60k + inflation increase in contribution via Schools Forum.
  - The service is planning to make an additional £0.060m income through SLAs to schools, providing services to other settings and LAs.

Information as at Period 3 shows the income target will not be achieved but after discussions with the service and the new implementation of schools paying directly for improvement activity, this could close the gap and bring this budget on target by March 2024 **MED**

4. The High Needs Block currently has a brought forward deficit balance of £5.3m that is reported within RBC's Balance sheet rather than BFFCs. The DBV project is an integral part of the HNB strategy with top level oversight from EDM and RBC Section 151 Finance Director. **HIGH**

#### Risks

- Impact of overspend on Dedicated Schools Block could reduce allocations to centrally DSG funded services.
- The high demand of work within the SEN team is placing undue pressure on the team that hinders the EHCP processes.
- Currently children are unplaced for September that in recent years has meant additional transport requirements due to the distance of the alternative provision.



## 8. Finance and Resources – Kit Lam

**Table 6: Overview of 2023-2024 Finance and Resources Budget at period 3**

Departmental & Income and Expenditure Summary (Finance & Resources)	23/24 Budget YTD £000	23/24 Spend YTD £000	23/24 Variance YTD £00	23/24 Annual Budget £000	23/24 Forecast Outturn £000	23/24 Forecast Variance £000	Key
<b>By Directorate</b>							
Human Resources	115	59	(56)	461	449	(12)	
Communications & Marketing	115	92	(23)	461	423	(38)	
Finance & Audit	(56)	106	162	398	417	19	
Information, Advice and Support	33	29	(4)	133	133	0	
Commissioning	137	255	118	504	449	(55)	
Finance & Resources	43	37	(6)	172	172	0	
Performance Management	133	177	45	355	355	0	
Business Support	311	238	(72)	1,243	1,193	(50)	
<b>Total Finance &amp; Resources</b>	<b>831</b>	<b>995</b>	<b>164</b>	<b>3,727</b>	<b>3,591</b>	<b>(136)</b>	
<b>By Income and Expenditure</b>							
Employee Expenditure	1,053	829	(224)	4,211	4,066	(145)	1
Agency Expenditure	0	17	17	0	0	0	
Other Staff related Expenditure	25	32	6	101	101	0	
Premises Related	0	3	3	0	0	0	
Transport Related	2	3	1	6	6	0	
Supplies and Services Expenditure	115	106	(9)	331	340	9	2
Contracted Expenditure	0	0	0	0	0	0	
Support Services & Recharges	(362)	2	364	(362)	(362)	0	
Government Grant Income	0	(39)	(39)	(98)	(98)		
Other Income	(1)	42	43	(462)	(462)	0	
<b>Total Finance &amp; Resources</b>	<b>831</b>	<b>995</b>	<b>164</b>	<b>3,727</b>	<b>3,591</b>	<b>(136)</b>	

### Key Information

- Vacancy savings mainly driven by the Commissioning team (£0.055m), Marketing (£0.028m), Human Resources (£0.012m), Business Support (£0.050m) will generate savings of (£0.145m). **LOW**
- RSM Auditors have been commissioned to review the 2022-2023 accounts and processes at a maximum cost of (£0.019m). There will be additional savings from Marketing (0.010m) **LOW**

### Actions:

- After investing £3m in the fixed term deposit in Jan 23 & Feb 23, there is a greater need to manage daily current account cashflow balances which can be impacted by intercompany balances. A review of the balances indicates merit in lowering the cash balance floor limit from £2m to £1m, except in the periods where there is a quarterly VAT payment of c£1m. The Finance Team will amend the treasury policy to reflect this.
- Finalising the intercompany transactions 22/23 will improve the cashflow immediately.

## 9. Corporate – Kit Lam & Lara Patel

**Table 7: Overview of 2023-2024 Corporate Budget at period 3**

Departmental & Income and Expenditure Summary (Corporate Services)	23/24 Budget YTD £000	23/24 Spend YTD £000	23/24 Variance YTD £00	23/24 Annual Budget £000	23/24 Forecast Outturn £000	23/24 Forecast Variance £000	Key
<b>By Directorate</b>							
Chair and Non-Executive Directors	50	50	0	201	201	0	
Operational Directors	16	(151)	(167)	473	518	45	2
Support Services SLAs	54	(586)	(640)	371	276	(95)	2 / 3
Holding Codes and Old Codes	0	(122)	(122)	0	0	0	
<b>Total Corporate Services</b>	<b>121</b>	<b>(808)</b>	<b>(929)</b>	<b>1,045</b>	<b>995</b>	<b>(50)</b>	<b>1</b>
<b>By Income and Expenditure</b>							
Employee Expenditure	194	(67)	(260)	775	775	0	
Agency Expenditure	0	(499)	(499)	0	0	0	
Other Staff related Expenditure	83	75	(8)	330	330	0	4
Premises Related	0	0	0	0	0	0	
Transport Related	0	0	(0)	1	1	0	
Supplies and Services Expenditure	8	(8)	(16)	33	109	76	2
Contracted Expenditure	0	14	14	0	0	0	
Support Services & Recharges	1,560	1,888	328	6,802	6,802	0	4
Government Grant Income	0	0	0	0	0	0	
Other Income	(1,724)	(2,221)	(497)	(6,896)	(7,022)	(126)	3
<b>Total Corporate Services</b>	<b>121</b>	<b>(817)</b>	<b>(937)</b>	<b>1,045</b>	<b>995</b>	<b>(50)</b>	<b>1</b>

### Key Information

1. Corporate Services are currently forecasted to underspend by **(£0.050m)**. **LOW**
2. This includes funding unbudgeted items such as Staff Celebration event (£0.015m), arbitration costs (Elite care dispute) (£0.025m), a provision for settlement costs (£0.020m), EDI training (£0.010m) and ESOS (environmental survey) costs (£0.006m). **LOW**
3. Due to Interest rates increasing, the Company will be over performing on interest receivable by an estimated **(£0.126m)**. Further opportunities in January and February 2024 via investing £3m for another year could increase this figure.
4. Property service level agreements have not changed in value since April 2019, we are expecting this to happen in year and this could create a small positive variance as we pay more property costs than we receive from RBC. To be reviewed when the agreements have been revised and approved. **LOW**

## Appendix 1 – Agency Review

- As part of the Finance Improvement work, Agency forecasting was reviewed by the SFBP in late April/Early May 2023 to understand the issues and complexities that contributed to the significant variances at year end.
- It was established that:
  - the lack of clear information shared with Finance colleagues on a timely basis led to inaccurate forecasting.
  - most agency hire is via the RBC REED contract with invoices being paid by RBC and then recharged to BfFC the following month. The recharge provides us with very limited information on what has been charged, particularly in relation to the period the payments relate to. This added complexity to our reconciliations and forecasting processes.
- For 2023/24, we have rebuilt the forecasting methodology, that requires the Finance Team to identify the week the payments relate to and to liaise more closely with the relevant managers to understand the ongoing need for agency staff on a 'line by line' basis.

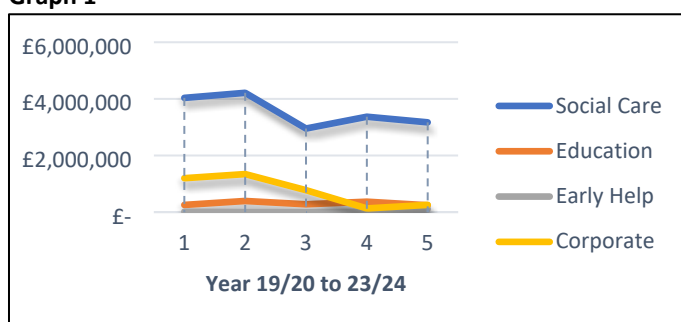
### Image of main forecasting spreadsheet

								Weekly Total	2,985.20	55,630.04	54,095.83	72,871.55	71,291.92	54,026.54	68,538.29	77,606.91	78,149.25	68,680.65	76,977.96
Post	Cost Cent	Start	End	Type	Unit £	Unit (\$)	Weekly	31/03/2023	07/04/2023	14/04/2023	21/04/2023	28/04/2023	05/05/2023	12/05/2023	19/05/2023	26/05/2023	02/06/2023	09/06/2023	
Social Worker - Together for Families	5490	11/04/2023	30/07/2023	Hourly	£ 48.90	37	1,809.30	-	-	1,442.55	1,809.30	1,907.10	1,467.00	1,809.30	1,907.10	1,809.30	1,467.00	1,809.30	
Social Worker - Together for Families	5490	11/04/2023	30/07/2023	Hourly	£ 48.90	37	1,809.30	-	-	1,442.55	1,809.30	1,809.30	-	1,809.30	1,809.30	1,809.30	1,809.30	1,809.30	
Social Worker CSC	5490	20/09/2022	30/06/2023	Hourly	£ 48.90	37	1,809.30	-	1,467.00	1,809.30	2,151.60	1,809.30	1,662.60	1,809.30	1,809.30	1,809.30	1,809.30	1,809.30	
Junior Technical Project Manager	3778	17/02/2023	31/05/2023	Daily	£ 485.14	5	2,425.70	-	1,940.56	1,940.56	2,425.70	2,425.70	1,940.56	1,940.56	2,425.70	2,425.70	1,940.56	2,425.70	
Social Worker CSC	5490			Hourly	£ -	0	-	-	-	-	-	-	-	-	-	-	-	-	
Team Manager CSC	5490	17/08/2022	30/06/2023	Hourly	£ 53.90	37	1,994.30	-	1,617.00	1,617.00	1,994.30	1,994.30	1,617.00	1,994.30	1,617.00	1,994.30	1,617.00	1,994.30	
Social Worker CSC	5404	08/11/2022	31/05/2023	Hourly	£ 45.90	37	1,698.30	-	1,032.75	-	1,698.30	1,698.30	-	1,698.30	1,698.30	2,234.84	344.25	-	
Social Worker CSC	5490	04/01/2023	30/06/2023	Hourly	£ 48.90	37	1,809.30	-	691.12	1,809.30	1,809.30	1,100.25	1,809.30	1,809.30	1,809.30	1,809.30	1,467.00	1,809.30	
Education Mental Health Practitioner	3544	02/08/2022	28/07/2023	Hourly	£ 35.90	37	1,328.30	-	-	1,077.00	1,148.80	1,077.00	538.50	-	1,615.55	1,328.30	1,328.30	-	
Social Worker CSC	5490	09/02/2022	24/05/2023	Hourly	£ 48.64	37	1,799.68	-	1,459.20	1,459.20	1,094.40	-	1,094.40	1,799.68	1,799.68	1,799.68	1,799.68	1,799.68	
Service Manager Service Manager	5485	13/06/2022	30/11/2023	Daily	£ 585.20	5	2,926.00	2,926.00	2,340.80	2,340.80	2,926.00	2,926.00	2,340.80	2,926.00	2,926.00	2,926.00	2,340.80	2,926.00	
Social Worker CSC	5490	27/06/2022	26/05/2023	Hourly	£ 48.90	37	1,809.30	-	1,565.50	1,480.50	1,828.20	1,825.05	1,596.00	1,820.10	1,809.30	1,846.20	1,809.30	1,809.30	
Social Worker CSC	5490	07/02/2022	30/06/2023	Hourly	£ 48.64	37	1,799.68	-	1,459.20	1,459.20	1,799.68	1,799.68	729.60	1,799.68	1,799.68	1,861.28	1,459.20	1,799.68	
Social Worker CSC	5490	03/01/2023	30/06/2023	Hourly	£ 48.90	37	1,809.30	-	1,843.50	1,816.95	1,821.90	1,832.70	1,477.80	1,816.95	1,809.30	1,809.30	1,809.30	1,809.30	
Social Worker CSC	5490	20/12/2022	30/06/2023	Hourly	£ 48.90	37	1,809.30	-	1,467.00	1,467.00	1,809.30	733.50	366.75	1,809.30	1,809.30	1,467.00	1,809.30	1,809.30	
Social Worker CSC	5490	21/02/2022	30/06/2023	Hourly	£ 48.64	37	1,799.68	-	1,459.20	1,459.20	2,019.28	1,799.68	1,459.20	1,799.68	2,259.28	1,799.68	1,529.55	1,799.68	
Family Worker	3542	01/02/2023	30/06/2023	Hourly	£ 28.85	37	1,067.45	-	865.50	913.58	1,067.45	1,067.45	1,038.60	1,067.45	1,067.45	1,067.45	1,067.45	1,067.45	
Team Manager CSC	5490	28/11/2022	24/05/2023	Hourly	£ 53.90	37	1,994.30	-	1,617.00	1,617.00	1,994.30	1,994.30	1,617.00	1,994.30	1,994.30	1,994.30	1,994.30	1,994.30	
ATM CSC	5490	31/05/2022	30/06/2023	Hourly	£ 48.90	37	1,809.30	-	1,467.00	1,467.00	1,809.30	1,809.30	1,467.00	1,809.30	1,809.30	1,809.30	1,467.00	1,809.30	
Social Worker CSC	5490			Hourly	£ -	0	-	-	1,474.20	-	-	-	-	-	-	-	-	-	

- It is important to note that this system will need to be reviewed when a new finance system is implemented in November 2023 to ensure we can still capture the transaction detail to determine which week payments relate to (without having to download every invoice paid to capture this information).

- Graph 1 shows the reductions in agency staff over the few years with the Social Care area being the area of greatest spend. Current forecasts on agency shows a total spend of £3.2m for 2023-24, which is slightly lower than previous year.

Graph 1



- In managing the agency spend, the forecast is based on the following risk and opportunities:
  - New cohort of ASYEs in September 2023 and January 2024 (8) with the previous ASYE cohort moving into fully qualified social worker posts (with 1 month transition period on reduced caseloads, if needed).
  - Continued recruitment of overseas social workers with 6 in the pipeline (up to 2 months reduced caseload and transition support, if needed).
  - To continue to promote the retention and recruitment scheme which is starting to see greater numbers of external postholders being recruited (total of 6 to Aug 2023 and a further 15 offers in the pipeline)
  - Number of social workers leaving (5 currently leaving) which negates the full impact of the recruitment numbers we have seen.

## Appendix 2 – Social Care Placements Review

1. Placements and allowances for all children/young people are recorded with the Childrens and Adults Social Care system (Mosaic). This system allows us to record the package details to be approved by senior management. Once approved, this generates an 'order' on the finance system accounts payable service.
2. Sitting above this, is a new Placements forecasting database (DfE model) to allow the different teams to work together in terms of managing the placements and verifying the accuracy of details captured, which the forecast is based on.
3. To support this process, there are weekly placement panels to discuss and review care packages. The meetings also eradicate the inherent risks in relation to approval delays, by capturing this in the meeting and manually adjusting the forecast. In addition, monthly meetings are attended by the EDs to review, scrutinise and challenge the placement decision, cost and/or forecast.
4. The teams play a vital role in these meetings which will continue to improve the engagement and processes put into place to ensure the forecasting is as robust as possible. The Finance Team will continue to reconcile the system against the Mosaic B13 report to eradicate any under/over forecasting.
5. As of the 12 July 2023, the forecast on individual placement and allowance budgets forecast an overspend of £4.2m.

	Cost	Budget	Forecast	Variance
CYPDT Placements (Residential)	5087	1,414,600	3,145,600	1,731,000
External Placements	5400	6,711,400	8,626,400	1,915,000
Remand	5412	0	0	0
CYPDT Packages and Short Breaks	5415	449,100	449,100	0
Direct Payments	5419	317,400	365,400	48,000
CLA & S17 Expenses	5426	479,200	479,200	0
CIN & S17 Expenses	5427	386,600	386,600	0
Fostering Allowances	5451	1,633,000	1,973,000	340,000
Adoption	5452	483,100	483,100	0
Leaving Care Support	5455	1,547,500	1,547,500	0
Residence Ord+Custod.Allowances	5457	216,600	216,600	0
Special Guardianship	5460	2,162,300	2,162,300	0
Staying Put Arrangements	5463	229,800	372,800	143,000
Connected Carers	5467	203,600	203,600	0
No Recourse to Public Funds	5482	57,000	96,000	39,000
<b>Total (Not Including UASC)</b>		<b>16,291,200</b>	<b>20,507,200</b>	<b>4,216,000</b>

Our data shows a growing number of high-cost placements in the last six months. We have categorised 'high cost' for the purposes for forecasting, as those placements with a weekly cost greater than £9,600. Currently the run rate for these placements totals £2.8m for the 2023-2024. However, we believe that some of these placements may reduce in cost as the year progresses and as care needs are managed and care provision are reviewed. On this basis, we have set a target of £1m reduction against the £2.8m run rate of high-cost placement to equal a forecast of £1.8m

	Client ID	23-24 Amount (£)	Average Weekly Cost (£)
1	540986	547,817	12,135
2	604619	342,042	13,084
3	544321	342,732	13,110
4	658825	303,195	15,160
5	531686	206,529	15,714
6	540072	206,529	15,714
7	537024	280,968	20,069
8	505562	604,607	15,390
	<b>Total</b>	<b>2,834,421</b>	<b>120,376</b>

## Appendix 3 – School Travel Review

1. Local authorities must make free-of-charge travel arrangements to facilitate the attendance at school of eligible children resident in their area.
2. A child is eligible if they are of compulsory school age, attend their nearest suitable school and:
  - live more than the statutory walking distance from that school,
  - could not reasonably be expected to walk to that school because of their special educational needs, disability, or mobility problem, even if they were accompanied by their parent; or
  - would not be able to walk to that school in reasonable safety, even if they were accompanied by their parent.

### HTST pressures - timeline

- 2 years before the pandemic the transport budget was on target /or with very small pressures.
- During the pandemic the transport budget was underspending as transport need was reduced.
- In 2021-2022 the level of EHCPs increased by a high percentage with greater pressure being reported against the transport budget (January 2022), which by then was too late to review the MTFs budget for 2022-2023.
- Finance produced a Transport Report in February 2022 to reflect the growing pressures and the urgent need to address the increasing pressure and to put into place mitigations.
- In August 2022, fuel prices reached historic highs which was coupled with high inflation on transport costs.
- Within the MTFs 2023-2024, RBC approved demand growth of £400k and inflation growth of £300k, to support the transport budget and allow the Company to review its strategy on managing transport demand/costs (implement saving strategies).
- However, the number of EHCPs continue to increase and the lack of local provision has put extra burden on transport.

### Supporting the School Travel Team

- Task and Finish group meets every 2 weeks with commissioning and finance colleagues.
- Savings tracker has been implemented where Finance verifies savings and/or cost avoidance.
- Improved forecasting methods have been introduced where contracts are reviewed, forecasted until the end of the academic year 2023-2024 and reconciled back to the finance system.
- BFFC has submitted a Transformation Business Case to speed up and widen the saving strategies. This has not been approved as of the 13 July 2023.

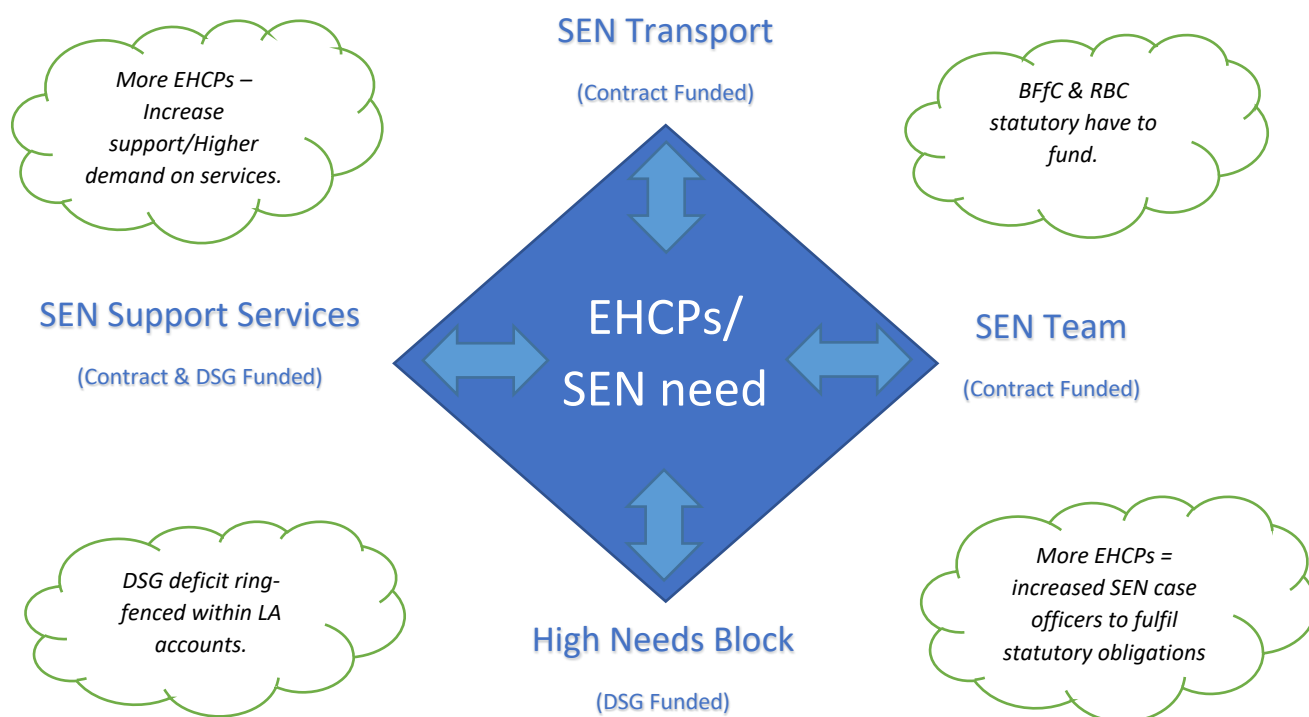
### Image of main forecasting spreadsheet

								Days →		11		18		19		13		0		20	
ROUT	SCHOOL	OPERATOR	PO Number	Item Description	Retendered / ceased	Actual Charge r day	Days	Amount ordered	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep							
CHILTERN SCHOLAR	Mainstream	READING TRANSPORT LTD	RB208653B	Chiltern Edge Buses (£750 x 190)	Will increase 23-24		190	£142,500	27,562	16,535	14,250	9,750	-	15							
	Mainstream	READING TRANSPORT LTD	RB208659B	Scholar Passes 22-23			190	£100,000	27,716	-	-	-	-	10							
£629	New Christchurch	SCHOOL TRAVEL	RB208554B	E629 New Christchurch (£79 x 190)	END July 23	£ 79.00	190	£15,010	914	1,827	1,501	1,027	-								
RB001	Avenue	READIBUS LTD	RB208703B	RB001 Avenue (£105x190)		£ 101.50	190	£19,950	711	1,890	1,995	1,365	-	2							
RB068	Avenue	READIBUS LTD	RB208701B	RB068 Avenue (£105x190)		£ 101.50	190	£19,950	914	1,827	1,995	1,365	-	2							
RB091	Avenue	READIBUS LTD	RB208702B	RB091 Avenue (£105 x 190)		£ 101.50	190	£19,950	914	1,827	1,995	1,365	-	2							
RB277		YELLOW CARS LTD	RB208736B	RB277 Forest Bridge (£160 x187)			190	£29,920	1,350	2,625	2,992	2,047	-	3							
RB309	Brookfields	ACE WHEELCHAIR TRAV	RB208699B	RB309 Brookfields (£99 + Cress x190)			190	£22,810	1,250	2,070	2,281	1,561	-	2							
RB347		COMFI CARS	RB208696B	RB347 Cranbury (V x190)	END July 23		190	£9,500	1,100	2,685	950	650	-								
RB372	Brookfields	WHITEKNIGHTS TRAVEL	RB208697B	RB372 Brookfields (£110 + Cress x190)	END July 23		190	£25,000	340	595	2,500	1,711	-								
RB381		YELLOW CARS LTD	RB208695B	RB381 Oakbank (£34 x 190)	END July 23		190	£6,460	523	935	646	442	-								
RB406	Avenue	YELLOW CARS LTD	RB208694B	RB406 Avenue (£48 x 152)	Retender		190	£7,296	618	1,138	730	499	-								
RB411		SCHOOL TRAVEL	RB208693B	RB411 BHF (£55x190)	Retender	£ 55.00	190	£13,300	550	963	1,330	910	-	1							
RB412		SCHOOL TRAVEL	RB208692B	RB412 BHF (£70 x 190)	Retender		190	£13,300	792	1,584	1,330	910	-	1							
RB416		SCHOOL TRAVEL	RB208691B	RB416 Bridge Prospect (£55x190)	Retender		190	£10,450	747	1,494	1,045	715	-	1							
RB417	Avenue	COMFI CARS	RB208689B	RB417 Avenue (£88 x 190)	Retender		190	£16,720	827	1,566	1,672	1,144	-	1							
RB425	Avenue	COMFI CARS	RB208687B	RB425 Avenue (£83 + AW Lunch trips x190)	Retender		190	£20,770	1,785	1,968	2,077	1,421	-	2							
RB428		CEDAR CARS READING LTD	RB208688B	RB428 Bishopswood (£87 x 190)	Retender		190	£16,530	1,000	1,700	1,653	1,131	-	1							
RB433		YELLOW CARS LTD	RB208551B	RB433 Portesbery (£170 x190)	Ended 31.5.23		190	£32,300	900	1,800											
RB434		CEDAR CARS READING LTD	RB208690B	RB434 New Town (£75 x 190)	Retender		190	£14,250	972	1,944	1,425	975	-	1							
RB450		WHITEKNIGHTS TRAVEL	RB208685B	RB450 Addington (£100 x 190)	Retender		190	£19,000	981	1,962	1,900	1,300	-								

3. Finance will keep control of reconciliations with the Transport Team supplying information on routes and costs to help the forecasting for the current academic year and the next year. Any decision made will then have a longer viewed impact.
4. The main factor impacting forecasting is the transport changes relating to the July leavers and September starters which impacts route changes being replanned to ensure minimal impact to the children on the routes and to secure the value for money criteria.

5. The current forecast overspend is based on the Summer 2023 transport routes and this will be updated in October when the changed routes are known.
6. Additional savings have been implemented, but it will be unrealistic for the Team to bring transport into budget given the impact of EHCP demand (which does not appear to be slowing down).
7. The Company have many services that support EHCPs, and the focus has been around the DSG - High Needs block and the Delivering Better Value project. Other services funded from contract sum are also impacted by the growth and need of SEN.

Image to illustrate the impact of growing EHCPs/SEN Need on other service areas.



## Appendix 4 – Unaccompanied asylum-seeking children and leaving care.

1. A UASC is defined as an individual, who is under 18 when the asylum application is submitted, is not being cared for by an adult who by law has responsibility to do so, is separated from both parents and has applied for asylum in the United Kingdom in their own right. All children in local authority care and being accommodated by the local authority who satisfy these criteria may be included in an application for funding.
2. UASC who turn 18 and have been a child in care for more than 13 weeks are eligible to continue with funding within the leaving care processes and continue to be in education or training.
3. BfFC submit claims on how many days support the company has provided rather than the cost to the company. This is due to the scheme paying out rates per day rather than reimbursing for the actual cost.

### Higher rate threshold (HRT)

4. The HRT is calculated as 0.07% of the ONS 2020 Mid-Year Child Population Estimate for Reading borough. If a local authority's count of qualifying UASC at 31 March 2022 met or exceeded the HRT, the local authority will receive the higher nightly rate for UASC claimed for in this financial year (2022/23).

### Current known rates 2023-2024 (not increased from 2022-2023)

Under 18s with LAs at or above 0.07% on 31 March 2023 unit per night	£143
Under 18s with LAs below 0.07% on 31 March 2023 unit per night	£114
Over 18s unit per week (£38.57 per night)	£270

### Monthly Routine

- BfFC finance, monitor the placement costs for all UASC within the current social care placement reconciliation.
- The costs are processed via Mosaic and paycycle reconciliations and forecasts updated along all other children in the system.
- Working with Performance Data and the Operational Teams, the Finance Team identifies who is eligible and record the number of days support provided monthly.
- This is the basis of the submission to the Home Office, where all data is checked and verified for payments to be processed by the 4 weeks after the submission date.
- However, there are ongoing delays when there are queries from the Home Office to BfFC regarding ages, support etc., and this then delays the agreement in relation to eligible days.

### Risks and issues

- Currently the Home Office are severely behind in agreeing submissions nationally.
- BfFC have still not had funding agreed for the last 2 months of 2022-2023 (2,903 days claimed but not agreed due to queries or general delays).
- This risk relates to the estimated forecasts at year end (for the accounts). We have estimated income/agreed days from the Home Office that could potentially be accepted or rejected that is included within the accrued provision (4 months into 2023-2024 and we still have no confirmation on Period 11 & 12).
- This also impacts the 2023-2024 forecast as we do not know if the spend on UASC will be covered with the income receipt.
- In the last 3 years, the income receipted has been sufficient to breakeven or retain a small surplus. It is noted that this has not always been the case and is not the case for many other LAs.



## Appendix 5 – Cashflow

	ACTUALS	ACTUALS	ACTUALS	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
<b>Income</b>												
1 Contract Sum - Service Costs	7,452,350		3,726,175	3,726,175	3,726,175	3,726,175	3,726,175	3,726,175	3,726,175	3,726,175	3,726,175	3,726,175
2 VAT on Contract Sum	1,490,470		745,235	745,235	745,235	745,235	745,235	745,235	745,235	745,235	745,235	745,235
3 Contract Sum - Support Services	749,488		374,744	374,744	374,744	374,744	374,744	374,744	374,744	374,744	374,744	374,744
4 VAT on Support Services SLAs	149,898		74,949	74,949	74,949	74,949	74,949	74,949	74,949	74,949	74,949	74,949
5 Property Leases & FM	369,842		184,921	184,921	184,921	184,921	184,921	184,921	184,921	184,921	184,921	184,921
6 Total Contract Sum	10,212,048	0	5,106,024	5,106,024	5,106,024	5,106,024	5,106,024	5,106,024	5,106,024	5,106,024	5,106,024	5,106,024
7 Other income	255,747	164,162	163,556	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
8 Dedicated Schools Grant	6,249,638		3,124,819	3,124,819	3,124,819	3,124,819	3,124,819	3,124,819	3,124,819	3,124,819	3,124,819	3,124,819
9 Grant income	106,250		1,084,887	6,779,154	433,333	433,333	1,433,333	433,333	433,333	433,333	433,333	433,333
10 Grant (owed by RBC) 2022/23			234,300									
11 Transformation Funding						167,000						
12 Total Grants and Other Income	6,611,635	164,162	4,607,561	10,203,973	3,858,152	4,025,152	4,858,152	3,858,152	3,858,152	3,858,152	3,858,152	3,858,152
13 Overall Income	16,823,683	164,162	9,713,585	15,309,997	8,964,176	9,131,176	9,964,176	8,964,176	8,964,176	8,964,176	8,964,176	8,964,176
14 Cumulative Income	123,505,946	123,670,109	133,383,693	148,693,690	157,657,866	166,789,042	176,753,218	185,717,393	194,681,569	203,645,745	212,609,921	221,574,097
<b>Expenditure</b>												
16 Payroll, HMRC and Pensions	-2,148,169	-2,227,724	-2,235,425	-2,235,425	-2,235,425	-2,235,425	-2,235,425	-2,235,425	-2,235,425	-2,235,425	-2,235,425	-2,235,425
Daily BACs Run	-7,630,001	-6,049,568	-6,425,088	-8,977,563	-6,400,000	-6,400,000	-6,400,000	-6,400,000	-6,400,000	-6,400,000	-6,400,000	-6,400,000
17 Other Service Costs	-39,633	-44,039	-91,447	-43,000	-43,000	-43,000	-43,000	-43,000	-43,000	-43,000	-43,000	-43,000
18 Investment										2000000	1000000	
19 Input TAX				-260,000	-260,000	-260,000	-260,000	-260,000	-260,000	-260,000	-260,000	-260,000
Pay RBC (VAT)	-847,745	-251,613	-251,613	-251,613	-251,613	-251,613	-251,613	-251,613	-251,613	-251,613	-251,613	-251,613
20 VAT Balance				-912,000			-912,000			-912,000		
21 Overall Expenditure	-10,665,547	-8,572,944	-9,003,573	-12,679,601	-9,190,038	-9,190,038	-10,102,038	-9,190,038	-9,190,038	-8,102,038	-8,190,038	-9,190,038
22 Cumulative Expenditure	-123,105,862	-131,678,806	-140,682,379	-153,361,980	-162,552,018	-171,742,056	-181,844,094	-191,034,132	-200,224,170	-208,326,208	-216,516,246	-225,706,284
23 Cash Flow	6,158,136	-8,408,782	710,012	2,630,396	-225,862	-58,862	-137,862	-225,862	-225,862	862,138	774,138	-225,862
24 C/f from 21/22	2,372,953	8,531,090	122,308	832,320	3,462,715	3,236,853	3,177,991	3,040,129	2,814,267	2,588,404	3,450,542	4,224,680
25 Cash Balance	8,531,090	122,308	832,320	3,462,715	3,236,853	3,177,991	3,040,129	2,814,267	2,588,404	3,450,542	4,224,680	3,998,818
Check : Bank Statement												
26 Lloyds bank balance	8,531,090	122,308	832,320.00									

Due to previous years overspends and the time delay in receiving Inter-company funds (BFFC owed £4.8m as at the 31 March 2023).

BFFC have fallen under agreed cash balance limits in the last two months due to delays.

We are expecting the owed funds to be settled in July which will improve the cash flow position.

We have also started implementing inter-company income receipts during the year, so this issue will not continue, and we will continue to secure optimal interest rates.



## Appendix 6 – Inter-company Update

1. The Inter-Company reconciliation for 2022-2023 has been verified and agreed by RBC within period 3. The table below is a summary of the inter-company agreement.

**Table 10**

No.	Description	Amount agreed for 31 March 2023 (£)
	<b>Inter-company Debtors (RBC owe BfFC)</b>	
1	Manual Sundry Debtors	6,711,192
2	System Debtors (Fusion Accounts Receivable Deferred Income)	67,961
	<b>Total</b>	<b>6,779,153</b>
	<b>Inter-company Creditors (BfFC owe RBC)</b>	
3	Manual Sundry Creditors	1,976,382
4	System Creditors	1,181
	<b>Total</b>	<b>1,977,563</b>
	<b>Net Inter-company Debtor</b>	<b>4,801,590</b>

2. The figure agreed for the net inter-company balance is **£4,801,590.**
3. Line numbers 2 and 4 within the table relates to time differences in invoices processed but not paid as at the 31 March (largely items created on the 31 March).
4. Line numbers 1 and 3 relate to the manual accruals put through the accounts at year end, where the majority of the £6m income relates to grants and the additional £2.8m from RBC. Most of the creditors relate to recharges that include agency staff, final SLA charges and DSG variances.
5. The schedule being approved in June represents a significant improvement from previous years where the intercompany held up the year-end accounts processes, and the annual accounts were not agreed until late September 2022.
6. BfFC is not in a position to accept delays in settling balances due until after the year end is complete. The Company would have an additional £2m of cash in our bank account (£4.8m minus £2.8m additional RBC funding) that would generate favorable interest receivable returns.
7. BfFC have asked for in-year grant funding to be paid earlier to mitigate this impact. This was agreed and should follow on with a quarterly review by RBC and BfFC in 2023-2024 to ensure that significant net amounts owed is not unduly held up.
8. Internal Audit will commence the follow up to the 2021 Inter-company audit this month. The following is noted:
  - All prior year inter-company reconciliations have now been completed earlier than any previous year
  - 2023/24 material grants paid over to BfFC in Q1
  - Agreement between RBC and BfFC to commit to this quarterly exercise.
  - Inter-company solution for e5 system was discussed with both parties and system engineers. This is currently in progress.
  - RBC have employed a new interim Strategic Business Partner who we be the finance link between the 2 organisations going forward in time. Currently being done by the deputy S151 officer with limited to no capacity.
  - Coding, reporting and general knowledge of inter-company processes within BfFC have greatly improved.

## Appendix 7 – Reserves Update

1. Brighter Futures for Children hold provision within its balance sheet. It also has unconditional and conditional unspent grants.

**Table 11: list of Provisions from 31 March 2023**

Description	Balance as of 31 March 2023	Planned Commitments as at 30 Jun 2023	Key
<b>Provisions</b>			
Holiday Accrual	131,127	131,127	a
Elite Care	87,706	-	b
Berkshire West Local Safeguarding Board	63,275	-	c
Children in Care Council	12,500	12,500	d
<b>Total Provisions</b>	<b>294,608</b>	<b>143,627</b>	
<b>Total Unconditional Grant Reserve</b>	<b>353,042</b>	<b>-</b>	<b>e</b>
<b>Conditional Grants (unapplied)</b>			
Youth Justice Board	158,757	158,757	f
Extension of the Role of Virtual School Heads to children with a social worker	15,951	15,951	g
Mental Health Trailblazer project 1	75,443	75,443	h
Mental Health Trailblazer project 2	48,316	48,316	i
Flexible Support Fund	13,893	13,893	j
Data Accelerator	476,185	476,185	k
Futures in Mind	98,518	98,518	l
Early Years Professional Development	27,300	27,300	m
Holiday Activities and Food Programme	2,193	2,193	n
<b>Total Conditional Grants (unapplied)</b>	<b>916,556</b>	<b>916,556</b>	
<b>Total Reserves/Provisions</b>	<b>1,564,205</b>	<b>1,060,183</b>	

Notes to Table 11:

- a) Holiday Accrual (FRS102)
- b) Elite Care: Legal dispute on unpaid invoices. Legal has advised BFfC to maintain the provision. Arbitration will commence within 2023-2024.
- c) Berkshire West Local Safeguarding Board is a partnership provision managed by BFfC on behalf of Wokingham and West Berkshire
- d) Children in Care Council funding to be allocated in 2023-2024.
- e) Unconditional reserves balance that will follow reserves policy processes.
- f) Youth Justice Board, partnership funding with Probation, Thames Valley Police and Community Services.
- g) Virtual School Head grant committed in 2023-2024 towards posts.
- h) Mental Health Trailblazer (1) funded from Health with conditions of grant.
- i) Mental Health Trailblazer (2) funded from Health with conditions of grant.
- j) Flexible Support Fund allocated for 2023-2024
- k) Data Accelerator, partnership funding.
- l) Early Years Development program Grant return required if not spent.
- m) Holiday Activities program, return required if not spent.

## Appendix 8 – Transformation & Shadow of Covid Funding

Reading Borough Council approved BFFCs Proposals to enable vulnerable and disadvantaged children and young people to 'catch up' and achieve long term positive outcomes in these 4 main groups:

- 0-2s
- Schools Recovery Grant
- Mental Health: Vulnerable Adolescents
- Looked After Children

The projects have 4 main target outcomes:

- Reduced waiting lists for speech and language therapy for under 5 years by 40%
- Increase take-up of 2-year-old funding to 75%
- Increase families registered with Childrens Centre's by 750
- 90% of children engaged demonstrate age-appropriate development against the 3 prime areas in the Early Years Foundation Stage

**Table 12: Overview of Shadow of Covid Fund as of June 2023**

Covid Recovery Grant		2021-2022	2022-2023	2023-2024	Total
0-2s Recovery	Original Budget	197,581	345,276	146,675	689,532
	Spend (actual → Forecast)	20,544	270,200	398,778	689,532
Schools Recovery Grant	Original Budget	87,375	122,325	0	209,700
	Spend (actual → Forecast)	0	0	209,700	209,700
Vulnerable Adolescents	Original Budget	115,357	203,192	86,993	405,542
	Spend (actual → Forecast)	3,200	185,704	216,638	405,542
Looked After Children	Original Budget	113,166	194,000	80,833	387,999
	Spend (actual → Forecast)	0	194,023	193,976	387,999
<b>Total</b>	Original Budget	513,479	864,793	314,501	1,692,773
	Spend (actual → Forecast)	23,754	649,927	1,019,092	1,692,773

- Year 1 budgets (2021-2022) were created as the projects would start in September 2021. Due to delays in approval and filling the new vacant posts the projects didn't start until 2022-2023.
- We have asked Reading Borough Council if we can defer funding into year 3 whereas the original allocation would end in August 2023 and instead will now go up to March 2024.
- Period 6 will be a crucial month to estimate how much funding is available after March 2024 as BFFC will need to review and confirm the end of fixed term posts and secondments.

**Table 13: Update on Approved and Submitted Transformation (Delivery Fund) expenditure.**

DUF Reference Code	Resource	Budget 23/24 (£000's)	YTD Actual 23/24 (£000's)	Forecast Spend 23/24 (£000's)	Variance 23/24 (£000's)
Approved	Transformation of SEND System - EMS	167	49	167	0
Approved*	Consultant Practitioners	137	31	137	0
Approved*	Social Worker Retention and Recruitment	120	0	120	0
Submitted	Transformation of School Travel	0	0	0	0
Submitted	BFFC Finance Transformation	0	0	0	0
<b>BFFC TOTAL</b>		<b>424</b>	<b>80</b>	<b>424</b>	<b>0</b>

\*Consultant Practitioners and retention and recruitment scheme was approved within Policy Committees for one year only.

## Appendix 9 - Income and Expenditure Summary

The budget for 2023-2024 with a contract value of **£44.933m** is shown below:

**Table 14: Summary of income and expenditure at Period 3**

<b>BUDGET SUMMARY</b>	<b>23/24 Budget YTD £000</b>	<b>23/24 Spend YTD £000</b>	<b>23/24 Variance YTD £00</b>	<b>23/24 Annual Budget £000</b>	<b>23/24 Forecast Outturn £000</b>	<b>23/24 Forecast Variance £000</b>
Employee Expenditure	7,898	6,284	(1,613)	31,591	28,318	(3,273)
Agency Expenditure	5	(33)	(38)	18	3,832	3,814
Other Employee Related Expenditure	212	203	(9)	849	849	0
<b>Employee &amp; Agency Total</b>	<b>8,114</b>	<b>6,454</b>	<b>(1,660)</b>	<b>32,457</b>	<b>32,998</b>	<b>541</b>
Premises Related Expenditure	33	11	(22)	133	133	0
Transport Related Expenditure	621	635	13	3,666	3,840	174
Supplies and Services Expenditure	2,765	2,593	(172)	11,524	11,633	109
Contracted Expenditure	10,913	11,134	220	42,444	46,660	4,216
Support Services & Recharges Expenditure	2,118	1,839	(279)	5,434	5,434	0
<b>Other Expenditure Total</b>	<b>16,451</b>	<b>16,210</b>	<b>(241)</b>	<b>63,201</b>	<b>67,700</b>	<b>4,499</b>
Government Grant Income	(382)	1,749	2,130	(4,105)	(4,105)	0
Other Income	(1,940)	(2,104)	(164)	(9,123)	(9,334)	(211)
Contract Sum Income	(11,233)	(12,060)	(826)	(44,933)	(44,933)	0
Dedicated Schools Grant Income	(9,374)	(12,107)	(2,733)	(37,498)	(37,498)	0
<b>Income Total</b>	<b>(22,929)</b>	<b>(24,522)</b>	<b>(1,592)</b>	<b>(95,658)</b>	<b>(95,869)</b>	<b>(211)</b>
<b>Grand Total</b>	<b>1,636</b>	<b>(1,857)</b>	<b>(3,493)</b>	<b>0</b>	<b>4,829</b>	<b>4,829</b>

## Appendix 10 – Monthly Budget Monitoring Information Schedule 2023/24

Information Sets	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Period 9	Period 10	Period 11	Outturn
Estimated Outturn		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Risks and Opportunities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Children Social Care Summary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Early Help Summary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Education Summary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Corporate Summary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Dedicated Schools Grant		✓				✓			✓			✓
Schools Balances		*					✓			✓		✓
High Needs Management Plan				✓			✓			✓		✓
School Transport (Review)			✓			✓						✓
Agency (Review)			✓			✓			✓			✓
Social Care Placements (Review)			✓		✓		✓		✓		✓	✓
UASC (Review)			✓				✓					✓
Inflation (Review)					✓				✓			✓
Cash Flow			✓			✓			✓			✓
Debtors Update					✓					✓		✓
Inter-Company Update			✓			✓			✓			✓
Grants Update						✓			✓			✓
Reserves Update			✓			✓			✓			✓
Transformation Funding			✓			✓			✓			✓

\*Schools Balances will have its own separate report in Period 2 that will go into more detail per school and will include updated balances information.

End of Report

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### Capital Programme for Period 3

Scheme Name	Approved Budget 2023/24 £000	Budget Movements Between Schemes £000	Additional Budgets added to the Programme - Funded by Grants & Contributions £000	Budgets requested to be added to the Programme - Funded by Capital Receipts, Revenue Contributions, Borrowing & Reserves £000	Reduced Budgets - Completed Schemes & Other carry forward budget adjustments £000	Budgets reprogrammed (to)/from Future Years £000	Revised Budget Quarter 1 2023/24 £000	Spend to 30 June 2023 £000	Forecast Spend £000	Forecast Variance £000
<b>General Fund</b>										
<b>Adult Care and Health Services</b>										
e-Marketplace & Equipment Renewal Portal Software	170						170	0	170	0
Mobile Working and Smart Device	150						150	0	150	0
Replacement of Community Re-ablement Software	62						62	0	62	0
Co-located profound and multiple learning disabilities day opportunities and respite facility and sheltered housing flats	5,108					(3,508)	1,600	37	1,600	0
<b>Adult Care and Health Services Total</b>	<b>5,490</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(3,508)</b>	<b>1,982</b>	<b>37</b>	<b>1,982</b>	<b>0</b>
<b>Economic Growth and Neighbourhood Services</b>										
<b>Transportation, Planning &amp; Public Protection</b>										
Air Quality Monitoring	15						15	0	15	0
Active Travel Tranche 2	587		200				787	22	787	0
Active Travel Tranche 3	1,404		1,000			(1,404)	1,000	5	1,000	0
Active Travel Tranche 4	0		75				75	0	75	0
Berkshire Coroner's Removals	29						29	0	29	0
Bus Service Improvement	8,543					(3,543)	5,000	10	5,000	0
Local Transport Plan Development	1,255					(505)	750	7	750	0
National Cycle Network Route 422	137						137	0	137	0
Reading West Station	2,224		527				2,751	(3)	2,751	0
South Reading MRT (Phases 1 & 2)	394						394	0	394	0
South Reading MRT (Phases 3 & 4)	1,216						1,216	22	1,216	0
South Reading MRT (Phases 5 & 6)	2,000					(2,000)	0	0	0	0
Town Centre Street Trading Infrastructure	28					(28)	0	0	0	0
Construction of Green Park Station	295					(70)	225	(138)	225	0
Car Park Investment Programme (inc P&D, Red Routes & Equipment)	326						326	1	326	0
CIL Local Funds - Community	598						598	15	598	0
CIL Local Funds - Transport	724						724	(7)	724	0
CIL Local Funds -Neighbourhood Allocation	477						477	0	477	0
S106 individual schemes list	988						988	0	988	0
Defra Air Quality Grant - Bus Retrofit	388						388	0	388	0
Defra Air Quality Grant - Go Electric Reading	17						17	0	17	0

### Capital Programme for Period 3

Scheme Name	Approved Budget 2023/24 £000	Budget Movements Between Schemes £000	Additional Budgets added to the Programme - Funded by Grants & Contributions £000	Budgets requested to be added to the Programme - Funded by Capital Receipts, Revenue Contributions, Borrowing & Reserves £000	Reduced Budgets - Completed Schemes & Other carry forward budget adjustments £000	Budgets reprogrammed (to)/from Future Years £000	Revised Budget Quarter 1 2023/24 £000	Spend to 30 June 2023 £000	Forecast Spend £000	Forecast Variance £000
Electric Vehicle Charging Points	250						250	0	250	0
Air Quality Grant - AQ sensors awareness & behaviour change	220						220	0	220	0
Transport Demand Management Scheme	400					(300)	100	0	100	0
Rogue Landlord Enforcement	75						75	0	75	0
<b>Transportation, Planning &amp; Public Protection - Sub Total</b>	<b>22,590</b>	<b>0</b>	<b>1,802</b>	<b>0</b>	<b>0</b>	<b>(7,850)</b>	<b>16,542</b>	<b>(67)</b>	<b>16,542</b>	<b>0</b>
<b>Housing &amp; Communities</b>										
Provision of Gypsy & Traveller Accommodation	3,455					(3,355)	100	9	100	0
Harden Public Open Spaces to Prevent Incursion	13						13	4	13	0
Green Homes Scheme - GF element	41						41	1	41	0
Disabled Facilities Grants (Private Sector)	1,197						1,197	143	1,197	0
Foster Carer Extensions	400						400	0	400	0
Private Sector Renewals	655						655	3	655	0
<b>Housing &amp; Communities - Sub Total</b>	<b>5,761</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(3,355)</b>	<b>2,406</b>	<b>159</b>	<b>2,406</b>	<b>0</b>
<b>Culture</b>										
Leisure Centre Procurement	8,398	34					8,432	1,193	8,432	0
Development of facilities at Prospect Park/Play	22						22	(12)	22	0
Reading Football Club Social Inclusion Unit to SRLC	1,534					(1,534)	0	0	0	0
Small Leisure Schemes	307	(34)					273	0	273	0
Levelling Up Delivery Plan - New performance space at the Hexagon Theatre	3,245						3,245	0	3,245	0
Levelling Up Delivery Plan - New Reading Library at the Civic Centre	1,603						1,603	0	1,603	0
Abbey Quarter restoration works	159					(119)	40	(0)	40	0
High Street Heritage Action Zone	982						982	70	982	0
Berkshire Record Office - extension of storage space	279					(279)	0	0	0	0
Hexagon lighting & emergency lighting replacement	262						262	2	262	0
Hexagon replacement of PA System	360						360	0	360	0
Shared Prosperity Fund	0		234			(201)	33	0	33	0
Town Hall Equipment	44						44	14	44	0
Tilehurst Library Works	38						38	22	38	0
New Directions Ways into Work Skills capital project	0						0	0	0	0
<b>Culture - Sub Total</b>	<b>17,233</b>	<b>0</b>	<b>234</b>	<b>0</b>	<b>0</b>	<b>(2,133)</b>	<b>15,334</b>	<b>1,289</b>	<b>15,334</b>	<b>0</b>



### Capital Programme for Period 3

Scheme Name	Approved Budget 2023/24 £000	Budget Movements Between Schemes £000	Additional Budgets added to the Programme - Funded by Grants & Contributions £000	Budgets requested to be added to the Programme - Funded by Capital Receipts, Revenue Contributions, Borrowing & Reserves £000	Reduced Budgets - Completed Schemes & Other carry forward budget adjustments £000	Budgets reprogrammed (to)/from Future Years £000	Revised Budget Quarter 1 2023/24 £000	Spend to 30 June 2023 £000	Forecast Spend £000	Forecast Variance £000
<b>Environmental &amp; Commercial Services</b>										
Playground equipment and Refreshment: Boroughwide	547						547	3	547	0
New Capital Bid - S106 Kenavon Drive Landscape	31						31	0	31	0
Victoria Rec	462						462	0	462	0
Levelling Up Parks Fund	54						54	0	54	0
Restoration of historic Wall at Caversham Court Gardens	85						85	0	85	0
Ecological Works	21						21	0	21	0
John Robson skatepark	352						352	0	352	0
Re-wiring highways, parks and open space verges	76	(76)					0	0	0	0
Tree Planting	51						51	0	51	0
Highways Infrastructure Programme	1,250	9,650				(1,500)	9,400	(272)	9,400	0
Carriageways & Pavements Investment Programme	5,000	(5,000)					0	0	0	0
Cemetery Machinery	66	(66)					0	0	0	0
Chestnut Walk Improvements	29						29	0	29	0
CIL Local Funds - Heritage and Culture	274						274	0	274	0
CIL Local Funds - Leisure and Play	849					(100)	749	26	749	0
Highway Signals_Capital Bid	234						234	(76)	234	0
Highways Operational Resilience _ Capital Bid	74	(74)					0	0	0	0
Highways Structures Capital Bid	4,650	(4,650)					0	0	0	0
Invest to save energy savings - Street lighting	578						578	42	578	0
Pedestrian Defined Urban Pocket Gardens	75						75	0	75	0
Pedestrian dropped kerb facilities with tactile pavers	240						240	0	240	0
Pedestrian handrails	240						240	0	240	0
Pumping Station Upgrade Scheme (new)	42						42	(34)	42	0
Purchase of Electric Road Marking Machine	65						65	0	65	0
Railway footbridge lighting in West Reading	70						70	0	70	0
Reading Station Subway	206						206	6	206	0
Smart City Cluster project and C-ITS	0						0	49	0	0
Town Centre Improvements	251						251	(2)	251	0
Free bulky waste service - collection vehicle	64	(64)					0	0	0	0
Cattle Market Car Park	516						516	0	516	0
Digitised TRO's	300						300	0	300	0
Eastern Area Access Works	199						199	0	199	0
Local Traffic Management and Road Safety Schemes	476						476	(18)	476	0

**Capital Programme for Period 3**

Scheme Name	Approved Budget 2023/24 £000	Budget Movements Between Schemes £000	Additional Budgets added to the Programme - Funded by Grants & Contributions £000	Budgets requested to be added to the Programme - Funded by Capital Receipts, Revenue Contributions, Borrowing & Reserves £000	Reduced Budgets - Completed Schemes & Other carry forward budget adjustments £000	Budgets reprogrammed (to)/from Future Years £000	Revised Budget Quarter 1 2023/24 £000	Spend to 30 June 2023 £000	Forecast Spend £000	Forecast Variance £000
Oxford Road Corridor Works	299						299	0	299	0
Traffic Management Schools	431						431	0	431	0
Western Area Access Works	128						128	0	128	0
New Kit/Vehicles for Commercial Services Dvlpt	84	(84)					0	0		0
Vehicle Maintenance Workshop	1,312						1,312	0	1,312	0
New Vehicle for Highways & Drainage Commercial Service	71	(71)					0	0		0
Replacement Vehicles	615	435		3,653			4,703	701	4,703	0
<b>Environmental &amp; Commercial Services - Sub Total</b>	<b>20,367</b>	<b>0</b>	<b>0</b>	<b>3,653</b>	<b>0</b>	<b>(1,600)</b>	<b>22,420</b>	<b>424</b>	<b>22,420</b>	<b>0</b>
<b>Property &amp; Asset Management</b>										
The Heights Permanent Site Mitigation	356						356	29	356	0
Corporate and Community Buildings	2,076	2,064					4,140	85	4,140	0
1 Dunsfold Fitout for BFFC Family Contact Centre - Development for Community Use	0						0	26	0	0
Accommodation Review - Phase 2A - 2C	1,369	(1,369)					0	0	0	0
Corporate Office Essential Works	695	(695)					0	0	0	0
Katesgrove Community and YOS Refurbishment - Development for Community Use	37						37	388	37	0
BFFC Accommodation Review	150						150	0	150	0
Maintenance & Enhancement of Council Properties	8,800					(8,800)	0	0	0	0
Regeneration Projects	2,204					(2,004)	200	45	200	0
Acre Business Park	478						478	0	478	0
The Keep building works and improved arts/culture facilities	94						94	0	94	0
<b>Property &amp; Asset Management - Sub Total</b>	<b>16,259</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(10,804)</b>	<b>5,455</b>	<b>573</b>	<b>5,455</b>	<b>0</b>
<b>Management &amp; Sustainability</b>										
Renewable Energy	1,411						1,411	0	1,411	0
Salix Decarbonisation Fund	1,365						1,365	0	1,365	0
Salix Re-Circulation Fund	520						520	14	520	0
Corporate Solar Programme	491						491	0	491	0
<b>Management and Sustainability - Sub Total</b>	<b>3,787</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,787</b>	<b>14</b>	<b>3,787</b>	<b>0</b>
<b>Economic Growth and Neighbourhood Services Total</b>	<b>85,997</b>	<b>0</b>	<b>2,036</b>	<b>3,653</b>	<b>0</b>	<b>(25,742)</b>	<b>65,944</b>	<b>2,393</b>	<b>65,944</b>	<b>0</b>

### Capital Programme for Period 3

Scheme Name	Approved Budget 2023/24 £000	Budget Movements Between Schemes £000	Additional Budgets added to the Programme - Funded by Grants & Contributions £000	Budgets requested to be added to the Programme - Funded by Capital Receipts, Revenue Contributions, Borrowing & Reserves £000	Reduced Budgets - Completed Schemes & Other carry forward budget adjustments £000	Budgets reprogrammed (to)/from Future Years £000	Revised Budget Quarter 1 2023/24 £000	Spend to 30 June 2023 £000	Forecast Spend £000	Forecast Variance £000
<b>Resources</b>										
Customer Digital Experience	1,748					(958)	790	0	790	0
Universal Digital Systems	2,379						2,379	14	2,379	0
IT Future Operating Model	1,459					323	1,782	114	1,782	0
Democratic Hybrid AV	90			100			190	0	190	0
Re-Procurement / Reimplementation of Finance System	97		139				236	173	236	0
Education Management System	77						77	0	77	0
Cemeteries and Crematorium	85						85	0	85	0
Crematorium Procurement	857					(857)	0	0	0	0
Crematorium	55						55	4	55	0
Burial Land Acquisition	1,141					(1,141)	0	(0)	0	0
<b>Resources Total</b>	<b>7,988</b>	<b>0</b>	<b>139</b>	<b>100</b>	<b>0</b>	<b>(2,633)</b>	<b>5,594</b>	<b>304</b>	<b>5,594</b>	<b>0</b>
<b>Economic Growth and Neighbourhood Services</b>										
<b>(Education Schemes)</b>										
Additional School Places - Contingency	500						500	(1)	500	0
Blessed Hugh Faringdon - Asperger Unit 30 place expansion (SEN)	0						0	(24)	0	0
Primary Schools Expansion Programme - 2013-2017	0						0	(8)	0	0
DFC	0						0	86		0
SEN Provision - Avenue Centre	1,053						1,053	(33)	1,053	0
Asset Management	348						348	0	348	0
Children in care Emergency Provision	35						35	0	35	0
Civitas- Synthetic Sports Pitch	24						24	(4)	24	0
Crescent Road Playing Field Improvements	126						126	0	126	0
Critical Reactive Contingency: Health and safety (Schools)	860						860	39	860	0
Fabric Condition Programme	3,175						3,175	(3)	3,175	0
Green Park Primary School	60						60	(109)	60	0
Heating and Electrical Renewal Programme	1,708						1,708	17	1,708	0

### Capital Programme for Period 3

Scheme Name	Approved Budget 2023/24 £000	Budget Movements Between Schemes £000	Additional Budgets added to the Programme - Funded by Grants & Contributions £000	Budgets requested to be added to the Programme - Funded by Capital Receipts, Revenue Contributions, Borrowing & Reserves £000	Reduced Budgets - Completed Schemes & Other carry forward budget adjustments £000	Budgets reprogrammed (to)/from Future Years £000	Revised Budget Quarter 1 2023/24 £000	Spend to 30 June 2023 £000	Forecast Spend £000	Forecast Variance £000
Initial Viability work for the Free School at Richfield Avenue	36						36	(0)	36	0
Low Carbon Skills Fund - Bid Development	5				(5)		0	0	0	0
Low Carbon Skills Fund - Schools Estate Project Delivery	24				(24)		0	0	0	0
Katesgrove Primary Trooper Potts Building	56						56	0	56	0
Meadway Early Years Building Renovation	1				(1)		0	0	0	0
Modular Buildings Review	1,000						1,000	0	1,000	0
New ESA funded schools - Phoenix College	0						0	20	0	0
Pinedale-Children who have complex health, physical, sensory, disabilities & challenging behaviour	2						2	(148)	2	0
Cressingham- Community Short Breaks Provision	300						300	0	300	0
Dee Park Regeneration - Housing Infrastructure Fund (school)	5,960						5,960	0	5,960	0
Public Sector Decarbonisation Funds - School Estate Double Glazing Programme	787						787	0	787	0
SCD Units	78						78	33	78	0
School Estate Solar PV Programme	0						0	(11)	0	0
Schools - Fire Risk Assessed remedial Works	463						463	(0)	463	0
SEN Norcot	83						83	0	83	0
SEN High Needs provision capital allocations	4,977		954				5,931	0	5,931	0
The Heights Temporary School	351						351	0	351	0
Park Lane Primary School Annexe Replacement	2,500						2,500	0	2,500	0
<b>Economic Growth and Neighbourhood Services (Education Schemes) Total</b>	<b>24,512</b>	<b>0</b>	<b>954</b>	<b>0</b>	<b>(30)</b>	<b>0</b>	<b>25,436</b>	<b>(147)</b>	<b>25,436</b>	<b>0</b>
<b>Corporate</b>										
Delivery Fund (Pump priming for Transformation projects)	4,595						4,595	354	3,867	(728)
Loan To RTL (Bus replacement programme)	2,500						2,500	0	2,500	0
Oracle Shopping Centre capital works	100						100	0	100	0
Minster Quarter - Brownfield Land Grant Element	2,000					(2,000)	0	0	0	0
Minster Quarter	1,027						1,027	0	1,027	0
<b>Corporate Total</b>	<b>10,222</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,000)</b>	<b>8,222</b>	<b>354</b>	<b>7,494</b>	<b>(728)</b>
<b>General Fund Total</b>	<b>134,209</b>	<b>0</b>	<b>3,129</b>	<b>3,753</b>	<b>(30)</b>	<b>(33,883)</b>	<b>107,178</b>	<b>2,942</b>	<b>106,450</b>	<b>(728)</b>

Capital Programme for Period 3

Scheme Name	Approved Budget 2023/24 £000	Budget Movements Between Schemes £000	Additional Budgets added to the Programme - Funded by Grants & Contributions £000	Budgets requested to be added to the Programme - Funded by Capital Receipts, Revenue Contributions, Borrowing & Reserves £000	Reduced Budgets - Completed Schemes & Other carry forward budget adjustments £000	Budgets reprogrammed (to)/from Future Years £000	Revised Budget Quarter 1 2023/24 £000	Spend to 30 June 2023 £000	Forecast Spend £000	Forecast Variance £000
Housing Revenue Account (HRA)										
Disabled Facilities Grants	665						665	0	665	0
Housing Management System	504						504	27	504	0
Major Repairs - Existing Homes Renewal	9,441					(3,811)	5,630	0	5,630	0
Major Repairs - Zero Carbon Retrofit works	13,157					(5,310)	7,847	0	7,847	0
Local authority new build programme for Older people and vulnerable adults	14,761					(11,080)	3,681	299	3,681	0
New Build & Acquisitions - Phase 2 - 4	17,366					749	18,115	2,212	18,115	0
Housing Revenue Account (HRA) Total	55,894	0	0	0	0	(19,452)	36,442	2,538	36,442	0

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#### Appendix 4 - Corporate Plan Performance Measures (Monthly & Quarterly) Quarter 1 (2023/24)

Status	DOT	Corporate Plan Theme	Title	Frequency	Target	Unit	Q1 / June 23	Previous	Comments
●	↑	Thriving Communities	Number of carers supported to maintain their caring role	Quarterly	140	No.	323.00	179.00	With the new commissioned service the number of carers assessment continues to increase.
●	↑	Thriving Communities	Number of households prevented from becoming homeless	Monthly	112.5	No/yr	180.00	112.00	Data is cumulative to date.
●	↑	Thriving Communities	Number of NHS Health Checks delivered to residents	Quarterly	385	No. per qtr	1,250.00	1,204.00	Q1 23-24. GPs delivered 1,210 NHS Health Checks; of which 473 were universal and 737 were targeted. RBH completed 40 Checks for staff who are Reading residents; this figure was 50% lower than last quarter, due to the nurse's sickness absence.
◆	↓	Thriving Communities	Number of stop smoking service users, who have set a date to stop smoking and are still not smoking 4 weeks later, that are routine and manual workers	Quarterly	36	No. per qtr	30.00	39.00	Due to the lag in the stop smoking service data, the number of 4-week quits in Q4 is now confirmed (Q4 22-23 = 39). The Q1 number is a provisional estimate only.
●	↑	Thriving Communities	Older People (65+) who were still at home 91 days after discharge from hospital into reablement	Monthly	85	%	95.30	88.90	The service continues to deliver good outcomes and performance is currently exceeding target
▲	↓	Thriving Communities	Percentage of children in care living more than 20 miles from Reading	Quarterly	26	%	27.00	26.00	Proactive action taken to address the challenge of local place sufficiency (a challenge that Local Authorities across England are experiencing) is beginning to evidence impact, with more children being initially placed in or returning to placements in Reading. A reduction in the overall number of children coming

#### Appendix 4 - Corporate Plan Performance Measures (Monthly & Quarterly) Quarter 1 (2023/24)

Status	DOT	Corporate Plan Theme	Title	Frequency	Target	Unit	Q1 / June 23	Previous	Comments
									into care means that the number of children who became looked after some years ago and are settled with long term carers beyond 20 miles continues to have a high proportionate impact on this indicator.
●	→	Thriving Communities	Percentage of new contacts to the Advice & Wellbeing hub resulting in a successful outcome not requiring an on-going service	Monthly	82	%	92.00	92.00	Staff are supporting residents in a proactive manner, signposting residents to voluntary sector and continuing to use a Strength Based Approach
◆	↓	Thriving Communities	Percentage of service users in receipt of Adult Social Care Direct Payments	Monthly	25	%	21.75	22.01	A Direct Payment set-up function has been established (one DP Officer post) to encourage usage of Direct Payments and support staff with the process.
▲	↑	Thriving Communities	Percentage of service users supported to live independently in the community	Monthly	76	%	74.80	74.70	Community Based provision remains a priority for Adult Social Care and teams are working with residents and families to remain at home as long as possible
▲	↓	Thriving Communities	Youth re-offending rate	Quarterly	28	%	30.00	28.10	Reading's reoffending rate of 30% is lower than the national rate 31.6 but has now risen to a level slightly above the South-East rate 27.8% and for the first time considerably above the PCC area rate 25.4%. Any positive reoffending rate is an indication of effective casework, though the shortened gap with comparators is an area to monitor as other areas are evidencing increased performance. The latest data is for the period Apr 20 to Mar 2021.



#### Appendix 4 - Corporate Plan Performance Measures (Monthly & Quarterly) Quarter 1 (2023/24)

Status	DOT	Corporate Plan Theme	Title	Frequency	Target	Unit	Q1 / June 23	Previous	Comments
🔴		Inclusive Economy	Cumulative reduction in crime (based on Thames Valley Police crime reporting figures)	Quarterly	7	%	0.00		Data adjusted by Data Provider, Iquanta, following verification process. This now reflects a significant increase in crime reports against the 2020/21 base line for Q1. Narrative to reviewed by the Community Safety Partnership Reducing Crime Delivery Group when it starts. March Data has not yet been released, therefore Q 4 cannot be updated.
🟢	➡	Inclusive Economy	Number of school places for children and young people with Special educational need and disability (SEND)	Quarterly	422	No.	453.00	453.00	New places will come on line in September 2023
🟢	⬆	Inclusive Economy	Number of visits to our libraries	Monthly	62.5	No. (k)/yr	65.50	43.00	Tracking well to target Some estimations included
🟢	⬇	Inclusive Economy	Participation at Council cultural venues	Quarterly	81.25	No. (k)/yr	85.19	402.02	
🟢	⬇	Inclusive Economy	Percentage of Care Leavers who are not in education, employed or training for work (NEET)	Quarterly	30	%	30.00	29.00	
🔴	⬇	Inclusive Economy	Percentage of people with a learning disability in paid employment	Monthly	5.5	%	4.94	4.95	This KPI remains a high priority in the Transition and SEND groups, proactive work is being undertaken with the Elevate and New Direction College to target residents with LD.
🔴	⬇	Healthy Environment	Food waste recycled (percentage of household waste)	Quarterly	15	%	11.40	13.30	Food waste (from schools and the kerbside) represented 11.4% of household waste in Qtr 1 2023/24. This compares to 12.2% in the same quarter

#### Appendix 4 - Corporate Plan Performance Measures (Monthly & Quarterly) Quarter 1 (2023/24)

Status	DOT	Corporate Plan Theme	Title	Frequency	Target	Unit	Q1 / June 23	Previous	Comments
									last year. Food tonnages have declined whilst total household waste has increased. Lower food waste tonnes compared to the same period last year could be the result of residents having become more aware of the amount of food they were wasting. If lower tonnages are the result of waste reduction, this is a positive outcome. Increased financial pressures may also be causing residents to waste less food. However we are also aware that some food waste is present in the residual waste, and we need to capture this for recycling. Officers will continue to monitor the tonnages.
❖	⬇️	Healthy Environment	Percentage of actionable (40mm depth) potholes repaired within 28 days	Quarterly	99	%	88.00	96.00	There was an issue with the Asset Management System (WDM) not exporting the data - this has been resolved but caused a small amount to go out of date during April.  April figure 69% due to system issues, now resolved. May & June figures over 97% (giving an average of 88% for Q1)
▲	⬇️	Healthy Environment	Percentage of Houses of Multiple Occupation that are licensed	Quarterly	43	%	42.80	43.20	1389 Number licences 1st quarter 43%
●	⬆️	Healthy Environment	Percentage total household waste recycled	Quarterly	52	%	52.70	48.60	The provisional recycling rate for Qtr1 2023/24 is 52.7%. This compares to 51.7% last year. In particular we have

#### Appendix 4 - Corporate Plan Performance Measures (Monthly & Quarterly) Quarter 1 (2023/24)

Status	DOT	Corporate Plan Theme	Title	Frequency	Target	Unit	Q1 / June 23	Previous	Comments
									seen higher tonnages at the recycling centre (where recycling rates are higher) and more garden waste tonnes.
❖	⬇	Foundations	Customer satisfaction in the Customer Fulfilment Centre	Quarterly	90	%	73.50	81.40	<ul style="list-style-type: none"> <li>- Customers have experienced excessive wait times for calls to be answered.</li> <li>- Acute challenges with our housing repairs service means CFC colleagues are on hold for lengthy periods to speak to the back office.</li> <li>- The CFC has experienced a higher than usual rate of attrition.</li> <li>- A vibrant job market has meant the service has been unable to attract people to apply for roles in CFC. The current job description has been reviewed with a view to make the role and pay more competitive and attractive.</li> </ul>
▲	⬇	Foundations	Deliver the Medium Term Financial Strategy	Quarterly	164.4	£ million	168.38	145.55	
●	⬆	Foundations	Number of invoices paid within 30 days of invoice date	Quarterly	85	%	85.56	84.49	
❖	⬇	Foundations	Number of self- service transactions via My Account self- service	Monthly	25000	No.	21,544.00	22,098.00	Improvements to the UX framework i.e. pattern library, has resulted in a steady increase in self-service submissions across www.reading.gov.uk. A year on year increase of 31% shows that this improvement is ahead of natural digital adoption. This reflects the increase in the usability of the website and the

#### Appendix 4 - Corporate Plan Performance Measures (Monthly & Quarterly) Quarter 1 (2023/24)

Status	DOT	Corporate Plan Theme	Title	Frequency	Target	Unit	Q1 / June 23	Previous	Comments
									improvements made have made a significant positive impact on the functionality of the website.
●	↑	Foundations	Percentage of responses to complaints within agreed timescales	Quarterly	70	%	86.00	71.70	459 complaints cases received (Increase of 72 cases from Q4). Response rate is 86% (Will change as cases still open and not due). Stats still being pulled together fully as not all data has been finalised due to timescales. Q1 reports are due to be pulled together from to provide full and comprehensive results including the stage 0's
▲	↑	Foundations	Percentage of responses to the public on Freedom of Information Act requests made within 20 days	Quarterly	90	%	85.60	81.40	348 FOI's received (Increase of 14 cases from Q4). Response rate - 85.6% (Will change as cases still open and not due as at end June). Analysis to identify trends is being conducted to understand the increase seen in Q4 & Q1

## Appendix 5 - Corporate Plan Projects and Initiatives Quarter 1 (2023/2024)

Corporate Plan theme	Project or activity	Q4	Q1	DOT	Q1 23-24 Commentary
Thriving Communities	Berks West Health & Wellbeing Strategy - Five implementation plans delivering in collaboration with statutory, voluntary and community partners a range of health improvement actions across the five priority areas: 1. Reducing the difference in health between different groups of people; 2 Support for individuals at high risk of bad health outcomes to live healthy lives; 3. Help children and families in early years; 4. Promote good mental health and wellbeing for all children and young people; 5. Promote good mental health and wellbeing for all adults				A report on the delivery against the KPIs in the Health and Wellbeing Strategy was taken to the Public Health Board meeting on 24.7.23. The summary showed that many of the indicators on the dashboard for the five priority delivery plans are Green with some areas Amber where progress is slower. None were rated Red.
Thriving Communities	BFFC have set four key priorities which are based on what success would look like by putting our young people at the heart of what we do, to drive all improvement and initiatives: Priority 1: work together and across local partnerships to provide the right support and services at the right time to deliver the best possible outcomes for children and their families. Priority 2: deliver effective early help services to prevent the escalation of need at a later stage while contributing to increased resilience across the partnership to meet children's need at the earliest opportunity. Priority 3: deliver a sustainable Children Social Care service through practice rooted in relational and timely statutory engagement with families. Priority 4: support education settings to offer high quality inclusive teaching and learning to support achievement for all, including those who require bespoke, specialised or SEND support.				Delivery of the plan is ragged amber due to an unprecented rise in demand for early help, children's social care and services for children with SEND. A children's transformation programme is being developed to tackle demand across early help and children's social care. Delivering Better Value funding is being secured from the DfE to implement a plan to meet children with SEND's needs earlier and mitigate the rise in EHCP's.
Thriving Communities	Celebrate Reading's diverse arts, culture and heritage. Use arts, culture, heritage and leisure as a vehicle for delivering placemaking; health and wellbeing; inclusion; economic development and lifelong learning outcomes.				Gaia under the umbrella of the Reading Climate Festival attracted 12,000 visitors, over 600 students from 22 different schools, alongside a successful sustainable fashion course run by New Directions in partnership with John Lewis. The Children and Young People's Mental Wellbeing through Culture Project concluded and reached over 1400 young people both in and out of school contexts, 313 of the young people attained an arts mark. Of those that took part 96% reported that creativity helped them express their feelings. Reading Museum opened its Windrush exhibition marking 75 years of the Windrush Reading Libraries delivered its ongoing Telling Stories programme giving diverse communities the opportunity to share stories, Welcome to Reading coffee mornings aimed at people new to Reading continued and the service continued to be promoted to refugees and those seeking asylum.



## Appendix 5 - Corporate Plan Projects and Initiatives Quarter 1 (2023/2024)

Corporate Plan theme	Project or activity	Q4	Q1	DOT	Q1 23-24 Commentary
Thriving Communities	Complete the restoration of the crematorium chapels and ancillary facilities	●	●	→	Project for restoration initiated - works commence September 2023 with completion due in 2024/25.
Thriving Communities	Continue to deliver investment in the borough's leisure facilities, including improvements at South Reading Leisure Centre and progress on the new Rivermead Leisure Centre.	●	●	→	The new Rivermead Leisure Centre partially opened on the 17th July 2023. The brand-new facilities include a new 120-station gym with 2 studios, a spinning studio, a 6-court sports hall with 250 spectator seats, soft play and café. In summer 2024 we are on schedule to open the two new swimming pools - a 25m 8 lane competition pool, a teaching & diving pool, both with moveable floors, with over 300 spectator seats (including 7 accessible wheelchair spaces), alongside a splash pad for younger users. The 250k improvement works to the swimming pool changing rooms at Meadway Sports Centre started this month. These are scheduled to be completed on time at the start of October 2023. The improvements works to the changing rooms and pool tank at South Reading have been agreed and are due to start in September 2023. The swimming pool will remain closed for the duration of the works that are scheduled to be completed by April 2024. In May 2023 the paddling pool at Christchurch was handed over to GLL to operate and maintain. The paddling pool will be open every day until September 2023, subject to weather conditions.
Thriving Communities	Deliver 300 new Council homes	●	●	→	Works are progressing well on site and we remain on target to deliver the new homes. However, risks continue as HS2, Inflation, Brexit and the war in Ukraine has had an impact on the construction industry. We are seeing issues throughout the supply chain and the procurement of main contractors has proved challenging on a couple of schemes.
Thriving Communities	Deliver key improvements to the library service, including plans for the Central Library.	●	●	→	LUF planning ongoing and has now become the main focus for service. Backfilling of posts to release capacity for this. Physical branding and new customer app now planned for Q2. Work to increase takeup of summer reading challenge in Palmer Park and Southcote. Digital performance is increasing
Thriving Communities	Deliver zero carbon initiatives within Council homes	●	●	→	New local authority housing at Passivhaus standards being developed e.g. at Wensley Road
Thriving Communities	Development of a Personal Assistant Market to enable people to live independently at home	●	●	→	End of Project Report presented to Transformation Board. Commissioning restructure will review the continued delivery as part of BAU.
Thriving Communities	Development of a voluntary sector-led Adult Social Care Front Door		▲	↑	Engagement session held with VCS partners to develop a co-designed new model. Isle of Wight presentation given in July to Council and VCS partners on their Living Well and Early Help Service Model. Next co-production meeting to be held in August.
Thriving Communities	Embedding outcomes based working and independence skills within Supported Living		●	↑	Supported Living Analysis provided by Transformation Team. Draft Plan developed to develop a new Framework.
Thriving Communities	Implement plans to commemorate the Forbury Gardens attacks and install a permanent memorial in the Gardens	●	●	→	Complete
Thriving Communities	Implementation of the VCS action plan to build our relationship with the VCS and increase capacity within the sector.	●	●	→	VCS Compact produced and scheduled for presentation to Sept 23 Policy Committee. VCS Action plan activities being delivered through collaborative approach with VCS.
Thriving Communities	Procure and implement crowdfunding solution to support projects delivered by the voluntary and community sector		▲	↑	Preferred supplier and procurement route identified. Further engagement with Lead Cllrs and voluntary sector partners to be undertaken to confirm how we will proceed.
Thriving Communities	Review and expansion of the Community Reablement Team to maximise peoples independence	◆	◆	→	Provider Services restructure will begin consultation in August leading to changes as part of the operational improvement plan. Project was 'red' due to being paused while improvement plan developed.

## Appendix 5 - Corporate Plan Projects and Initiatives Quarter 1 (2023/2024)

Corporate Plan theme	Project or activity	Q4	Q1	DOT	Q1 23-24 Commentary
Thriving Communities	Work with our partners and GLL new leisure provider to increase rates of physical activity and attendance at borough leisure centres	●	▲	↓	The recent Active Lives data suggests that the number of people in Reading participating in 150 minutes of physical activity per week, from Nov 21 -Nov 22, dropped from 63% to 59%. Officers are not confident this data is entirely accurate and have raised a number of queries with Sport England in terms of data pool and data numbers. Our leisure centres attracted over XXX visits in the last quarter and this will no doubt increase further with the addition of the new Rivermead. GLL are currently in the process of creating a specialised gym space at Palmer Park that will be used solely for ladies only, those on the Healthwise programmes and junior members. This welcomed addition will provide these groups more privacy to reach their goals and it will reduce the pressure on the gym during peak times.
Inclusive Economy	Actions arising from the Powered by People strategy	●	●	→	Powered by People – Outreach pilot sessions for hard to reach residents have now started in Tilehurst Library, and there will be a dedicated, translated session for Afghan Women on July 31. The Rotary self-employment course ended in June with 15 successfully completing the 10 week course. People referred to our 1 day self employment workshops are now part of the group of 20 starting our 6 month Enterprise Exchange start up course for people with additional barriers to work. Our work with Education Business Partnership is 2/3 complete, achieving over 2,000 engagements with pupils at target schools. Job Fest returned to The Town Hall with 500 job seekers through the doors to see 50 employers and training providers. All delivery is being aligned where possible with Tackling Inequality aims. Significant work continues to shape around screen production skills, working with a variety of partners.
Inclusive Economy	Adoption of a new Town Centre Strategy	▲	▲	→	A review of the existing draft is underway and a strategy for engaging with key stakeholders is being developed to allow for an update of market conditions, key council and third party development projects in flight and changes to national and local highstreet conditions.
Inclusive Economy	Bring forward the Minster Quarter site for development	●	▲	↓	The council is continuing dialogue with interested developers to refine their proposals for a mixed use regeneration scheme at Minster Quarter Central in pursuit of recommending a preferred development partner in early 2024.
Inclusive Economy	Complete and open Green Park Station	▲	●	↑	Reading Green Park Station was opened on Saturday 25 May 2023.
Inclusive Economy	Complete Reading West Station upgrade	▲	▲	→	Construction works due to be complete in August with Network Rail approval process to follow prior to station opening..
Inclusive Economy	Continued delivery of South Reading Mass Rapid Transport	●	●	→	Design work is complete and procurement of a contractor to deliver the scheme is currently being undertaken.
Inclusive Economy	Create a diverse and inclusive workforce where everyone, regardless of their background, level or vocation, is able to thrive and reach their full potential		●	↑	The creation of the EDI strategy and plan for the Council will enable us to develop a more diverse workforce and create opportunities for current and potential staff. The Big Conversation is providing a rich seam of insight into staff views and opinions about what they would like to see in relation to the EDI agenda.
Inclusive Economy	Create a workforce that is fully representative of the population we serve	▲	●	↑	Work to develop the RBC EDI strategy is underway. We have appointed a specialist consultancy (Inclusive employers) to work with us to develop the strategy and plan. The strategy and plan will be informed by a deep dive into the demographics of our existing workforce (compared to the residents of the Borough) and by the outcomes of our BUg COnversation on EDI. The Big Conversation closes at the end of July. The EDI Strategy and plan are on track for CMT in September.
Inclusive Economy	Deliver our Reducing Inequality Strategy through a place based approach to improving skills education and training.	●	●	→	TIS Action Plan being delivered. Update for Policy Committee in October is being discussed at July SIB meeting

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Corporate Plan theme	Project or activity	Q4	Q1	DOT	Q1 23-24 Commentary
Inclusive Economy	Deliver the High Street Heritage Action Zones project objectives.	●	▲	↓	The HSHAZ programme is entering its last year. In Q1 the conservation on the shop fronts and the selected buildings is progression steadily and is on track. The community engagement and cultural programmes have made some strong connections with the various local community and delivered great partnership cultural projects that are now showcased as good examples of successful community led activities. The HSHAZ team is continuing to liaise and with the highways team to ensure the public realm improvement plan for Oxford is delivered within the project timescale, by 31 March 2024. so the project won't need to give the public realm improvement budget back to Historic England.
Inclusive Economy	Develop adult skills, employment support and implement training programmes	●	●	→	This quarter we have begun delivering employability programs specifically tailored for Hong Kong refugees. The aim of these programs is to equip them with the necessary skills and knowledge to enhance their employment prospects. So far, three learners have successfully secured meaningful work as a result of their participation in these programs. Furthermore, we have successfully delivered two SWAPs (Sector-based Work Academy Programmes) in collaboration with De Vere Hotel. Through this partnership, all the learners who took part in these SWAPs were given the opportunity to attend interviews. Out of the initial group, two learners received formal job offers, with one of them accepting, while the other declined, and from the second group, three individuals progressed to the second stage of the selection process, we are waiting for outcomes. In addition to our SWAPs, all the learners from the Supported Hospitality program have shown notable progress. All initial 8 learners progressed to the next stage of the programme, with an additional 3 new ones, and all participated in work experience, with one learner securing a job.
Inclusive Economy	Employment and Skills programme delivered via REDA	●	●	→	A total of 15 Employment and Skills Plans attached to new developments or regeneration are currently in the pipeline, some near completion and others still to launch. The latest figures are due for refresh, currently standing at 18 apprenticeships, 416 local jobs, 35 work experience opportunities and outreach support to 126 students. Construction teams have engaged with several local schools, New Meaning, Reading College and the University of Reading. ESP contributions continue to support the programme agreed by Policy Committee in Dec 22, outlined under Powered by People outputs.
Inclusive Economy	Implement and subsequently expand a new apprenticeship and work experience mentoring scheme	●	▲	↓	Apprentices continue to be recruited - both internally (existing staff) and externally (new joiners) - current level of apprentices (both streams) is at just under 5%. New joiners - where we have a target of 2.3% is tracking lower at 1.3%. Work to address this is underway - proposals for a social value pilot (targeting care leavers) are being developed and CMT will be asked to agree remedial measures including top slicing of budgets to improve performance. The third work experience pilot has now been completed and outcomes - including the proposed way forward will be taken to Team Reading Board in September.
Inclusive Economy	Revitalisation of the Hexagon & Central Library	▲	▲	→	Memorandum of Understanding signed off by DLUHC. Good progress made on design of the Re-reading Library and Civic Redesign with concept proposals being considered and public consultation being carried out ahead of a planning submission in Autumn 2023. Major milestone reached for HexBox with appointment of award winning multi disciplinary design team. Concept designs to be ready for Autumn 2023.
Inclusive Economy	Shape the 3 year delivery plan 2022-25 for Reading's Culture and Heritage Strategy	●	●	→	Culture and Heritage Statement of intent is driving delivery. Update on the outcomes will be shared at the next Arts and Heritage Forum.
Inclusive Economy	Work in partnership to further the community and Council ambitions for Reading Gaol	●	●	→	No further update from Ministry of Justice on the sale of the Prison.
Healthy Environment	£9 million investment in resurfacing roads and pavements.	●	▲	↓	Project completed - remove this KPI or Replace with delivery of £8M year 1 & 2 of 5-year programme (2022/23 to 26/27) Amber rating as project start late July. Will be completed this financial year
Healthy Environment	Climate Emergency Strategy	▲	▲	→	The majority of actions remain green (on track) or amber (progressing but at risk of not being delivered by the target date). Further details are included in the Annual Progress Report for 2021/22 which was produced and presented to SEPT Committee in November 2022 (see <a href="https://readingcan.org.uk/wp-content/uploads/2022/12/Reading-Climate-Emergency-Strategy-Annual-Report-2021-22.pdf">https://readingcan.org.uk/wp-content/uploads/2022/12/Reading-Climate-Emergency-Strategy-Annual-Report-2021-22.pdf</a> ). The process of reviewing the Strategy for the period 2025-30 has been initiated by the Reading Climate Change Partnership.



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Corporate Plan theme	Project or activity	Q4	Q1	DOT	Q1 23-24 Commentary
Healthy Environment	Decarbonisation of the Hexagon theatre through improved heating and lighting.	▲	▲	→	A water features survey report for possible ground source heat pump system commissioned by RBC sustainability team has been completed and submitted to the Environment Agency (EA) for review. The next step is to agree on the location of test bore holes and apply to the EA for approval to carry out the testing. If ground source heating is not viable then air source heating systems will be investigated.
Healthy Environment	Delivery of Capital Education Property Development Programme	●	●	→	Projects and programme progressing as per the intended timescales
Healthy Environment	Delivery of over 150 actions to contribute to the overall vision to mitigate and adapt to climate change		▲	↑	The latest Annual Report (2021/22) on the Reading Climate Emergency Strategy detailed good progress, with the great majority of the 150 actions within the Strategy ranked 'Green' or 'Amber'. The reduction of 51% in Reading's carbon footprint between 2005 and 2021 (the latest year for which data is available) is the 8th highest reduction of 374 local authority areas in the UK and Reading's per capita emissions are also the lowest in Berkshire. Whilst Reading's relative performance is strong, however, the Borough's carbon footprint increased by almost 10% between 2020 and 2021 as emissions 're-bounded' following the lifting of pandemic restrictions, and the pace of emissions reduction needs to increase significantly to align with the target in the Reading Climate Emergency Strategy of 'net zero by 2030'.
Healthy Environment	Electrification of fleet	▲	▲	→	Currently have 6x eRCVs, 1x electric cart, 2x eCars, 6x eSmall vans  7x eRCVs and 1x ecompact sweeper on order estimated delivery Jan 2024  Further vehicles to be sourced depending on capital allocation and decision on working practice for some.
Healthy Environment	New Local Transport Plan (LTP) for Reading	●	●	→	Approval to consult granted by SEPT Committee in June 2023.
Healthy Environment	Retaining our position on the 'A' list for bold leadership on climate change	●	●	→	In November 2022, following detailed assessment, CDP confirmed that Reading has retained its place on the CDP 'A' list for a further year. Reading is one of only 19 UK local authorities who received this score in 2022. Reading's 2023 annual submission to CDP as completed in July 2023 and the outcome of the CDP assessment should be known in November 2023.
Healthy Environment	The allocation of £1.6 million Community Infrastructure Funds and commencement of the approved schemes	▲	▲	→	£1.6 million of Community Infrastructure Levy funds were allocated to 18 local projects in March 2022 by Policy Committee. Work has completed on nine of the projects, whilst the remainder are currently underway, in the preparatory stages or are awaiting the completion of projects previously allocated CIL funds in 2021.
Foundations	Embedding the Hub and Spoke structure. Deliver a programme of work to ensure that we get the best value for money for the goods and services that we buy	▲	▲	→	Work has been started in defining an effective Hub & Spoke model which meets the council's needs. With this and the development of pipeline visibility, we will be implementing an effective structure, which clearly defines roles and responsibilities, ensuring capacity resource is considered. This will ensure that we deliver an effective programme which will demonstrated that value for money is being achieved.
Foundations	Implement new finance system with improved business processes	▲	▲	→	The User Acceptance Test Phase is on target to complete in early Augst. Further testing of data maigration and interface will continue in August before go-live rehearsals and user training in September and October.  James McColl joined in July as change lead to coordinate the work with Directorates and BFFC to get ready for the introduction of e5 this Autumn and then, post go-live, help provide on-going guidance to e5 users so they can embrace the new system and processes.

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Corporate Plan theme	Project or activity	Q4	Q1	DOT	Q1 23-24 Commentary
Foundations	Implement Social Value Strategy and reporting	▲	▲	→	Social Value tools that were developed in 22/23 have been implemented within tender process and procurement guidance included within all relevant documentation. This will be continued to be used until new Social Value policy idevelopment and developed, including new reporting measures, are completed. A New training programme, guidance and updated templated to be introduced by March 2024.
Foundations	Implementation of new customer platform	●	●	→	The delivery of the Customer and Case Management (CCM) platform continues to progress well. Build and configuration of the Built Environment and Regulatory Services elements by RBC colleagues and the supplier is well under way, and on track for delivery Feb/March 2024. Discovery report from supplier delivered for Customer element of CCM. Project team now sequencing working with supplier on system and form design and delivery package sequencing.
Foundations	Implementation of the Connected Reading Strategy	▲	▲	→	The Casework and Customer Management project remains on track, although a delay (caused by supplier staff illness) in completion of the delivery/planning stage of the customer management workstream has increased delivery risk. The current status of work packages of our digital transformation delivery partner (PwC) is as follows 1) Finance system implementation review - complete 2) Customer Journey Optimisation – scoping study complete; next work package focused on Social Care Front Door and Parking is being finalised 3) Adult Social Care System and Process review – study report in review 4) Adult Social Care Digital Front Door – study report in review in parallel with planning for implementation of recommended option 5) Housing Digital Presence – in progress and delivering on plan 6) PMO – initial review completed and support to establish robust Portfolio Management Office is being defined In September, we will bring forward a report to Policy Committee rebaselining the overall digital transformation programme, taking account of the results of the work packages described above and the corporate portfolio prioritisation exercise. This will finally enable a return to green status. The status of other transformation projects is as follows: Independent Living – The total number of trial cases rose from 11 to 20 (with 17 further referrals pending) over the quarter. While this remains short of the target of 60, the pilot has continued because of the real evidence of benefit that is being generated. A bid for government funding to expand this work has been shortlisted in the face of strong competition. The bid is to be submitted in early September. Digital inclusion – A solution for public WiFi has been selected and an arrangement for community centre connectivity to our network at no extra charge (Virgin Media O2 social value). All community centres are expected to have public WiFi by the end of December.
Foundations	Implementation of the Customer Experience Programme	▲	▲	→	First meeting of newly formed Customer Experience Transformation Board held. ToR' and scope of Board and programme agreed. Introduction to first 7 priority projects delivered. Development of work packages for DTDP (PwC) in progress. Resources from DTaC required to deliver further projects identified and secured, timelines for delivery now being worked through. Business case for FM Lettings project in progress.
Foundations	Implementation of the Information Management Strategy	▲	▲	→	Working with the Data Stewards on the action plan and this work will take some months to complete

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