

To: Councillor Terry (Chair)
Councillors Leng, Barnett-Ward, Eden,
Emberson, Ennis, Gittings, Griffith, Nikulina,
Rowland, R Singh, Thompson, White and
Yeo

Email: simon.hill@reading.gov.uk

6 February 2026

Your contact is: **Simon Hill - Committee Services**

NOTICE OF MEETING - POLICY COMMITTEE 16 FEBRUARY 2026

A meeting of the Policy Committee will be held on Monday, 16 February 2026 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 - 14

4. DELEGATED DECISIONS

15 - 16

5. PUBLIC PETITIONS AND QUESTIONS

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

6. QUESTIONS FROM COUNCILLORS

7. 2026/27 BUDGET & MEDIUM TERM FINANCIAL STRATEGY 2026/27 - 2028/29

BOROUGH WIDE 17 - 140

This report sets out the 2026/27 Budget & Medium Term Financial Strategy 2026/27 - 2028/29 for recommendation to the Council meeting on 24 February 2026.

8. CAPITAL STRATEGY 2026/27

BOROUGH WIDE 141 - 172

This report sets out the Capital Strategy 2026/27 for recommendation to the Council meeting on 24 February 2026.

CIVIC OFFICES EMERGENCY EVACUATION: If an alarm sounds, leave by the nearest fire exit quickly and calmly and assemble on the corner of Bridge Street and Fobney Street. You will be advised when it is safe to re-enter the building.

**9. TREASURY MANAGEMENT STRATEGY STATEMENT
2026/27**

**BOROUGH 173 - 210
WIDE**

This report sets out the Treasury Management Strategy Statement for recommendation to the Council meeting on 24 February 2026.

WEBCASTING NOTICE

Please note that this meeting may be filmed for live and/or subsequent broadcast via the Council's website. At the start of the meeting the Chair will confirm if all or part of the meeting is being filmed. You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during a webcast will be retained in accordance with the Council's published policy.

Members of the public seated in the public gallery will not ordinarily be filmed by the automated camera system. However, please be aware that by moving forward of the pillar, or in the unlikely event of a technical malfunction or other unforeseen circumstances, your image may be captured. **Therefore, by entering the meeting room, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.**

.

This page is intentionally left blank

Agenda Item 3

POLICY COMMITTEE MEETING MINUTES - 17 DECEMBER 2025

Present: Councillor Terry (Chair);
Councillors Leng (Vice-Chair), Barnett-Ward, Eden, Emberson, Ennis, Gittings, Griffith, Nikulina, Rowland, R Singh, Thompson, White and Yeo

45. CHAIR'S ANNOUNCEMENTS

The Chair made the following announcement:

“The thoughts and prayers of everyone at the Council are with the families, loved ones and friends who were killed or injured in the horrific and senseless attack at Bondi, along with the local community where it occurred.

It is not the first time this year that we have seen a terrorist attack on the Jewish community take place during a religious celebration, this time targeting innocent people attending a Hanukkah event.

We welcome the assurances over the weekend by Thames Valley Police colleagues that dedicated patrols will take place around synagogues and other Jewish venues during the remaining days of Hanukkah and I would echo police calls for people to remain vigilant and report anything suspicious to them.

For its part, Reading Council will reach out to faith leaders from Reading’s Jewish community to understand if there is any support we can offer locally.

While the weekend’s attack took place on the other side of the world, there is absolutely no doubt it resonates within our local communities, and particularly for people who may have family or friends nearby or visiting. I would stress once again the importance of communities standing together against hatred in all its forms.

Could I ask everyone present to please stand for a minute’s silence.”

The meeting stood for a minute’s silence.

46. MINUTES

The Minutes of the meeting held on 17 November 2025 were agreed as a correct record and signed by the Chair.

47. PUBLIC QUESTIONS

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

	<u>Questioner</u>	<u>Subject</u>	<u>Reply</u>
1.	Emily Brooke	FM Conway – odour complaints	Cllr Ennis

POLICY COMMITTEE MEETING MINUTES - 17 DECEMBER 2025

2.	Emily Brooke	FM Conway – odour complaints	Cllr Ennis
3.	Emily Brooke	FM Conway – odour complaints	Cllr Ennis
4.	Alison May	Waste Incinerators Bill	Cllr Rowland

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

48. QUESTIONS FROM COUNCILLORS

Questions on the following matters were submitted by Councillors:

	<u>Questioner</u>	<u>Subject</u>	<u>Reply</u>
1.	Cllr R Singh	Rough Sleeping	Cllr Yeo
2.	Cllr R Singh	Costs of Mayoralty	Cllr Emberson
3.	Cllr White	Homes for Reading – Equality Impact Assessment	Cllr Terry
4.	Cllr White	Pension Fund Investments	Cllr Terry
5.	Cllr White	Article 4 Direction – East Reading	Cllr Leng

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

49. SIMPLER RECYCLING - INTRODUCTION OF GLASS COLLECTIONS FROM KERBSIDE

The Committee considered a report setting out the design, mobilisation, and go live plan for introducing kerbside glass collections.

The report explained that central government had set a compliance date for glass and food collection of 1 April 2026, but that like many local authorities across the country Reading faced logistical and procurement challenges in meeting this date. Reading had been ahead of many other councils in the conversion of the fleet's vehicles to electric vehicles and had therefore engaged extensively with the vehicle supply market in consideration of all options currently available to deliver this service. This engagement had identified that there were limited manufacturers for the size and configuration of vehicle required (narrow with low entry), with the only viable option currently in manufacture being diesel powered. Due to supply chain delays (vehicles and containers), the practical start of the service was predicted to be April 2027. These delays were a direct consequence of multiple local authorities all working towards the government's timetable. Whilst the consequential delays were unwelcome, they allowed for a joint programme of service enhancement to also include flexible plastics on recycling rounds, which was required from April 2027.

The report further explained that a comprehensive implementation plan would underpin the introduction of kerbside glass and flexible plastic collection and set out details of the proposed communications activity leading up to the launch of the service. Container delivery would take place ahead of the service go-live, with the standard provision being 55-litre plastic boxes (or suitable alternative sacks as needed). Round design work had been completed, and four new service rounds were required to deliver the service. Collections would be

provided on a fortnightly cycle and scheduled to take place on the opposite week to green waste collections, which would minimise the number of waste receptacles presented at the kerbside on collection days.

Resolved –

That the timeline for the implementation of kerbside glass collection as set out the report be approved.

50. READING ECONOMIC DEVELOPMENT FRAMEWORK

The Committee considered a report setting out for endorsement the draft Reading Economic Development Framework 2025-35, which was attached to the report at Appendix 1.

The report explained that the draft Economic Development Framework provided a strategic blueprint for delivering sustainable growth, prosperity, and inclusion across Reading over the next 10 years, with specific actions outlined for the first five years. The Framework built on previous strategies, aligned with other related national and local plans and prepared Reading for anticipated geo-political and economic shifts. Reading's Economy and Destination Agency (REDA) and the Council were the lead agencies and would oversee the implementation of plans and projects to promote investment and creation of high-value jobs in emerging technologies, green sectors and growth industries, and to reduce social isolation and long-term unemployment through inclusive economic participation.

The report noted that the framework identified eight priority interventions focused around the four thematic pillars of Inclusive Reading, Smart and Sustainable Reading, Destination Reading, and Reading City Region. The Framework had been developed using the most recent sources of private and public sector data available, but the new Index of Multiple Deprivation 2025 had now been received and would be used to inform the implementation plan for the actions set out in the Framework.

Resolved –

- (1) That it be noted that the new Reading Economic Development Framework 2025-35 had been co-created by Reading Borough Council and Reading's Economy and Destination Agency (REDA) with the support of consultants EMGT, commissioned by REDA;**
- (2) That the draft Reading Economic Development Framework 2025-35, as attached at Appendix 1 and described in the report, be endorsed;**
- (3) That an implementation plan based on the actions identified in the Economic Development Framework be produced and an annual progress report submitted to the Policy Committee.**

51. LAND & PROPERTY ASSET DISPOSAL POLICY

POLICY COMMITTEE MEETING MINUTES - 17 DECEMBER 2025

The Committee considered a report seeking approval to adopt and implement a new Policy and procedure framework for the disposal of the Council's land and property assets. The proposed new policy was attached to the report at Appendix 1.

The report noted that it was best practice for the Council to adopt a formal policy for disposal of land and assets, so that the process was transparent. The proposed Land and Property Assets Disposal Policy attached to the report at Appendix 1, would apply to all disposals of property held by the Council excluding residential properties within the Housing Revenue Account (HRA) (where Right to Buy rules would apply), statutory lease extensions and shared ownership disposals. The policy would provide information about the Council's approach to sales and lettings to commercial and third sector parties interested in using, leasing or buying Council property.

The report explained that the policy set out the methodology by which properties would be identified for disposal and what could be expected to happen next. Assets would be reviewed on a cyclical basis or when service needs changed. The policy also explained the Council's legal obligation under Section 123 of the Local Government Act 1972, where the Council must obtain the best consideration reasonably obtainable when disposing of land and property. It outlined the requirements where the Council wished to dispose land or property at undervalue, including the need to evidence that the disposal would promote economic, social or environmental wellbeing. In addition the policy set out the disposal process and procedure, governance and responsibilities, and details of how bids would be evaluated.

Resolved –

That the Land & Property Asset Disposal Policy, as attached to the report at Appendix 1, be approved, adopted and implemented.

52. HEALTH IN ALL POLICIES FRAMEWORK

The Committee considered a report introducing the principle of embedding a Health in All Policies approach across the Council and setting out a proposed framework and actions for embedding the approach. The draft Health in All Policies (HiAP) Framework was attached to the report at Appendix 1.

The report explained that the HiAP Framework was a collaborative approach that aimed to protect and improve the health and wellbeing of Reading residents by embedding the consideration of health, equity and sustainability into Council policy and decision-making processes across the work of all services. The Council had already made good progress in seeking to embed health in all policies across the Council and the framework set out the ambition to go further and ensure that the impact on health and reducing health inequalities was at the heart of all decision making across the Council.

The report noted that over the previous 12 months the Council had taken a series of steps to inform the HiAP Framework with the intention of developing a systematic approach. This had included workshops facilitated by the Local Government Association with the Senior Leadership Team and Lead Councillors, greater investment into the public health team, the production of a State of the Borough Report and the creation of a HiAP Fund to help services

address public health needs. HiAP embraced the complexity of seeking long term outcomes through sustained coordinated actions across directorates, agencies, and professional silos. The HiAP Framework set out a change management approach and engagement plan that would provide a systematic process that engaged leadership and staff in preparing for change, communicating the vision, implementing the change, embedding it into daily operations, and reviewing the outcomes.

Resolved –

That the Health in All Policies Framework as set out in Appendix 1 be adopted and its implementation endorsed.

53. 2025/26 QUARTER 2 PERFORMANCE & MONITORING REPORT

The Committee considered a report setting out an overview of the Council's financial and performance position as at the end of Quarter 2 of the 2025/26 financial year. The report included updates on the General Fund Revenue and Capital budgets, the Housing Revenue Account (HRA), savings delivery, debt performance, and progress against the Corporate Plan performance measures and projects. The following documents were attached to the report:

- Appendix 1 - Summary of the General Fund Budget and Forecast 2025/26
- Appendix 2 - Savings Tracker Quarter 2
- Appendix 3 - General Fund Capital Programme
- Appendix 4 - HRA Capital Programme
- Appendix 5 - Council Plan Performance Measures Quarter 2
- Appendix 6 - Council Plan Projects Quarter 2

The report stated that the forecast General Fund revenue outturn position for Quarter 2 was an adverse net variance of £3.968m, a net improvement of £0.212m from the Quarter 1 position reported to the Committee at its meeting held on 17 September 2025 (Minute 26 refers). The major cost pressures were summarised. The report also provided an update on savings delivery, noting that £3.975m (34%) of savings had been delivered, £3.663m (32%) were on track, £2.143m (19%) were categorised as non-deliverable, and £1.735m (15%) were at risk.

The report recommended further adjustments to the General Fund Capital Programme, which was set out in Appendix 3, that would result in a revised approved budget of £76.754m for 2025/26. Against this proposed revised budget, the current forecast was a positive net variance of £0.211m relating to the Delivery Fund.

The report noted that the approved HRA budget assumed a drawdown from HRA reserves of £5.047m. At Quarter 2, the forecast revenue outturn position on the HRA was an adverse net variance to budget of £0.197m, a net increase of £0.021m from Quarter 1. Therefore, a drawdown from the HRA Reserve was forecast of £5.244m. The report proposed adjustments to the HRA Capital Programme, set out in Appendix 4, that would result in a revised approved budget of £64.483m for 2025/26. At Quarter 2, the HRA Capital Programme was forecasting to spend to budget against this proposed revised budget.

The report also set out performance against the Council Plan success measures. Of the 17 Council Plan Performance Measures monitored monthly or quarterly, 47% were currently at or above target (green), 24% were within 10% of the target (amber), 24% were 10% or more off target (red) and 5% (1 measure) could not be reported for Quarter 2 but would be updated for Quarter 3. Of the 51 Council Plan Projects, 2% were currently delivered (blue), 63% were on track (green), 31% were at risk (amber) and 4% were off track (red). The full list of Performance Measures was attached to the report at Appendix 5 and Projects at Appendix 6.

Resolved –

- (1) That it be noted that:**
 - (a) The forecast General Fund revenue outturn position for Quarter 2 was an adverse net variance of £3.968m (as set out in Appendix 1);**
 - (b) £3.975m (34%) of savings had been delivered (blue) and £3.663m (32%) of savings were on track to be delivered (green) by March 2026. £2.143m (19%) of savings were currently categorised as non-deliverable (red) and £1.735m (15%) categorised as at risk of delivery (amber) (as set out in Appendix 2);**
 - (c) The General Fund Capital Programme was forecasting a positive net variance of £0.211m against the proposed revised budget of £76.754m (as set out in Appendix 3);**
 - (d) There was a total £2.927m Delivery Fund available for 2025/26 (inclusive of 2024/25 approved carry forwards), and at Quarter 2 £2.801m of this funding had been allocated out to approved schemes;**
 - (e) The Housing Revenue Account (HRA) was projecting an adverse net variance of £0.197m as at the end of Quarter 2, which resulted in a forecast drawdown from HRA Reserves of £5.244m rather than the approved budgeted drawdown of £5.047m;**
 - (f) The HRA Capital Programme was forecasting to spend to budget against the proposed revised budget of £64.483m (as set out in Appendix 4);**
 - (g) The performance achieved against the Council Plan success measures was as set out in Section 12 of the report and Appendices 5 and 6;**
 - (h) An annual refresh of 'Investing in Reading's Future: Council Plan 2025-28' would take place, commencing in October 2025, including an update on achievements in 2025 and updated Projects and Key Performance Indicators (KPIs);**
- (2) That the proposed amendments to the General Fund Capital Programme (as set out in Section 7 of the report and Appendix 3) and resulting in a revised Capital Programme budget of £76.754m for 2025/26, be approved;**
- (3) That the amendments to the HRA Capital Programme (as set out in further detail in Section 10 of the report and Appendix 4) and resulting in a**

revised HRA Capital Programme budget of £64.483m for 2025/26, be approved.

54. MEDIUM TERM FINANCIAL STRATEGY 2026/27- 2028/29 UPDATE

The Committee received a report providing an update on the development of the Council's Medium Term Financial Strategy (MTFS) 2026/27-2028/29. The following documents were attached to the report:

- Appendix 1 - Summary of the Proposed General Fund Budget 2026/27 to 2028/29
- Appendix 2 - Summary of General Fund Budget Changes 2026/27 to 2028/29
- Appendix 3 - Summary of HRA Budget 2026/27 to 2028/29
- Appendix 4 - General Fund Capital Programme 2026/27 to 2028/29
- Appendix 5 - HRA Capital Programme 2026/27 to 2028/29

The report set out the national and local context for the development of the MTFS, noting that the Council was facing significant financial challenges in line with those being experienced at a national level: General Fund revenue adverse variances totalling £19.6m across the last three financial years, and a cumulative deficit of £24.9m on the High Needs Block of the Dedicated Schools Grant. The 2025/26 Quarter 2 Performance & Monitoring report (minute 53 above refers) showed an adverse net variance of £3.968m, including a net deficit of £5.424m on Children's Services.

The report explained that the MTFS Update included the current working assumptions following the announcements made by Central Government in the Local Government Finance Policy Statement and the Autumn Budget. These assumptions would need to be reviewed once the Provisional Local Government Finance Settlement had been published. It also outlined the key planning assumptions relating to Adult Social Care and Children's Social Care pressures, pay award, capital financing and Council tax, and noted that, despite the actions taken to date, the Council still had a significant projected budget gap across the three years of the MTFS. A public consultation on the MTFS update, including where future savings would best be focused, would take place between 18 December 2025 and 17 January 2026. Following the conclusion of the consultation and the announcement of the Provisional Local Government Finance Settlement, a further report would be submitted to Policy Committee on 16 February 2026, recommending approval of a balanced budget to Council in order that it could approve its budget and associated Council Tax level for 2026/27 at the meeting on 24 February 2026.

Resolved –

That the Medium-Term Financial Strategy update as set out in the report and the associated appendices be noted, including:

- a) The Council's General Fund Budget Requirement of £210.975m for 2026/27 and an assumed increase in the band D Council Tax for the Council of 2.99% plus an additional 2.00% Adult Social Care precept, or £105.66 per annum representing a band D Council Tax of £2,223.18 per annum;**

- b) The current forecast budget gap of £4.449m for 2026/27 which would need to be addressed in order to present a balanced budget to Council in February 2026;**
- c) The proposed savings, efficiencies and increased income, fees and charges for 2026/27 of £8.649m already included within the current gap position as shown in Appendix 2;**
- d) The overall savings, efficiencies and increased income, fees and charges currently proposed within the MTFS of £13.792m;**
- e) The Housing Revenue Account budget for 2026/27 to 2028/29 as set out in Appendix 3, which included an assumed increase in social dwelling rents of 4.8% for 2026/27;**
- f) The General Fund and Housing Revenue Account Capital Programmes as set out in Appendices 4 and 5 respectively.**

55. EXCLUSION OF THE PRESS AND PUBLIC

Resolved –

That pursuant to Section 100A of the Local Government Act 1972 (as amended), members of the press and public be excluded during consideration of item 56 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.

56. 160 -163 FRIAR STREET READING

The Committee considered a report seeking authority to dispose of 160-163 Friar Street. The report provided feedback following a strategic review of the Council's options regarding investment assets. The following documents were attached to the report:

- Appendix A - plan of the property
- Appendix B - detailed Asset Summary Report setting out the relevant information on the tenants, property related costs and values and recommended asset management actions
- Appendix C – high-level RAG rated options assessment
- Appendix D - Investment Review

Resolved –

- (1) That the freehold interest in 160-163 Friar Street be marketed for disposal as an investment/redevelopment opportunity;**
- 2) That the Executive Director for Economic Growth and Neighbourhood Services, in consultation with the Leader of the Council, the Lead**

POLICY COMMITTEE MEETING MINUTES - 17 DECEMBER 2025

Councillor for Planning & Assets, the Director of Finance and the Assistant Director of Legal and Democratic Services, be authorised to dispose of the property to a selected bidder on the best terms available to secure Best Consideration.

(The meeting started at 6.30 pm and closed at 8.49 pm)

This page is intentionally left blank

Committee	Date of meeting	Minute number	Item title	Decision	Officer delegated to	Lead Councillor portfolio	Expected timescale for decision
Policy Committee	07/04/25	79 (2)	DISPOSAL OF YEOMANRY HOUSE	That if the purchaser did not perform to an acceptable timescale the Executive Director for Economic Growth and Neighbourhood Services be given delegated authority, in consultation with the Leader of the Council and the Lead Councillor for Planning & Assets, to: a) Agree a revised offer price and terms where appropriate which secure Best Consideration; b) Re-engage with other bidders as appropriate or remarket the property for disposal at Best Consideration.	Exec Director of Economic Growth and Neighbourhood Services	Leadership; Planning and Assets	This delegation is only required if purchaser does not perform to an acceptable timescale.
Policy Committee	21/07/25	12	Insurance Contract Tender	That the Director of Finance in consultation with the Lead Councillor for Corporate Services and Resources and the Assistant Director for Legal and Democratic Services be authorised to make relevant decisions regarding policy cover, levels of deductibles and award the contract at the end of the tender process to the winning tenderer/s.	Director of Finance/s151 officer;#AD of Legal & Democratic Services/Monitoring Officer/Returning Officer	Corporate Services and Resources	Tender evaluation in January and aim to award in the middle of February 2026, for the contract to be in place by 1 April 2026.
Policy Committee	17/09/25	25	Joint Procurement for Parking Enforcement Services	(1) That the Executive Director for Economic Growth and Neighbourhood Services, in consultation with the Lead Councillor for Climate Strategy and Transport, Assistant Director of Legal and Democratic Services, and Director of Finance be authorised to: a. Commence a procurement exercise independently or in partnership with other councils for parking enforcement, permits, Penalty Charge Notice processing and postal services; b. Terminate, if appropriate, the existing contract for parking enforcement with Trellint (part of the Modaxo Group) by mutual agreement at a date that allowed an orderly handover to new contract arrangements; c. Enter into a suitable agreement with another council or councils to undertake the necessary procurement exercises on behalf of Reading Borough Council; d. Enter into an agreement with a company individually or jointly procured to provide on street and off-street parking enforcement services; e. Enter into an agreement with a company individually or jointly procured to deliver Penalty Charge Notice processing, issue permits for residents and businesses and provide postal services for same; f. Undertake any required contract modifications (to include extension / variation) as might be required from time to time to ensure effective operational management of the contract, subject to that impact not exceeding key decision thresholds.	Exec Director of Economic Growth and Neighbourhood Services;#AD of Legal & Democratic Services/Monitoring Officer/Returning Officer;#Director of Finance/s151 officer	Climate Strategy and Transport	Invitation to Tender issued in November, with a short list to be produced in January 2026 and an award made in April 2026.
Policy Committee	17/09/25	27	Broad Street Mall Redevelopment	(4) That authority be delegated to the Executive Director of Economic Growth and Neighbourhood Services, in consultation with the Leader of the Council, Lead Councillor for Planning and Assets, Assistant Director of Legal and Democratic Services, Director of Finance, and Assistant Director of Property and Asset Management, to: (a) Negotiate and conclude terms with relevant parties in respect of the Heads of Terms for the surrender and the Construction and Management Agreement; (b) Negotiate and conclude terms for disposals and acquisitions in accordance with sections 123 and 120 of the Local Government Act 1972; (c) Negotiate to enter into any required and/or ancillary documentation and agreements to facilitate the Broad Street Mall development, and; (d) Procure commercial, professional technical and legal advisors and consultants as necessary, to facilitate the Broad Street Mall development.	Exec Director of Economic Growth and Neighbourhood Services;#Director of Finance/s151 officer;#AD of Legal & Democratic Services/Monitoring Officer/Returning Officer;#AD of Property & Asset Management	Leadership; Planning and Assets	(a)i.Target for Conditional Exchange of Carpark Surrender Agreement – June 2026 ii.Target for agreeing Construction and Management Agreement (CMA) – Oct 2026 (b)i.Target for Conditional Exchange of Carpark Surrender Agreement – June 2026 (c)i.This would be in parallel to and following agreement of the CMA and would continue up to BSM starting on site in Q3 of 2027; there may also be requirements to enter into agreements following works starting on site, this is TBD. (d)i.Procurement process commencing Oct 2025
Policy Committee	17/11/25	39	Emissions-based Charging	(2) That the Assistant Director of Legal and Democratic Services, in consultation with the Assistant Director of Environmental and Commercial Services, be authorised to make permanent the resultant Traffic Regulation Order in relation to the on-street pay and display charges;	AD of Legal & Democratic Services/Monitoring Officer/Returning Officer	Climate Strategy and Transport	February 2026

Committee	Date of meeting	Minute number	Item title	Decision	Officer delegated to	Lead Councillor portfolio	Expected timescale for decision
Policy Committee	17/11/25	39	Emissions-based Charging	(4) That the Assistant Director of Environmental and Commercial services be authorised to implement the emissions-based charging structure for the list of Parking permits set out in Appendix 4;		Climate Strategy and Transport	February 2026
Policy Committee	17/11/25	40	Proposal to implement a Boroughwide PSPO	(3) That the Executive Director for Communities and Adult Social Care, in consultation with the Assistant Director of Legal & Democratic Services and the Lead Councillor for Environmental Services and Community Safety, be authorised to finalise and publish the proposed conditions for the PSPO as set out in paragraph 3.8 of the report, subject to final legal drafting;	Exec Director of Community and Adult Social Care Services	Environmental Services and Community Safety	Aim to publish the PSPO on 28/2/2026
Policy Committee	17/11/25	41	Drug and Alcohol Treatment and Recovery Contract	(3) That the Executive Director of Communities & Adult Social Care, in consultation with the Lead Councillor for Education and Director of Public Health, be authorised to award the contract and any subsequent extensions following completion of the tender process;	Exec Director of Community and Adult Social Care Services	Education and Public Health	Award of contracts expected in April 2026
Policy Committee	17/11/25	41	Drug and Alcohol Treatment and Recovery Contract	That the Assistant Director of Property & Asset Management, in consultation with the Leader of the Council, the Lead Councillor for Health, the Director of Finance, the Director of Public Health and the Assistant Director of Legal and Democratic Services, be authorised to grant a new lease to the successful provider for the use of 4 Waylen Street, Reading, on terms aligned with the duration of the treatment contract, as set out in section 3.6 of the report as further required to protect the Council's interests.	AD of Property & Asset Management	Leadership;#Education and Public Health	Following award of treatment contract
Policy Committee	17/11/25	44	Adelphi House	(2) That, if the tenant subsequently changed their negotiated position, the Executive Director of Economic Growth & Neighbourhood Services, in consultation with the Director of Finance, Leader of the Council, the Lead Councillor for Planning & Assets and the Assistant Director of Legal and Democratic Services, be authorised to agree revised terms that represented best value to the Council.	Exec Director of Economic Growth and Neighbourhood Services	Leadership;#Planning and Assets	Only required if there is a change to the negotiated position
Policy Committee	17/12/25	56	160-163 Friar Street	2) That the Executive Director for Economic Growth and Neighbourhood Services, in consultation with the Leader of the Council, the Lead Councillor for Planning & Assets, the Neighbourhood Services Director of Finance and the Assistant Director of Legal and Democratic Services, be authorised to dispose of the property to a selected bidder on the best terms available to secure Best Consideration;	Exec Director of Economic Growth and Neighbourhood Services	Planning and Assets;#Leadership	Preparing to appoint an agent

Policy Committee

16 February 2026



Reading
Borough Council
Working better with you

Title	2026/27 Budget & Medium Term Financial Strategy 2026/27 - 2028/29
Purpose of the report	To make a recommendation to Council
Report status	Public report
Report author	Darren Carter, Director of Finance
Lead Councillor	Councillor Terry, Leader of the Council
Corporate priority	Our Foundations
Recommendations	<p>That Policy Committee having due regard of the results of the budget engagement exercise and Resident's Survey (as outlined in Appendices 11 and 12), recommends that Council approve the 2026/27 General Fund and Housing Revenue Account budgets, Capital Programme and Medium Term Financial Strategy as set out in Appendices 1-10, noting the following:</p> <ol style="list-style-type: none"> 1. The Council's General Fund Budget Requirement of £199.664m for 2026/27 and an increase in the band D Council Tax for the Council of 2.99% plus an additional 2.00% Adult Social Care Precept, representing a band D Council Tax of £2,223.18 per annum, an increase of £105.66 per annum excluding precepts from Police and Fire, as set out in paragraph 2.4 below; 2. The proposed savings, efficiencies, increased income and fees and charges for 2026/27 of £10.745m required to achieve a balanced budget for that year as set out in Appendices 2 and 3; 3. The overall savings, efficiencies and increased income, fees and charges currently proposed within the MTFS of £15.972m and gross three-year growth changes to service budgets of £66.941m as set out in Appendices 3 and 4; 4. The budgeted net drawdown from earmarked reserves in 2026/27 totalling £7.302m, as set out in paragraph 10.2; 5. The Housing Revenue Account budget for 2026/27 of £58.925m as set out in Appendix 5 and the average increase of 4.8% in social dwelling rents from April 2026, and the move to full cost recovery for landlord cleaning and lighting service; 6. The allocation of £124.259m Dedicated Schools Grant (DSG) as set out in Appendix 6; 7. The General Fund and Housing Revenue Account Capital Programmes totalling £140.858m and £232.141m respectively over the next five years, as set out in Appendices 7a and 7b; 8. The Strategy for the use of flexible capital receipts to deliver future transformation and ongoing savings as set out in Appendix 8; 9. The Fees and Charges set out in Appendix 9 of the report; 10. The Equalities Impact Assessment as set out in Appendix 10; and

	11. To delegate to the Director of Finance, authority to amend the contents of this report to reflect the Final Local Government Finance Settlement, prior to presentation to Council.
--	--

1. Executive Summary

- 1.1. Policy Committee at its meeting on 17th December 2025 reviewed the Medium-Term Financial Strategy (MTFS) Update for the three years 2026/27 – 2028/29. This report updates Members on the results of the subsequent budget engagement exercise, changes arising from the publication of the Provisional Local Government Finance Settlement 2026/27 as well as other changes that have arisen since the report to Policy Committee.
- 1.2. It is anticipated that the Ministry of Housing, Communities and Local Government (MHCLG) will publish the Final Local Government Financial Settlement 2026/27 w/c 9th February 2026. Policy Committee will be updated verbally on any changes arising from the final settlement.
- 1.3. The underpinning rationale of the Medium-Term Financial Strategy is to deliver a balanced and affordable 2026/27 budget, to ensure that the Council's finances are robust and sustainable over the medium term and that, in the longer term, the Council's finances are not reliant on the unsustainable use of one-off reserves or funding. The Strategy is informed by 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", as well as its Council Plan priorities.
- 1.4. The 2026/27 Budget and MTFS 2026/27-2028/29 reflects the changing landscape in which Councils are now operating, including the impact of funding reform and the announcement of a three-year Local Government funding settlement from Central Government. The most significant impacts on the Budget and the MTFS include demand pressures and placement costs in adult and children's social care and Special Education Needs arising from increased demand, complexity and market challenges. It is anticipated that the Government will announce plans for the funding of cumulative High Needs Block deficits on 9th February 2026.
- 1.5. The budget and MTFS assumptions include:
 - a) Council Tax increases of 2.99% plus an Adult Social Care precept of 2.0% for each year 2026/27-2028/29;
 - b) Delivery of £15.972m of efficiencies and increased income across 2026/27-2028/29;
 - c) A net draw from earmarked reserves totalling £7.302m in 2026/27, as set out in paragraph 10.2;
 - d) A housing rent increase for 2026/27 of 4.8% in line with approved government policy of CPI + 1% and rent convergence starting at £1 per week in 2028/29 increasing to £2 per week in 2029/30;
 - e) General Fund capital investment of £140.858m and Housing Revenue Account (HRA) capital investment of £232.141m over the 5 year period 2026/27 to 2030/31;
 - f) An initial allocation of £1.500m of transformation funding for each year from 2026/27 to 2029/30 to support delivery of efficiency savings assumed within the MTFS, taking the total transformation funding to £29.229m across the whole life of the Delivery Fund.
- 1.6. The Dedicated Schools Grant High Needs Block is anticipated to be £48.627m in deficit by 31st March 2026. Further details are set out in paragraphs 2.8 to 2.15 below and in Appendix 6.

1.7. This report has been prepared with reference to the following documents:

- Medium Term Financial Strategy 2026/27-2028/29 Update Report agreed by Policy Committee (17th December 2025)
- Autumn Budget 2025 – HM Treasury (26th November 2025)
- Provisional Local Government Finance Settlement 2026/27 – MHCLG (17th December 2025)

2. Policy Context

2.1. The Council's Medium Term Financial Strategy provides the financial framework to support the delivery of the Council's vision and Council Plan priorities.

Overview

2.2. Attached to this summary report are a series of appendices which together provide a comprehensive overview of the Council's financial position in the short to medium term given the constraints within which we are operating. The rest of this report summarises the contents of those appendices.

General Fund

2.3. Appendix 1 sets out the Council's Medium Term Financial Strategy and is supported in respect of the General Fund (GF) by Appendices 2, 3 and 4 which set out the financial figures for the 2026/27 Budget and the indicative budgets for 2027/28 and 2028/29. As illustrated in Appendix 2, this provides for a balanced budget in 2026/27 and a Net Budget Requirement of £199.664m, which after allowing for other funding streams leaves a Council Tax Requirement of £134.178m. The indicative budgets for 2027/28 and 2028/29 are not currently balanced with a budget gap of £1.995m currently forecast for 2027/28, reducing to a gap of £0.206m for 2028/29.

2.4. The 2026/27 budget proposals assume a Council Tax increase of 2.99% and an Adult Social Care Precept of 2.00%. This results in a Band D Council Tax of £2,223.18 for 2026/27, an increase of £105.66 per annum or £2.03 per week excluding precepts from Police and Fire. The same percentage uplift is assumed for both 2027/28 and 2028/29.

Housing Revenue Account

2.5. Appendix 5 sets out the Housing Revenue Account budget proposals. The proposed expenditure budget for 2026/27 is £58.925m. A balanced budget is delivered across all three years with a drawdown from reserves of £3.108m in 2026/27, £2.849m in 2027/28 and £3.708m in 2028/29.

2.6. The budget assumes that rents and service charges will increase by 4.8% for 2026/27 in line with the maximum rent increase of CPI (as of September 2025) + 1%. The average weekly rent increase is between £5.45 and £7.86 depending upon the type of property. The budget also assumes that rent convergence of £1 per week will be applied from 2027/28, increasing to £2 per week from 2028/29. This plan also includes an increase to existing service charges to tenants to recover the full cost of Landlord cleaning and lighting services beginning 2026/27. These are required to ensure the 30-year plan doesn't breach minimum reserve levels.

2.7. Appendix 5 also sets out the full 30 Year Business Plan, which includes details of planned investments, how these are funded and the impact on the HRA balance. Within the 30 year HRA Business Plan the housing service is investing an additional £48.748m between 2026/27 and 2028/29 in the maintenance of the existing housing stock and £155.882m in new build and acquisitions. The Business Plan currently assumes that rent convergence will commence from April 2027, in line with national guidance.

Dedicated Schools Budget

- 2.8. Appendix 6 sets out the Dedicated Schools Grant Budget proposals for 2026/27. Dedicated Schools Grant (DSG) is split into four blocks, for which the allocations for 2026/27 were published by the Government on 17th December 2025. Overall, the gross DSG for schools will increase by £9.915m (5.0%) from £199.357m to £209.272m. Details of the allocations are provided at Appendix 6.
- 2.9. High needs funding supports provision for pupils and students with Special Educational Needs and Disabilities (SEND) who require additional resources to participate in education and learning, from their early years to age 25 in schools and colleges (excluding students aged 19 to 25 who do not have an Education, Health and Care Plan (EHCP)) and pre-16 pupils in Alternative Provision (AP) who, because of exclusion, illness, or other reasons, cannot receive their education in mainstream schools. High needs funding is provided to local authorities through the high needs block of the DSG. While High Needs Block funding has been increasing, it has not kept pace with the growth in the number of EHCP's or the cost of meeting the increasingly complex needs of the pupils.
- 2.10. The Ministry of Housing, Communities and Local Government (MHCLG) amended the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 to introduce a statutory override where a DSG deficit at the end of a financial year must not be charged to a revenue account and instead must be charged to an account established solely for the purpose of recognising deficits in the schools budget. This accounting practice has the effect of separating schools budget deficits from the local authority General Fund and means that these deficits are not charged to the General Fund, but the General Fund is still required to pick up the cost of interest payments on the cumulative debt.
- 2.11. The intention of the statutory override was to give local authorities flexibility in reducing their DSG deficits. However, the scale of the challenge in the SEND system has made this impossible, and deficits have continued to rise nationally despite the best efforts of the sector, including in Reading the use of Additionally Resourced Provision and the plans for a new Special School.
- 2.12. As a consequence, many authorities including Reading Borough Council have SEND deficits on their balance sheets, which, if the statutory override were to be removed, would result in the authority being unable to produce a balanced budget or maintain adequate levels of general fund reserves.
- 2.13. In the November 2025 Budget the government announced that responsibility for funding SEND services would transfer from local government to central government from 2028. This is a significant change that has the potential to radically alter the financial pressures that councils are facing.
- 2.14. Uncertainty remains about what will happen to the deficits accumulated by 31st March 2028, with further detail anticipated in the Final Local Government Funding Settlement.
- 2.15. In Reading, the Council is forecasting a cumulative deficit of £48.627m on the high needs block by 31st March 2026.

Capital

- 2.16. The Council's overarching Capital Strategy is set out in a separate report elsewhere on this agenda and has been extended to provide a five year projection in accordance with best practice. The specific projects laid out in the Capital Programme, attached at Appendix 7a for the General Fund and Appendix 7b for the HRA are also set out over a five year period to align with the Capital Strategy. The General Fund Capital Programme totals £140.858m and the HRA Capital Programme totals £232.141m; which will require the support of £74.340m and £184.963m respectively of Council resources including

capital receipts and external borrowing over the five year period. The major General Fund schemes include 3 new Children's homes, the completion of the Levelling Up Fund projects at the Hexagon Theatre and central library, the corporate solar programme, additional burial space, new and refurbished schools, and the continued investment in the highways infrastructure programme.

- 2.17. A scheme included in the approved Capital Programme shall remain subject to:
 - (i) Spending approval in detail by the responsible committee or officer, as outlined in the Scheme of Delegation; and
 - (ii) The Director of Finance confirming the availability of funds.
- 2.18. The Council's transformation programme supported by the extension to the flexible use of capital receipts permitted by regulation is set out in Appendix 8.

Fees & Charges

- 2.19. The 2026/27 schedule of Fees and Charges assumed within the budget proposals and effective from 1st April 2026 is set out in Appendix 9.

Engagement

- 2.20. The Council is required by legislation to consider the impact of its budget proposals upon all groups within the local community. This is demonstrated by the Equalities Impact Assessment of the Budget Proposals set out in Appendix 10.
- 2.21. A summary of the results of the budget engagement held from 19th December 2025 to 17th January 2026 is provided within Appendix 11. The results of the Residents Survey carried out in the summer of 2025 was published online and can be viewed [here](#).
- 2.22. The engagement analysis highlights that residents were most comfortable with reducing spending on Central Services (Customer Services, Human Resources, Finance, Legal, Digital and Technology) and Executive Management Team and Communications. Around two-thirds of residents placed these areas in their top 3 areas for reducing spending. Residents were much more divided in their opinions about where they would be least comfortable reducing spend. Adult Social Care split opinions most: 34% of residents put this in their top 3 areas for reducing spend; while 40% put this in their top 3 areas for not reducing spend.
- 2.23. The Council consulted with local business rates payers on 9th February 2026 as part of its statutory requirements.

3. Key Considerations

Exceptional Financial Support

- 3.1. On 17th December 2025 MHCLG announced that the government had agreed to provide 30 councils with support to manage financial pressures via the Exceptional Financial Support (EFS) process, including 3 of the 6 Berkshire councils, and set aside Council Tax referendum principles for 6 authorities. The Local Government Chronicle also reported that MHCLG is planning for up to 74 councils to apply for EFS next year.
- 3.2. The financial crisis that local authorities are encountering comes after significant reductions in local authorities' spending power since 2010 which has itself coincided with increasing demand for services and inflationary pressures driving up costs. Ultimately, the levels of funding available to local authorities, through council tax, retained business rates, and government grants have not kept pace with these pressures. In addition, many Councils are dealing with the long-term impact of not increasing Council Tax by the maximum amount available and poor investment decisions. In combination, these factors are leading to a funding gap that is being addressed through the EFS process.

3.3. The proposed 2026/27 budget has been based on current information available, but it is important that the Council is aware of the significant risks it faces in a number of key areas:

Fair Funding 2.0

3.4. The 2026-27 Settlement is the first multi-year Settlement in a decade, running from 2026-27 to 2028-29. This provides the Local Government sector with a welcome degree of predictability of funding that will encourage longer-term planning.

3.5. A significant proportion of the funding announced in the settlement will be allocated using the principles detailed in Fair Funding 2.0 which seeks to target funding based on a clear assessment of need. However, currently approximately £600 million of funding is allocated outside of the Fair Funding principles, using the method introduced last year through the 'Recovery Grant' and a further £148.8 million through the 'Recovery Grant Guarantee'. Reading Borough Council will receive none of this £748.8 million.

3.6. The total additional funding allocated to Reading Borough Council through those funding streams that are included in Core Spending Power, including Business Rates, is £4.139m over the next three years (£2.215m in 2026/27, £1.075m in 2027/28 and £0.849m in 2028/29). For comparison, the 2025/26 increase for Reading was £4.277m.

Adult Social Care

3.7. There are significant pressures in the social care system. These pressures include an increase in the number of service users, in addition to the number of complex care packages, a shift in the demographic profile to younger people and increasing contract inflation. This updated MTFS includes a net increase of £4.700m for Adult Social Care services in 2026/27 to address these pressures, in addition to the capital investment in facilities.

Children's Social Care

3.8. There is widespread recognition of the need to reform Children's Social Care, with increasing demand on services, increasing complexity of need, reducing numbers of foster carers, an insufficient supply of adequate residential placements, and an over-reliance on private sector providers driving up costs. This updated MTFS invests significant additional funds in Children's Social Care placements, with a net increase of £3.843m budgeted in 2026/27, and in the provision of new residential homes, but the upward trend is unsustainable.

Special Education Needs and Disabilities

3.9. The Council is forecasting a cumulative deficit of £48.627m on the high needs block by 31st March 2026. The deficit is forecast to reach £94.303m by the time the statutory override is currently due to end in March 2028. This forecast takes account of the significant investment in both Additionally Resourced Provision and a new SEND school. Council reserves will not be sufficient to fund this deficit, potentially triggering the need to issue a s114 notice. It is therefore critical that action is taken to address the deficit.

Inflation and Demand Risk

3.10. Whilst the budget proposals include consideration for risk, primarily in relation to the non-achievement of income targets and efficiency savings, risk remains that demographic, inflationary or other demand pressures may exceed budget and place pressures on available provisions. In addition, the budget includes a corporate contingency of £1.769m.

Savings

- 3.11. The MTFS assumes £15.972m of additional savings and income over 3 years. If these are not delivered or there is any delay to their delivery, it would pose a potential threat to the sustainability of the Council's budget. Based on the 2025/26 Quarter 2 Performance and Monitoring Report that was presented to Policy Committee in December 2025, £3.878m of savings are currently at risk of non-delivery, with £0.998m likely to be carried forward into 2026/27 following a review undertaken as part of the 2026/27 budget setting process into all existing savings proposals and where appropriate, non-deliverable savings were reprofiled, reduced or removed.
- 3.12. There are also the following considerations in respect of the Council's wholly owned companies:
 - Reading Transport Limited (RTL) – The company is experiencing a difficult year financially due to a decline in fare-paying passengers and increasing costs but is expected to return to profitability in 2026/27.
 - Homes for Reading (HfR) – the housing stock is in the process of being transferred to the HRA following the decision in 2024/25 to close the company.
- 3.13. The current global and national economic position has the potential to impact the Council in a variety of ways, particularly in the current cost of living environment, these include increases in demand for social care and the levels of income and funding available to be distributed through central government. As upper tier authorities across the country are finding, changes in social care demand creates significant cost pressures within adults and children's social care budgets.
- 3.14. The Council's Chief Finance (Section 151) Officer is required under Section 25 of the Local Government Act to report to Council on the robustness of the estimates made for the purposes of the calculations of the budget and the adequacy of the proposed level of financial reserves. This report will be presented to Council on 24th February 2026.

4. Contribution to Strategic Aims

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

5. Environmental and Climate Implications

- 5.1. The Council declared a Climate Emergency in February 2019, with the intention of achieving a carbon neutral Reading by 2030, which will require further financial commitment to achieve. Reading has cut its carbon emissions by 54% since 2005 and the Council has cut its own carbon footprint by 73% in since 2008. The Council Plan monitors progress in reducing the carbon footprint of both the Borough and the Council.
- 5.2. The Council's 2030 climate target was already very challenging, even before taking account of the more recent financial pressures facing the Council, and local authorities in general, in addition to the government's recent scaling back of its net zero strategy commitments. Whilst the long term benefits of taking action will likely exceed the cost of inaction on climate change, this does not ease the challenge of finding resources for climate action in the immediate future.
- 5.3. Reading is one of only 112 towns and cities in the world to make the most recently published CDP A List – recognised as the gold standard of environmental reporting. It is

the fourth successive year Reading has achieved the status which is currently shared with only 23 other UK local authorities. The Council has worked with local partners to make the A List and is calling on all Reading residents, businesses and organisations to work together to help us reach its ambitious target of a net zero Reading by 2030.

- 5.4. The Council's proposed Capital Programme for the next five years includes investment of £1.557m in 2026/27 for solar installations under the Corporate Solar Programme scheme. Additionally, the New Performance space at the Hexagon Theatre Levelling Up scheme includes further investment in energy saving and decarbonisation infrastructure.
- 5.5. Other capital investments, in offices, housing, transport and waste, will also contribute to the Council's carbon reduction ambitions by improving the efficiency of our buildings and operations as well as in the wider community.
- 5.6. As part of the budget setting process, 'Environment' is one of the weighting criteria applied to bids for capital funding. Going forward, major capital projects which will contribute directly to greenhouse gas emissions reduction include:
 - £1.557m for the Corporate Solar Programme (2026/27);
 - £0.575m for tree planting programmes (2026/27-2030/31);
 - £8.919m for Replacement Vehicles (2026/27-2030/31) – where part of the budget is allocated to the purchase of electric vehicle
 - £9.851m for Levelling Up Delivery Plan – New Performance Space at the Hexagon Theatre – where part of the budget is allocated to energy saving and decarbonisation measures;
 - £0.190m for Streetlighting investment to reduce energy consumption
 - The proposed budget for the Corporate and Community Buildings scheme includes a new allocation of £4.800m for works to the Town Hall. The proposed work will enhance the building's insulation and reduce heat loss.

6. Community Engagement

- 6.1. The public was consulted as part of the 'Budget Engagement', which ran from 19th December 2025 until 17th January 2026. The feedback from this engagement is set out in Appendix 11. The results of the Residents Survey carried out in the summer of 2025 was published online and can be viewed [here](#).
- 6.2. The Council consulted with local business rates payers on 9th February 2026 as part of its statutory requirements.

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 initial assessment of the proposals as set out in the MTFS has been undertaken and Appendix 10 sets out a summary of the initial assessment of equality implications of individual budget proposals where there is an impact.
- 7.3. Additionally, when considering changes to service provision, local authorities are under a duty to consult representatives of a wide range of local stakeholders. Authorities must

consult representatives of council tax payers, those who use or are likely to use services provided by the authority and those appearing to the authority to have an interest in any area within which the authority carries out functions. The budget engagement exercise on the budget proposals assists with this requirement.

7.4. As well as the Council's current Council Tax Reduction Scheme there are statutory discounts and exemptions available to residents who may otherwise struggle to pay their Council Tax, details are available on the Council's website.

8. Other Relevant Considerations

8.1. There are none.

9. Legal Implications

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

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

10. Financial Implications

10.1. The financial implications are set out in the body of this report and associated appendices.

10.2. The 2026/27 Budget is balanced by an overall £7.302m assumed draw on (contribution from) earmarked reserves, consisting of:

- £3.666m to fund service specific expenditure from specific earmarked reserves. This was already assumed in the December 2025 MTFS Update;
- £0.503m to fund additional service specific expenditure from specific earmarked reserves following the December 2025 MTFS Update;
- £2.797m from the Collection Fund Smoothing Reserve to fund the one-off deficit in 2026/27;
- £0.336m from the Financial Resilience Reserve to balance the 2026/27 budget.

10.3. Further savings to close the budget gap in 2027/28 and beyond will need to be identified as part of the future budget setting process.

10.4. The Council's General Fund and HRA balances are set at 5% of the net budget requirement for 2026/27.

11. Timetable for Implementation

11.1. Not applicable.

12. Background Papers

12.1. There are none.

Appendices

1. **The Medium Term Financial Strategy 2026/27 - 2028/29**
2. **Summary of the Proposed General Fund Budget 2026/27 - 2028/29**

3. General Fund Revenue Budget by Service 2026/27 - 2028/29
4. Detailed General Fund Budget Changes 2026/27 - 2028/29
5. The Housing Revenue Account Proposed Budget 2026/27 - 2028/29
6. The Dedicated Schools Grant Budget Proposals 2026/27
7. The General Fund and HRA Capital Programmes 2026/27 - 2028/29
8. The Flexible Use of Capital Receipts Strategy 2026/27
9. Fees and Charges Proposals from April 2026
10. Equality Impact Assessment of the Budget Proposals
11. Summary of the Response to the Budget Engagement

Appendix 1 - The Medium Term Financial Strategy 2026/27 – 2028/29

1. Background

- 1.1. This Medium Term Financial Strategy (MTFS) pulls together in one place all known factors affecting the financial position and financial sustainability of Reading Borough Council over the medium term. The MTFS reflects and balances the financial implications of objectives and policies with the resource constraints on the Council and provides the basis for decision making.
- 1.2. The MTFS is central to the delivery of the Council's priorities in an affordable and sustainable way over the 3-year period. It aids robust and methodical planning as it forecasts the Council's financial position, taking into account known pressures and major issues affecting the Council's finances. The MTFS recognises the key role that financial resources play in the future delivery of outcomes and in enabling the effective planning, management and delivery of services.
- 1.3. The key overriding aim of the MTFS is to provide a financial framework within which financial stability can be achieved and sustained in the medium term to deliver the Council's key strategic priorities.
- 1.4. This updated MTFS has been developed to reflect the changing landscape in which Councils are now operating. The UK economy, as with many others around the world, is now heavily impacted by the cost of living crisis. This has had a knock-on impact on Council budgets, due to increased unit costs, service demand increasing and reduced levels of income.

2. The Current Economic and Financial Environment

- 2.1 The Council's future financial position, the demand for services and ability to recover previous and/or generate new income streams is significantly affected by the wider economic, political and financial environment. The following paragraphs set out some of the more significant factors:

Cost of Living Crisis

- 2.2 Since late 2021, the UK has been experiencing what is referred to as a "cost of living crisis", whereby the cost of everyday essentials like energy and food are rising much faster than average household incomes.
- 2.3 The increase in inflation underpinning the crisis was caused by the combined impact of multiple national and global events:
 - Brexit - Slowed economic growth and caused delays at the borders for traded goods due to new import and export rules;
 - The Covid-19 Pandemic - Led to disruption of working practices and global supply chains, whilst surging demands for goods were experienced post-lockdown which also contributed to rising prices;
 - The Russia-Ukraine Conflict - Led to energy price rises and global food shortages.

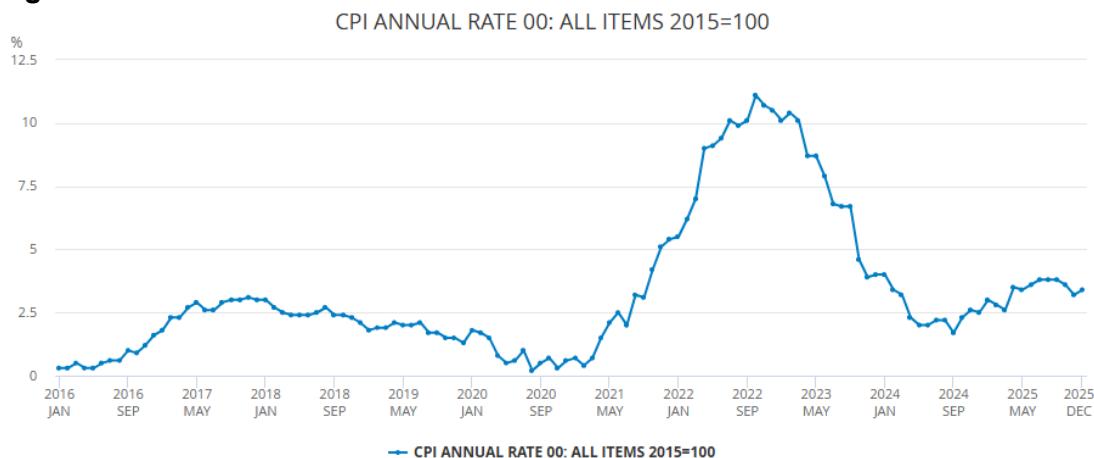
- 2.4 In addition, in an attempt to control inflation, the Bank of England gradually increased bank rate up to 5.25%, albeit this reduced to 3.75% as of December 2025.
- 2.5 The resulting pressures are impacting on the Council directly through increased costs but also through increased service demand. For example, pressures on the rental and private housing markets are putting more individuals at risk of homelessness, with the

number of households living in temporary accommodation in England at an all-time high.

Inflation Expectations

- 2.6 Inflationary pressures on the Council's employee and contractor costs represent a significant annual pressure that needs to be funded. Equally, inflation rates impact on fees and charges, Council Tax capping levels and business rates income through the nationally set Non-Domestic Rates Multiplier.
- 2.7 The annual inflation rate in the United Kingdom as measured by the Consumer Price Index (CPI) stands at 3.4% as at December 2025, up from 2.5% in December 2024. The Consumer Price Index including owner occupiers' housing cost (CPIH) stands at 3.6% as at December 2025, and was 3.5% in December 2024.
- 2.8 Inflation climbed steadily from February 2021 until its peak of 11.1% in October 2022, due to increased demand and limited supply on various products, including gas, oil, and food supplies, following the pandemic restrictions easing and the Ukrainian invasion. The Bank of England gradually increased interest rates to help achieve its target rate of inflation of 2.0%, and so inflation has fallen significantly since then. The increase seen in 2025 owed mostly to increases in food prices and administered prices (prices that are directly set or influenced by decisions from government or regulators). The Bank of England expects inflation to ease to 3% in early 2026 and fall to 2% over the subsequent year.

Figure 1. CPI Annual Rate



Environmental Challenges

- 2.9 The summer of 2025 has been confirmed by climate scientists at the Met Office as the hottest on record for the UK since records began in 1884. Exceptional temperatures were felt across much of the world, exacerbating extreme weather events such as heatwaves, droughts, floods and wildfires.
- 2.10 The Council declared a Climate Emergency in February 2019, with the intention of achieving a carbon neutral Reading by 2030, which is a challenging target, especially considering the Government is aiming for the UK to reach net zero by 2050. On the 6th November 2025, the Government published its revised plans and progress to achieve this target, including the implementation of targets and carbon budgets, aimed at helping the country to meet these goals by a 2050 deadline.
- 2.11 Reading has cut its carbon emissions by 57% since 2005 and the Council has cut its own carbon footprint by 73.4% in since 2008.

2.12 Reading is one of only 112 towns and cities in the world to make the most recently published CDP A List – recognised as the gold standard of environmental reporting. It is the fourth successive year Reading has achieved the status which is currently shared with only 23 other UK local authorities. The Council has worked with local partners to make the A List and is calling on all Reading residents, businesses and organisations to work together to help us reach its ambitious target of a net zero Reading by 2030.

Fair Funding Review 2.0

2.13 Consultations about changes to how funding is distributed between Local Authorities have been ongoing since 2018. On 20th November 2025 the Ministry of Housing, Communities and Local Government (MHCLG) published its formal response to the Summer 2025 Fair Funding Review (FFR) 2.0.

2.14 The Fair Funding consultation set out proposals to: a) Simplify Council funding by reducing the number of grant funding streams and including them in the 'Settlement Funding Assessment' b) Calculate the share of the national funding that will be allocated to each council c) The transitional arrangements to move to the new funding levels.

Simplification

2.15 The government is simplifying more than 30 funding streams, worth nearly £47 billion across the next 3-years. In the updated system, £21.5 billion of this funding will be delivered through four new 'consolidated grants' as part of the multi-year Settlement package, and £25.3 billion will be rolled into the Revenue Support Grant, which is unringfenced funding within the core Settlement.

2.16 The previous consultation indicated that the £600m Recovery Grant funding provided to the most deprived authorities in 2025/26 would be rolled into Revenue Support Grant in 2026/27 but has now confirmed that it will continue as a separate grant funding stream.

2.17 The Local Government Finance Policy Statement 2026/27 to 2028/29 sets out the consolidated grants as follows:

- **Homelessness, Rough Sleeping and Domestic Abuse Grant** (£2.4 billion, or £800m per annum) will be in core spending power and will bring together:
 - £1.1 billion of Homelessness Prevention Grant (HPG), distributed using the HPG formula previously consulted on in 2025;
 - Rough Sleeping Funding worth £879 million and distributed using a rough sleeping and single homelessness formula;
 - DA Safe Accommodation Grant already in spending power worth £480 million over the three years.
- **Children, Families and Youth Grant** (£3.1 billion, or approx. £1 billion per annum) will be partly within core spending power and includes:
 - The current children's social care prevention grant (£809 million);
 - Supporting Families funding within the Children and Families Grant (£760 million);
 - New funding from the transformation fund announced at the 2025 Spending Review (£319 million);
 - Further new investment of £547 million;
 - Holiday, Activities and Food Grant of £623 million;
 - Pupil Premium Plus Post-16 grants, worth £41.5 million.

- **Public Health Grant** (£13.45 billion, or approx. £4.5 billion per year) will consolidate:
 - The main Public Health Grant, with existing distribution (around £12.1 billion, or £4bn pa);
 - Drug and Alcohol Treatment and Recovery Improvement Grant (£1 billion, or £330m pa);
 - Local Stop Smoking Services and Support Grant (£210 million, or £70m pa);
 - Swap to Stop scheme funding (£50 million, or £17m pa).
- **Crisis and Resilience Fund** (£2.5 billion, or approx. £800 million pa), combining:
 - Household Support Fund;
 - Discretionary Housing Payments.

2.18 The total grant allocations for these grants before and after consolidation, over the three year period of the MTFS, is shown below:

Table 1. Consolidated Grants 2025/26 to 2028/29

Grant (£ million)	2025/26	2026/27	2027/28	2028/29	Total Change
Homelessness, Rough Sleeping and Domestic Abuse Grant	5.094	4.059	3.879	3.702	-1.393
Children, Families and Youth Grant	1.878	2.925	2.901	2.558	0.680
Crisis and Resilience Fund	2.360	2.335	2.334	2.316	-0.044
Consolidated Public Health Grant	13.532	13.693	13.922	14.184	0.651
Total	22.864	23.012	23.036	22.759	-0.105
Change from Prior Year	-	0.148	0.024	-0.277	-0.105

2.19 The full list of grants being rolled into Revenue Support Grant is:

- Current Revenue Support Grant
- Business rates income, reflecting pilot and pooling arrangements and excluding Designated Areas/renewables
- Grants currently in spending power: Social Care Grant, Adult Social Care Market Sustainability and Improvement Fund (MSIF), Employer NI Contributions, New Homes Bonus, 2025/26 Funding Floor
- The remaining balance of the Children and Families Grant, once Supporting Families funding is excluded
- Other grants currently outside of spending power: temporary accommodation funding within the Homelessness Prevention Grant, Virtual School Head for Children with a Social Worker and Children in Kinship Care Grant, Biodiversity Net Gain Planning Requirement, Deprivation of Liberty Safeguards Funding, Local Government Finance Data Review Funding, Enforcement of Local Restriction and Volume New Burdens Grant, Enforcement of Calorie Labelling Regulations New Burdens Grant, Awaab's Law New Burdens Grant and the Social Housing New Burdens Grant

National Funding Formula

2.20 The stated aim of the Fair Funding Review 2.0 is to better align funding with need across the country, updating for the first time in decades the formulas used to calculate local authorities' need for services relative to one another.

2.21 The 9 new formulas are:

Social care formulas:

- Adult social care - older component
- Adult social care - younger component
- Children and Young People's Services

Non-social care formulas:

- Foundation Formula - upper tier
- Foundation Formula - lower tier
- Fire and Rescue
- Highways Maintenance
- Home to School Transport
- Temporary Accommodation

2.22 These 9 formulas will be used to assess the differences in demand between councils, known as 'Relative Needs Formula' (RNF).

2.23 An 'Area Cost Adjustment' will then be applied to each RNF to account for the different costs of delivering services in different places. This will give each council a relative 'Needs Share' by weighting each RNF according to the level of national expenditure on that service.

2.24 To account for different Council Tax raising ability, the Government will then multiply each council's tax base by a notional level of Council Tax set at £2,060 for a Band D property in 2026/27. The total notional Council Tax for all council's will then be added to the grant and retained business rates available nationally to give the total notional funding available to Local Government and the funding will then be allocated according to each Council's 'Needs Share'.

2.25 Finally, the Government will subtract each council's notional Council Tax contribution to give it's 'Settlement Funding Assessment'.

Transitional Protection

2.26 The Government view is that the current funding system is unfair and there is a balance to be struck between providing transitional arrangements and moving decisively towards improved and updated allocations which are fairer for everyone. Local authorities whose existing income is furthest above their Fair Funding Assessment will need to accept some losses in income over the multi-year Settlement as this is necessary to ensure funding can be redirected to where it is assessed as needed most.

2.27 The transitional arrangements are that:

- The government will move local authorities to their Fair Funding Assessment allocations in increments of one third over the multi-year Settlement.
- However, authorities which would see their income fall as a result of changes, will be further protected through a range of funding floor levels appropriate to specific groups of authorities' circumstances.

2.28 On 20th November 2025 MHCLG published a Local Government finance policy statement. Alongside the matters set out in Fair Funding 2.0 this included proposals to:

- **Incentivise house building and local economic growth:** Local authorities will benefit from the additional council tax raised for each new house built in their area, over the course of the multi-year period, and will keep the longstanding incentives in the business rates system so that authorities continue to be rewarded for local growth.
- **Give authorities greater certainty:** By providing the first multi-year Settlement in a decade, so that local authorities can plan for the next 3 years.
- **Provide support for local authorities that need it:** The government recognises that there will continue to be some authorities that request additional support. There will continue to be a framework in place for supporting those in the most difficult positions.
- **Focus on prevention:** With the aim of improving outcomes for the most vulnerable residents who rely on the services where demand and costs continue to grow, including social care, by focusing on prevention and early intervention. This includes £2.4 billion invested into children's social care prevention and de-escalation.
- **Drive public service reform:** Work across government to drive a programme of radical public service reform, centred on pooling budgets around service users and breaking through central government siloes, as well as looking for ways to reduce demands on local government to empower them to deliver for communities, including through reviewing the approach to sales, fees and charges, and statutory duties.

Autumn Budget 2025

2.29 The Autumn Budget 2025 was delivered by the Chancellor on 26th November 2025. The announcements included the following matters that are pertinent to the Council's finances and the wider environment in which it operates:

- Revaluations on non-domestic properties will take effect from 1 April 2026.
- For 2026/27, the current two-tier multiplier system will be replaced with five different multipliers. As a result of the 2026 revaluation, the national small business and standard multipliers have fallen by 6.7p and 7.5p respectively. Therefore, in 2026/27, all properties will pay a lower tax rate than they do now, including those on the higher multiplier.

Multiplier	2025/26	2026/27	Scope
Small business Retail Hospitality and Leisure (RHL) multiplier	—	38.2p	RHL hereditaments with RVs under £51,000
Standard RHL multiplier	—	43.0p	RHL hereditaments with RVs between £51,000 and £499,999
National small business multiplier	49.9p	43.2p	Non-RHL hereditaments with RVs under £51,000
National standard multiplier	55.5p	48.0p	Non-RHL hereditaments with RVs between £51,000 and £499,999

High-value multiplier	—	50.8p	All hereditaments with RVs of £500,000 or above
-----------------------	---	-------	---

- A 0.5% cut to Department Expenditure Limits will be applied across government budgets in 2028/29, 2029/30 and 2030/31, aimed at generating £2.8 billion in savings in 2028-29, rising to £4.9 billion by 2030-31. For Local Government, this applies to local government grant funding only and excludes council tax and business rates. This is therefore equivalent to around 0.1% of Core Spending Power in 2028/29.
- A High Value Council Tax Surcharge in England will be introduced for residential properties worth £2m or more, from April 2028. Local authorities will collect this revenue on behalf of central government and will be fully compensated for the additional costs of administering this new tax. A public consultation on details relating to the surcharge is expected in early 2026.
- Pension contributions above £2,000 made through salary sacrifice will face National Insurance from April 2029, meaning they will be “treated as ordinary employee pension contributions in the tax system”.
- Income tax thresholds and the equivalent National Insurance Contribution thresholds for employees and self-employed individuals will be maintained at their current levels for a further three years from April 2028 to April 2031.
- From 1 April 2026, the National Living Wage will increase by 4.1% to £12.71 per hour. The National Minimum Wage for 18-20 year olds will also increase by 8.5% to £10.85 per hour and for 16-17 year olds and apprentices by 6.0% to £8.00 per hour.
- The Government indicated that it would not expect local authorities to need to fund future special educational needs costs from general funds, once the Statutory Override ends at the end of 2027/28. It will set out further details on its plans to support local authorities with historic and accruing deficits and conditions for accessing such support through the upcoming Local Government Finance Settlement.
- An additional £1.5 billion capital investment will be provided to tackle fuel poverty through the Warm Homes Plan, in addition to the £13.2 billion of funding allocated at Spending Review 2025.
- By 2029/30, over £2 billion annually will be committed for local authorities to repair, renew and fix potholes on their roads.
- £100 million will be allocated to local authorities and public bodies to accelerate installation of charge points where people live and work.

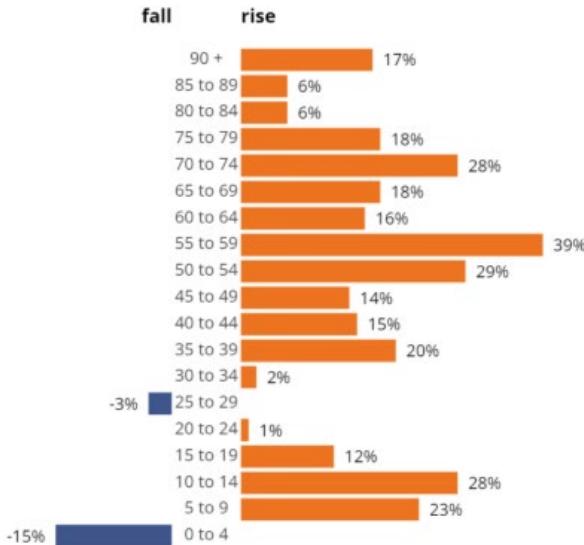
Demographic Forecasts

2.30 Demographic growth is one of the key drivers of demand for Council services and, consequently, cost pressures. Whilst general central government funding has seen real terms decreases over the last decade, service demand and demographic pressures have risen.

2.31 According to the Office of National Statistics' latest census in 2021, since 2011 Reading's total population has risen by 11.9% to 174,200, one of the highest

percentage increases in the South East. In their revised mid-year population estimates for 2024, Reading's population had grown to 182,907, approximately a 5% increase from the census in 2021. Its demographic composition has also been changing, with both older and younger age groups increasing. Residents aged 65+ increased by 17.2%, while those aged under 15 have increased by 8.6%, although this figure has been impacted by a large reduction in children aged 0-4. These changes in demographics are reflected in the increase in demand for Adult and Children's Social Care services set out above.

Figure 2. Population Change % by Age Group in Reading, 2011 to 2021



Unemployment

2.32 Around 5,535 people aged 16 and over in Reading were unemployed in the year ending September 2025. This is a rate of 4.5%. This was a slight increase compared to the year ending September 2024 when the unemployment rate was 4.4%. Across the South East, from the year ending September 2025 to the year ending September 2024, there was also a slight increase in the unemployment rate from 5.5% to 5.7%.

Deprivation

2.33 One of the key outcomes for the Council is to improve the well-being of its residents and to address the needs of those most in need. From 2025/26 the Government has started to directly factor in deprivation scores into how councils' core funding is allocated. The degree to which assessed need and inequality might be measured is by reference to the national Indices of Deprivation (IoD).

2.34 IoD scores and weightings are based on seven domains of deprivation and are weighted individually to provide an overall Index of Multiple Deprivation (IMD) score. There are also two additional indices as set out below:

1. Income Deprivation (22.5% of the overall index)
2. Employment Deprivation (22.5%)
3. Education, Skills, and Training Deprivation (13.5%)
4. Health Deprivation and Disability (13.5%)
5. Crime (9.3%)
6. Barriers to Housing and Services (9.3%)
7. Living Environment Deprivation (9.3%)

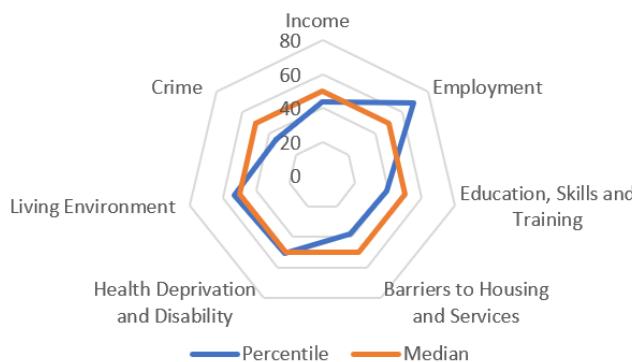
8. Index of income deprivation affecting children
9. Index of income deprivation affecting older people

2.35 Key Headlines, based on the latest 2025 data, are:

- According to the overall IMD, Reading as a whole is ranked the 147th most deprived out of 296 local authorities in the country, which puts Reading on the 49.7th percentile, i.e. very slightly less deprived than the average (50%).
- Deprivation is higher than average for the following domains: Income, Education, Skills and Training, Barriers to Housing and Services, Crime and in particular Income Deprivation Affecting Older People.
- There are now no Lower Super Output Areas (LSOAs) within the most deprived 10% nationally (compared to 5 in 2019). 11 LSOAs are within the 20% most deprived.
- There are LSOAs in the most deprived 5% nationally in terms of the following domains: Education, Skills & Training (including both sub-domains), Crime (none in 2019) and Income Deprivation Affecting Older People. There are also LSOAs in the 5% most deprived in terms of the 'wider barriers' and 'outdoor' sub-domains.
- One LSOA in Church is within the most deprived 1% nationally on the Education, Skills & Training domain.

2.36 The chart below illustrates the 2025 IoD rankings for each of the above seven domains relative to the (median) average across all 296 local authority areas, showing that Reading has a higher deprivation score than the median or is very similar to the median on 6 of the 7 indicators, but is less deprived in terms of employment than the median:

Figure 3. Indices of Deprivation (2025) - domains



Interest Rates

2.37 When the 2025/26 Budget and 2025/26-2027/28 MTFS was approved in February 2025, the Bank of England Bank Rate stood at 4.50%. It has subsequently decreased over the year to 3.75%. Forecasts suggest interest rates will continue to gradually decrease over the next 12-24 months.

2.38 Interest rates impact on both the amount of interest that the Council forecasts it will need to pay in respect of current and forecast future borrowing, as well as the amount of interest income receivable in respect of the levels of forecast investments. As set out in the Council's Borrowing Strategy, the Council is currently attempting to avoid

taking any long-term borrowing whilst interest rate forecasts indicate further decreases. As a consequence, the Council is currently utilising existing cash balances to cashflow Capital Programme expenditure and therefore has less cash available to invest in longer term investments that generate higher levels of interest receivable income. The costs avoided by deferring longer term borrowing whilst borrowing rates remain high are greater than the lost investment opportunities. The Borrowing Strategy will be reviewed as part of the 2026/27 Treasury Management Strategy Statement that will be brought forward for consideration and approval in February 2026.

2.39 For planning purposes, the Council has assumed that the Bank of England will gradually decrease interest rates from 3.75% to 3.25% by March 2028. The MTFS assumes an average borrowing rate of 3.84% for 2026/27, decreasing to 3.67% and 3.63% in 2027/28 and 2028/29 respectively.

2.40 Current UK interest rate forecasts (including the 20-basis point certainty rate reduction) are outlined in the following table:

Table 2. Interest Rate Forecasts

	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28	Dec-28
	%	%	%	%	%	%	%	%	%	%	%	%
Bank Rate	3.75	3.50	3.50	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25
5-year PWLB	4.60	4.50	4.30	4.20	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10
10-year PWLB	5.20	5.00	4.90	4.80	4.70	4.70	4.70	4.70	4.60	4.60	4.60	4.60
25-year PWLB	5.80	5.70	5.60	5.50	5.50	5.40	5.30	5.30	5.20	5.20	5.20	5.20

3. Expenditure Assumptions

Pay Award

3.1 2.4% has been allowed for pay inflation in 2026/27 with 1.9% for 2026/27 and 2027/28.

National Living Wage

3.2 In the Autumn Statement the Chancellor announced that from 1 April 2026, the National Living Wage will increase by 4.1% to £12.71 per hour. The National Minimum Wage for 18-20 year olds will also increase by 8.5% to £10.85 per hour and for 16-17 year olds and apprentices by 6.0% to £8.00 per hour.

General Inflation

3.3 Where services are experiencing specific inflationary pressures, these are included as proposed budgetary changes supported by a corresponding business case.

Pension Fund

3.4 The triennial valuation of the Pension Fund took place on 31st March 2025. The primary rate is set as 14.8% for the three years of the MTFS period.

Capital Financing

3.5 Capital Financing costs include Minimum Revenue Provision (MRP), notionally the repayment of debt, as set out in the Council's MRP Policy within the Treasury Management Strategy included elsewhere on this agenda. Additionally, these costs include any interest on external borrowing.

4. Significant Impacts on the Council's 2026/27 Budget

Adult Social Care

4.1 Across the country, the adult social care sector is facing serious challenges in relation to ever increasing demand, rising costs, a shift in the demographic profile to younger people and workforce challenges. The Health Foundation has forecast that to meet growing demand for social care and cover rising costs to employers, an extra £3.4bn of funding will be needed in 2028/29, with an extra £9.1bn being needed by 2034/35, requiring a 3.1% annual real-terms increase in overall funding.

4.2 In Reading, the Council has seen an increase in the numbers of people presenting to the service and those people have increased complexity, and acuity of need. The service users in place on 1st April 2025 was 1,755 and by 31st December 2025 this had increased to 2,066. This is an increase of 311 service users, which is nearly three times the service user increase in the whole of 2024/25.

4.3 In 2025-26 the Council has seen a shift in the percentage of new Adult Social Care service users from the working age adult cohort, compromising around 30% of new service users each period, whereas historically demand for this demographic remained steady. While the support provisions for these service users are lower cost on a unit level, the increase in volume and duration of support provided places additional financial pressure on the budget.

4.4 As a result, the services delivered are more costly and a net increase of £4.700m for Adult Social Care services is proposed for 2026/27 to address these pressures, in addition to the capital investment in facilities.

Children Social Care

4.5 Nationally, the number of Children Looked After (CLA) reported by local authorities on 31st March 2025 was 81,770, a decrease of 2% (down 1,760 children) compared to 31st March 2024. This decrease was due to a fall of 1% in the number of non-Unaccompanied Asylum-Seeking Children (UASC) CLA (down 860 children) and a fall of 12% in the number of CLA who were UASC (down 900).

4.6 The rate of all CLA per 10,000 children aged under 18 years has decreased to 67 - down from 69 last year and down from a peak of 70 in both 2022 and 2023.

4.7 The number of children starting to be looked after during the year has fallen and the number of CLA ceasing during the year has risen. CLA ceasing due to being the subject of a special guardianship order (SGO) increased by 6% (up 220 children) and CLA adopted increased by 1% (up 20 children).

4.8 CLA placed in children's homes including secure children's homes increased by 9% (770 children) to 9,480, which is 12% of all CLA.

4.9 This 2% reduction in the number of CLA nationally as at March 2025 was not replicated in Reading where CLA numbers rose by 1.8% from 267 to 272. This equates to 70 CLA per 10,000 population.

- 4.10 As at 31st December 2025 the number of CLA in Reading stood at 297, a further 9.2% increase since 31st March.
- 4.11 This budget invests significant additional funds in Children's Social Care placements and in the provision of new residential homes, but the upward trend is unsustainable.

Dedicated Schools Grant - High Needs Block

- 4.12 The Office for Budget Responsibility's November 2025 Economic and Fiscal Outlook report stated that a key risk to the medium-term fiscal forecast is that local authority borrowing has increased by around £7 billion a year in this forecast compared to March, reflecting recent upward revisions to outturn and financial pressures including from the costs of Special Education Needs and Disabilities (SEND).
- 4.13 High needs funding supports provision for pupils and students with SEND who require additional resources to participate in education and learning, from their early years to age 25 in schools and colleges (excluding students aged 19 to 25 who do not have an Education, Health and Care Plan (EHCP)) and pre-16 pupils in Alternative Provision (AP) who, because of exclusion, illness, or other reasons, cannot receive their education in mainstream schools. High needs funding is provided to local authorities through the high needs block of the DSG.
- 4.14 High needs block funding has been increasing significantly in recent years, but those increases have not kept pace with increasing costs. As a result, a significant number of local authorities are accumulating deficits on the high needs block. In some cases, those deficits are so significant that they would potentially trigger a s114 notice.
- 4.15 As a temporary measure, the Ministry of Housing, Communities and Local Government (MHCLG) amended the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 to introduce a statutory override where a DSG deficit at the end of a financial year must not be charged to a revenue account and instead must be charged to an account established solely for the purpose of recognising deficits in the schools budget. This accounting practice has the effect of separating schools budget deficits from the local authority General Fund and means that these deficits are not charged to the General Fund, but the General Fund is still required to pick up the cost of interest payments on the cumulative debt..
- 4.16 The intention of the statutory override was to give local authorities flexibility in reducing their DSG deficits. However, the scale of the challenge in the SEND system has made this impossible, and deficits have continued to rise nationally despite the best efforts of the sector, including in Reading the use of Additionally Resourced Provision and the plans for a new Special School.
- 4.17 As a consequence, many authorities including Reading Borough Council have SEND deficits on their balance sheets, which, if the statutory override were to be removed, would result in the authority being unable to produce a balanced budget or maintain adequate levels of general fund reserves.
- 4.18 In the November 2025 Budget the government announced that responsibility for funding SEND services would transfer from local government to central government from 2028. This is a significant change that has the potential to radically alter the financial pressures that councils are facing.
- 4.19 Uncertainty remains about what will happen to the deficits that will have accumulated by 31st March 2028, with further detail anticipated in the Final Local Government Funding Settlement.

4.20 In Reading, the Council is forecasting a cumulative deficit of £48.985m on the high needs block by 31st March 2026, which equates to an interest cost of approximately £2.4m.

2025/26 Financial Position

4.21 The Quarter 2 Performance and Monitoring Report, presented to Policy Committee in December 2025, is forecasting a net adverse variance of £3.968m. This is despite additional in year savings of £5.574m having been identified in response to pressures identified earlier in the year. The most significant pressure in the Quarter 2 report relates to Children's Services, which is forecasting a variance of £5.424m, which is partially offset by £1.456m of positive net variances across other services.

4.22 Should an adverse variance crystallise then the balance of the variance will need to be funded by a draw from earmarked reserves as part of 2025/26 outturn processes and the 2025/26 Performance Report to Policy Committee in July 2026.

5. Provisional Local Government Finance Settlement 2026/27 & Other Changes from the December 2025 MTFS Update

5.1 A three-year Provisional Local Government Finance Settlement was published on 17th December 2025. The settlement provides more detail for 2026/27, which for Reading is as follows:

Business Rates Local Share

5.2 As part of the Government's Fair Funding Review, legacy business rates and grant funding have been rolled in and redistributed to provide each local authority with a new Baseline Funding Level (BFL), accompanied by the introduction of new Revenue Support Grant (RSG) allocations. For 2026/27, the Council's BFL has been set £9.884m lower than the level assumed in the December 2025 MTFS Update, reducing by a further £0.051m in 2027/28 and £0.144m in 2028/29. This majority of this decrease has been offset by an increase in RSG.

Revenue Support Grant

5.3 Revenue Support Grant has been the core general purpose grant from central government for many years. The government intend that RSG will play a key role in phasing the 2028/29 fair funding shares over the course of the multi-year settlement, with only 2028/29's allocations intended to fully reflect the distribution of the Fair Funding Assessment. For 2026/27, following from the reduction in the baseline funding level, the Council is due to receive £5.819m more RSG than assumed in the December 2025 MTFS Update, with a further £2.823m expected in 2027/28 and a reduction of £0.081m in 2028/29.

In addition, changes to which grants are being rolled into RSG and in what year, have resulted in the Council's grant income within the services being £2.909m higher than previously assumed in 2026/27, but decreasing by £3.322m in 2027/28 when the Local Authority Better Care Grant is incorporated into RSG.

Public Health Grant

5.4 Allocations in respect of the Public Health Grant for 2026/27 were announced on 18th December 2025. In 2026/27 the Council's allocation is £13.693m, which includes amounts previously relating to smoking, drug and alcohol support grants. This is an increase of £0.161m from the total of the three grants in 2025/26, but a decrease of £0.126m from what was assumed in the December 2025 MTFS Update. The 2027/28

allocation is £0.020m lower than previously anticipated and the 2028/29 allocation is an increase of £0.262m. As the grant is ringfenced any increase/decrease to the Council's grant allocation is offset by a corresponding increase/decrease in expenditure. Therefore, the MTFS assumes a nil impact on the bottom line.

Other Changes from the December 2025 MTFS Update

Additional/Revised Service/Corporate Budgets

5.5 Since December, a number of new and revised business cases and technical budget adjustments have been submitted, reviewed and amended. This has resulted in a £4.001m net reduction to the 2026/27 budget, a £1.981m net reduction for 2027/28 but an added net pressure of £0.093m in 2028/29.

Council Tax

5.6 At its meeting on 27th January 2026, Council approved a revised Council Tax Base of 60,353.38 (band D equivalent) properties for 2025/26 – an increase of 1.32% on the 2025/26 Tax Base of 59,566.99.

5.7 The Tax Base of 60,353.38 band D equivalents has been updated from the Tax Base of 60,354.06 used in the December 2025 MTFS Update to accurately reflect the number of chargeable dwellings, discounts, exemptions, eligible Local Council Tax Reduction Scheme claimants and revised estimates of new build and collection performance.

5.8 The Council Tax Base report declared the estimated balance on the Council Tax Collection Fund as at 31st March 2026. The Council's share of the estimated deficit balance is £1.781m, which is an increase in deficit of £0.971m in 2026/27.

Business Rates

5.9 The NNDR1 return to central government in January 2025 projected an estimated deficit balance on the Business Rates Collection Fund as at 31st March 2025. The Council's share of this deficit is £4.281m, which is an increase in deficit of £1.826m in 2026/27.

Capital Financing

5.10 The revenue impact of the proposed Capital Programme has been updated to reflect changes to existing schemes (including re-profiling) and the addition of new schemes. The cumulative effect of these changes on capital financing costs is a decrease in costs of £0.565m in 2026/27 but an increase of £1.377m in total, across the MTFS period.

Contingency

5.11 A reduction to the Contingency provision of £0.200m for 2026/27 and £0.503m for 2027/28 has been made due to the specific pressures these funds were intended to mitigate against no longer being anticipated to materialise.

Contribution to/(from) Reserves

5.12 Following the December 2025 MTFS Update, an additional £3.636m draw on (contribution from) earmarked reserves has been required, consisting of:

- £0.503m to fund additional service specific expenditure from specific earmarked reserves;

- £2.797m from the Collection Fund Smoothing Reserve to fund the one-off deficit in 2026/27;
- £0.336m from the Financial Resilience Reserve to balance the 2026/27 budget.

Summary of Changes

5.13 The changes outlined in paragraphs 5.2-5.11 are summarised below:

Table 3. Summary of Changes from December 2025

	2026/27 £000	2027/28 £000	2028/29 £000
Net Budget (Surplus)/Deficit as at December 2025 Policy Committee	4,449	6,814	3,490
<i>Changes Arising from the Provisional Local Government Finance Settlement:</i>			
Business Rates Local Share	9,884	51	144
Revenue Support Grant	(5,819)	(2,823)	81
Grants Rolled in to Revenue Support Grant	(2,909)	3,322	0
Public Health Grant Expenditure	(126)	(20)	262
Public Health Grant Income	126	20	(262)
<i>Other Changes since the December 2025 MTFS Update:</i>			
Additional/Revised Service/Corporate Budgets	(4,001)	(1,981)	93
Council Tax Collection Fund (Surplus)/Deficit	971	(971)	0
Business Rates Collection Fund (Surplus)/Deficit	1,826	(1,826)	0
Adjustment to Capital Financing Costs	(565)	725	1,217
Increase/(Decrease) to Corporate Contingency	(200)	(503)	0
Additional Contribution to/(from) Reserves	(3,636)	3,636	0
Sum of Changes	(4,449)	(370)	1,535
Cumulative Impact of Changes	(4,449)	(4,819)	(3,284)
Net Budget (Surplus)/Deficit after Changes	0	1,995	206

6. Risks

6.1 The main risks to delivering the proposals set out within this MTFS include:

- The ability to contain demand pressures;
- Adverse interest rate movements;
- Increased inflationary pressures, including pay award;
- Delivery of capital receipts to fund the flexible use for transformation purposes and avoid prudential borrowing charges;
- National SEND reforms;
- The capacity to deliver the savings and income projections in line with assumptions.

6.2 Additionally, the Council's 2024/25 accounts are still subject to audit which may mean there could be some movement in the assumed baseline level of reserves.

7. Reserve Levels

7.1 CIPFA have stated that there should be no imposed limit on the level or nature of balances required to be held by an individual Council. Many authorities are currently

struggling to manage their pressures with an increasing number of local authorities issuing s114 notices or requesting exceptional financial support over recent years. In light of previous high-profile failures and funding concerns raised by authorities, CIPFA launched a financial resilience index which uses a basket of indicators to measure individual Local Authorities' financial resilience compared to their comparators.

7.2 This index, which is based on the latest published data from Central Government (2024/25), shows that the level of reserves held by Reading Borough Council equated to 25.71% of net revenue expenditure.

7.3 The Council has shifted towards the "higher risk" end of the scale in terms of the "Change to Reserves" measure as a result of decreasing levels of reserves over the last three years. However, as set out in the main body of the report, this MTFS is forecasting a combined cumulative budget gap of £2.201m over the next three years. This compares to the forecast level of the combined General Fund balance and Financial Resilience earmarked reserves of £12.028m as of 31st March 2026. Other earmarked reserves are set aside to fund specific risks, should they materialise, and expenditure funded by ringfenced grants.

8. Savings

8.1 Savings required to balance the 2026/27 budget and assumed within the MTFS include efficiency savings, invest-to-save initiatives and increased income from fees and charges. They are summarised below. Further detail is provided in Appendices 3 and 4:

Table 4. General Fund Savings Summary 2026/27 to 2028/29 by Directorate

	2026/27 (£000)	2027/28 (£000)	2028/29 (£000)	Total (£000)
Communities and Adult Social Care	(4,452)	(2,432)	(920)	(7,804)
Children's Services	(2,244)	(520)	(547)	(3,311)
Economic Growth & Neighbourhood Services	(2,174)	(261)	(250)	(2,685)
Resources	(1,805)	(118)	(148)	(2,071)
Chief Executive Services	(70)	(15)	(16)	(101)
Total	(10,745)	(3,346)	(1,881)	(15,972)

Table 5. General Fund Savings Summary 2026/27 to 2028/29 by Type

	Efficiency Savings (£000)	Invest to Save Schemes (£000)	Income, Fees & Charges (£000)	Total (£000)
Communities and Adult Social Care	(7,789)	0	(15)	(7,804)
Children's Services	(1,970)	(1,341)	0	(3,311)
Economic Growth & Neighbourhood Services	(2,011)	(160)	(514)	(2,685)
Resources	(1,344)	(227)	(500)	(2,071)
Chief Executive Services	(101)	0	0	(101)
Total	(13,215)	(1,728)	(1,029)	(15,972)

8.2 In order to balance the MTFS in future years on a sustainable basis, further savings need to be found for 2027/28 and 2028/29.

Appendix 2 - Summary of the Proposed General Fund Budget 2026/27 to 2028/29

Directorate/Service	Approved Budget 2025/26 £'000	Proposed Budget 2026/27 £'000	Proposed Budget 2027/28 £'000	Proposed Budget 2028/29 £'000
Communities & Adult Social Care				
Commissioning, Transformation & Performance	(7,948)	(7,786)	(7,725)	(7,645)
Adult Social Care Operations	62,631	67,337	74,172	78,051
Safeguarding, Quality & Practice	7,897	7,752	7,746	7,740
Community & Adult Social Care Management	1,570	1,547	1,546	1,545
Housing & Communities	3,582	5,325	5,660	5,955
Public Health	0	0	0	0
Communities & Adult Social Care	67,732	74,175	81,399	85,646
Children's Services				
Family Help & Safeguarding	49,663	53,697	52,632	53,032
Children's Commissioning, Resource & Performance Services	3,347	3,344	3,341	3,338
Education Services	5,989	5,801	5,601	5,457
Children's Services	58,999	62,842	61,574	61,827
Economic Growth & Neighbourhood Services				
Planning, Transport & Public Protection	(101)	1,392	2,153	2,078
Culture	3,059	2,426	1,935	1,627
Environmental & Commercial Services	18,603	18,668	20,744	21,003
Property & Asset Management	376	418	352	348
Management & Sustainability	908	1,276	1,561	1,927
Economic Growth & Neighbourhood Services	22,845	24,180	26,745	26,983
Resources				
Policy, Change & Customer Services	4,163	3,707	3,673	3,539
Human Resources & Organisational Development	2,661	2,416	2,393	2,390
Finance	6,961	6,607	6,601	6,595
Legal & Democratic Services	3,834	3,551	3,548	3,545
Digital & IT	8,147	7,781	7,803	7,801
Resources	25,766	24,062	24,018	23,870
Chief Executive Services				
Executive Management Team	944	944	944	944
Communications	706	636	621	605
Chief Executive Services	1,650	1,580	1,565	1,549
Total Service Expenditure	176,992	186,839	195,301	199,875
Corporate Budgets				
Capital Financing Costs	17,296	17,215	19,363	20,580
Corporate Contingency	938	1,769	2,594	2,594
Movement to/(from) Reserves	(3,945)	(7,302)	(340)	(340)
Other Corporate Budgets	(13,172)	1,143	3,484	5,866
Corporate Budgets	1,117	12,825	25,101	28,700
Net Budget Requirement	178,109	199,664	220,402	228,575
Financed By:				
Council Tax Income	(126,134)	(134,178)	(142,282)	(150,876)
Business Rates Local Share	(34,330)	(34,808)	(35,606)	(36,324)
Section 31 Grant (Business Rates Retention Scheme)	(13,514)	0	0	0
New Homes Bonus	(812)	0	0	0
Revenue Support Grant*	(2,771)	(36,740)	(40,519)	(41,169)
One-off Collection Fund (Surplus)/Deficit - Council Tax	(408)	1,781	0	0
One-off Collection Fund (Surplus)/Deficit - Business Rates	(140)	4,281	0	0
Total Funding	(178,109)	(199,664)	(218,407)	(228,369)
Over/(Under) Budget	0	0	1,995	206

This page is intentionally left blank

Appendix 3 - Summary of General Fund Revenue Budget by Service 2026/27 - 2028/29

2026/27	Original Budget 2025/26 £'000	Hierarchy Movements £'000	Virements £'000	Approved Budget 2025/26 £'000	Contractual Inflation £'000	Budget Pressures £'000	Efficiency Savings £'000	Invest to Save £'000	Income, Fees & Charges £'000	Proposed Budget 2026/27 £'000
Communities & Adult Social Care										
Commissioning, Transformation & Performance	(3,334)	0	(4,614)	(7,948)	160	80	(68)	0	(10)	(7,786)
Adult Social Care Operations	55,437	0	7,194	62,631	2,520	5,904	(3,718)	0	0	67,337
Safeguarding, Quality & Practice	7,103	0	794	7,897	0	0	(145)	0	0	7,752
Community & Adult Social Care Management	1,670	0	(100)	1,570	0	0	(23)	0	0	1,547
Housing & Communities	3,682	0	(100)	3,582	0	2,231	(488)	0	0	5,325
Public Health	0	0	0	0	0	0	0	0	0	0
Communities & Adult Social Care	64,558	0	3,174	67,732	2,680	8,215	(4,442)	0	(10)	74,175
Children's Services										
Family Help & Safeguarding	0	0	49,663	49,663	442	5,520	(1,165)	(613)	(150)	53,697
Children's Commissioning, Resource & Performance Services	0	0	3,347	3,347	0	0	(3)	0	0	3,344
Education Services	0	0	5,989	5,989	0	125	(313)	0	0	5,801
Retained by Council	855	0	(855)	0	0	0	0	0	0	0
Brighter Futures for Children	64,426	0	(64,426)	0	0	0	0	0	0	0
Children's Services	65,281	0	(6,282)	58,999	442	5,645	(1,481)	(613)	(150)	62,842
Economic Growth & Neighbourhood Services										
Planning, Transport & Public Protection	(547)	0	446	(101)	0	1,762	(259)	(10)	0	1,392
Culture	2,648	0	411	3,059	0	72	(705)	0	0	2,426
Environmental & Commercial Services	20,877	0	(2,274)	18,603	293	701	(360)	(90)	(479)	18,668
Property & Asset Management	(2,447)	0	2,823	376	0	201	(159)	0	0	418
Management & Sustainability	446	0	462	908	0	480	(20)	0	(92)	1,276
Economic Growth & Neighbourhood Services	20,977	0	1,868	22,845	293	3,216	(1,503)	(100)	(571)	24,180
Resources										
Policy Change & Customer Services	3,256	0	907	4,163	0	72	(335)	(35)	(158)	3,707
Human Resources & Organisational Development	1,969	0	692	2,661	0	0	(115)	0	(130)	2,416
Finance	5,251	0	1,710	6,961	0	0	(354)	0	0	6,607
Legal & Democratic Services	3,276	0	558	3,834	0	0	(283)	0	0	3,551
Digital & IT	6,430	0	1,717	8,147	0	29	(206)	(189)	0	7,781
Resources	20,182	0	5,584	25,766	0	101	(1,293)	(224)	(288)	24,062
Chief Executive Services										
Executive Management Team	911	0	33	944	0	0	0	0	0	944
Communications	597	0	109	706	0	0	(70)	0	0	636
Chief Executive Services	1,508	0	142	1,650	0	0	(70)	0	0	1,580
Total Budget at Service Level	172,506	0	4,486	176,992	3,415	17,177	(8,789)	(937)	(1,019)	186,839
Corporate Budgets										
Capital Financing Costs	17,296	0	0	17,296	0	(81)	0	0	0	17,215
Corporate Contingency	3,238	0	(2,300)	938	0	831	0	0	0	1,769
Movement to/(from) Reserves	(3,945)	0	0	(3,945)	0	(3,357)	0	0	0	(7,302)
Other Corporate Budgets	(10,986)	0	(2,186)	(13,172)	2,712	11,603	0	0	0	1,143
Corporate Budgets	5,603	0	(4,486)	1,117	2,712	8,996	0	0	0	12,825
Total	178,109	0	0	178,109	6,127	26,173	(8,789)	(937)	(1,019)	199,664

Appendix 3 - Summary of General Fund Revenue Budget by Service 2026/27 - 2028/29

2027/28	Proposed Budget 2026/27 £'000	Hierarchy Movements £'000	Virements £'000	Proposed Budget 2026/27 £'000	Contractual Inflation £'000	Budget Pressures £'000	Efficiency Savings £'000	Invest to Save £'000	Income, Fees & Charges £'000	Proposed Budget 2027/28 £'000
Communities & Adult Social Care										
Commissioning, Transformation & Performance	(7,786)	0	0	(7,786)	69	0	(3)	0	(5)	(7,725)
Adult Social Care Operations	67,337	0	0	67,337	2,723	6,667	(2,555)	0	0	74,172
Safeguarding, Quality & Practice	7,752	0	0	7,752	0	0	(6)	0	0	7,746
Community & Adult Social Care Management	1,547	0	0	1,547	0	0	(1)	0	0	1,546
Housing and Communities	5,325	0	0	5,325	0	197	138	0	0	5,660
Public Health	0	0	0	0	0	0	0	0	0	0
Communities & Adult Social Care	74,175	0	0	74,175	2,792	6,864	(2,427)	0	(5)	81,399
Children's Services										
Family Help & Safeguarding	53,697	0	0	53,697	452	(1,200)	(108)	(359)	150	52,632
Children's Commissioning, Resource & Performance Services	3,344	0	0	3,344	0	0	(3)	0	0	3,341
Education Services	5,801	0	0	5,801	0	0	(200)	0	0	5,601
Retained by Council	0	0	0	0	0	0	0	0	0	0
Brighter Futures for Children	0	0	0	0	0	0	0	0	0	0
Children's Services	62,842	0	0	62,842	452	(1,200)	(311)	(359)	150	61,574
Economic Growth & Neighbourhood Services										
Planning, Transport & Public Protection	1,392	0	0	1,392	0	657	8	(4)	100	2,153
Culture	2,426	0	0	2,426	0	(213)	(278)	0	0	1,935
Environmental and Commercial Services	18,668	0	0	18,668	480	1,616	(24)	4	0	20,744
Property and Asset Management	418	0	0	418	0	0	(66)	0	0	352
Management & Sustainability	1,276	0	0	1,276	0	286	(1)	0	0	1,561
Economic Growth & Neighbourhood Services	24,180	0	0	24,180	480	2,346	(361)	0	100	26,745
Resources										
Policy Change & Customer Services	3,707	0	0	3,707	0	39	26	(3)	(96)	3,673
Human Resources & Organisational Development	2,416	0	0	2,416	0	0	(3)	0	(20)	2,393
Finance	6,607	0	0	6,607	0	0	(6)	0	0	6,601
Legal & Democratic Services	3,551	0	0	3,551	0	0	(3)	0	0	3,548
Digital & IT	7,781	0	0	7,781	0	35	(13)	0	0	7,803
Resources	24,062	0	0	24,062	0	74	1	(3)	(116)	24,018
Chief Executive Services										
Executive Management Team	944	0	0	944	0	0	0	0	0	944
Communications	636	0	0	636	0	0	(15)	0	0	621
Chief Executive	1,580	0	0	1,580	0	0	(15)	0	0	1,565
Total Budget at Service Level	186,839	0	0	186,839	3,724	8,084	(3,113)	(362)	129	195,301
Corporate Budgets										
Capital Financing Costs	17,215	0	0	17,215	0	2,148	0	0	0	19,363
Corporate Contingency	1,769	0	0	1,769	0	825	0	0	0	2,594
Movement to/(from) Reserves	(7,302)	0	0	(7,302)	0	6,962	0	0	0	(340)
Other Corporate Budgets	1,143	0	0	1,143	2,341	0	0	0	0	3,484
Corporate Budgets	12,825	0	0	12,825	2,341	9,935	0	0	0	25,101
Total	199,664	0	0	199,664	6,065	18,019	(3,113)	(362)	129	220,402

Appendix 3 - Summary of General Fund Revenue Budget by Service 2026/27 - 2028/29

2028/29	Proposed Budget 2027/28 £'000	Hierarchy Movements £'000	Virements £'000	Proposed Budget 2027/28 £'000	Contractual Inflation £'000	Budget Pressures £'000	Efficiency Savings £'000	Invest to Save £'000	Income, Fees & Charges £'000	Proposed Budget 2028/29 £'000
Communities & Adult Social Care										
Commissioning, Transformation & Performance	(7,725)	0	0	(7,725)	83	0	(3)	0	0	(7,645)
Adult Social Care Operations	74,172	0	0	74,172	2,824	2,060	(1,005)	0	0	78,051
Safeguarding, Quality & Practice	7,746	0	0	7,746	0	0	(6)	0	0	7,740
Community & Adult Social Care Management	1,546	0	0	1,546	0	0	(1)	0	0	1,545
Housing and Communities	5,660	0	0	5,660	0	200	95	0	0	5,955
Public Health	0	0	0	0	0	0	0	0	0	0
Communities & Adult Social Care	81,399	0	0	81,399	2,907	2,260	(920)	0	0	85,646
Children's Services										
Family Help & Safeguarding	52,632	0	0	52,632	0	800	(31)	(369)	0	53,032
Children's Commissioning, Resource & Performance Services	3,341	0	0	3,341	0	0	(3)	0	0	3,338
Education Services	5,601	0	0	5,601	0	0	(144)	0	0	5,457
Retained by Council	0	0	0	0	0	0	0	0	0	0
Brighter Futures for Children	0	0	0	0	0	0	0	0	0	0
Children's Services	61,574	0	0	61,574	0	800	(178)	(369)	0	61,827
Economic Growth & Neighbourhood Services										
Planning, Transport & Public Protection	2,153	0	0	2,153	0	(41)	(34)	0	0	2,078
Culture	1,935	0	0	1,935	0	(210)	(98)	0	0	1,627
Environmental and Commercial Services	20,744	0	0	20,744	480	(108)	(10)	(60)	(43)	21,003
Property and Asset Management	352	0	0	352	0	0	(4)	0	0	348
Management & Sustainability	1,561	0	0	1,561	0	367	(1)	0	0	1,927
Economic Growth & Neighbourhood Services	26,745	0	0	26,745	480	8	(147)	(60)	(43)	26,983
Resources										
Policy, Change & Customer Services	3,673	0	0	3,673	0	0	(38)	0	(96)	3,539
Human Resources & Organisational Development	2,393	0	0	2,393	0	0	(3)	0	0	2,390
Finance	6,601	0	0	6,601	0	0	(6)	0	0	6,595
Legal & Democratic Services	3,548	0	0	3,548	0	0	(3)	0	0	3,545
Digital & IT	7,803	0	0	7,803	0	0	(2)	0	0	7,801
Resources	24,018	0	0	24,018	0	0	(52)	0	(96)	23,870
Chief Executive Services										
Executive Management Team	944	0	0	944	0	0	0	0	0	944
Communications	621	0	0	621	0	0	(16)	0	0	605
Chief Executive Services	1,565	0	0	1,565	0	0	(16)	0	0	1,549
Total Budget at Service Level	195,301	0	0	195,301	3,387	3,068	(1,313)	(429)	(139)	199,875
Corporate Budgets										
Capital Financing Costs	19,363	0	0	19,363	0	1,217	0	0	0	20,580
Corporate Contingency	2,594	0	0	2,594	0	0	0	0	0	2,594
Movement to/(from) Reserves	(340)	0	0	(340)	0	0	0	0	0	(340)
Other Corporate Budgets	3,484	0	0	3,484	2,382	0	0	0	0	5,866
Corporate Budgets	25,101	0	0	25,101	2,382	1,217	0	0	0	28,700
Total	220,402	0	0	220,402	5,769	4,285	(1,313)	(429)	(139)	228,575

This page is intentionally left blank

Appendix 4 - Detailed General Fund Budget Changes 2026/27 - 2028/29

Directorate/Service	Contractual Inflation £'000	Budget Pressures £'000	Efficiency Savings £'000	Invest to Save £'000	Income, Fees & Charges £'000	Total £'000
Communities & Adult Social Care						
Commissioning, Transformation & Performance	312	80	(74)	0	(15)	303
Adult Social Care Operations	8,067	14,631	(7,278)	0	0	15,420
Safeguarding, Quality & Practice	0	0	(157)	0	0	(157)
Community & Adult Social Care Management	0	0	(25)	0	0	(25)
Housing & Communities	0	2,628	(255)	0	0	2,373
Public Health	0	0	0	0	0	0
Communities & Adult Social Care	8,379	17,339	(7,789)	0	(15)	17,914
Children's Services						
Family Help & Safeguarding	894	5,120	(1,304)	(1,341)	0	3,369
Children's Commissioning, Resource & Performance Services	0	0	(9)	0	0	(9)
Education Services	0	125	(657)	0	0	(532)
Children's Services	894	5,245	(1,970)	(1,341)	0	2,828
Economic Growth & Neighbourhood Services						
Planning, Transport & Public Protection	0	2,378	(285)	(14)	100	2,179
Culture	0	(351)	(1,081)	0	0	(1,432)
Environmental & Commercial Services	1,253	2,209	(394)	(146)	(522)	2,400
Property & Asset Management	0	201	(229)	0	0	(28)
Management & Sustainability	0	1,133	(22)	0	(92)	1,019
Economic Growth & Neighbourhood Services	1,253	5,570	(2,011)	(160)	(514)	4,138
Resources						
Policy, Change & Customer Services	0	111	(347)	(38)	(350)	(624)
Human Resources & Organisational Development	0	0	(121)	0	(150)	(271)
Finance	0	0	(366)	0	0	(366)
Legal & Democratic Services	0	0	(289)	0	0	(289)
Digital & IT	0	64	(221)	(189)	0	(346)
Resources	0	175	(1,344)	(227)	(500)	(1,896)
Chief Executive Services						
Executive Management Team	0	0	0	0	0	0
Communications	0	0	(101)	0	0	(101)
Chief Executive Services	0	0	(101)	0	0	(101)
Service Total	10,526	28,329	(13,215)	(1,728)	(1,029)	22,883
Corporate Budgets						
Capital Financing Costs	0	3,284	0	0	0	3,284
Corporate Contingency	0	1,656	0	0	0	1,656
Movement to/(from) Reserves	0	3,605	0	0	0	3,605
Other Corporate Budgets	7,435	11,603	0	0	0	19,038
Corporate Budgets Total	7,435	20,148	0	0	0	27,583
Total	17,961	48,477	(13,215)	(1,728)	(1,029)	50,466

Appendix 4a - Detailed General Fund Budget Changes 2026/27-2028/29 - Directorate of Communities & Adult Social Care

	Overall Summary							Contract Inflation	Budget Pressures	Efficiency Savings	Invest to Save	Income, Fees and Charges	Total
		£'000	£'000	£'000	£'000	£'000	£'000						
1	Service							312	80	(74)	-	(15)	303
2	Commissioning, Transformation & Performance							8,067	14,631	(7,278)	-	-	15,420
3	Adult Social Care Operations							-	-	(157)	-	-	(157)
4	Safeguarding, Quality & Practice							-	-	(25)	-	-	(25)
5	Community & Adult Social Care Management							-	-	(255)	-	-	2,373
6	Housing & Communities							-	2,628	(255)	-	-	-
7	Public Health							-	-	-	-	-	-
	Directorate Total							8,379	17,339	(7,789)	-	(15)	17,914
<hr/>													
Summary of MTFS Position													
		February 2025 MTFS Agreed Movements			New Changes to MTFS to be agreed			Total Movement per Year			Total		
		2026/27	2027/28	2028/29	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	All Years £'000
8	Service Pressures												
9	Commissioning, Transformation & Performance	61	62		179	7	83	240	69	83			392
10	Adult Social Care Operations	6,142	5,709		2,282	3,681	4,884	8,424	9,390	4,884			22,698
11	Safeguarding, Quality & Practice	-	-		-	-	-	-	-	-			-
12	Community & Adult Social Care Management	-	-		-	-	-	-	-	-			-
13	Housing & Communities	(54)	-		2,285	197	200	2,231	197	200			2,628
14	Public Health	-	-		-	-	-	-	-	-			-
	Directorate Total	6,149	5,771		4,746	3,885	5,167	10,895	9,656	5,167			25,718
<hr/>													
		February 2025 MTFS Agreed Movements			New Changes to MTFS to be agreed			Total Movement per Year			Total		
		2026/27	2027/28	2028/29	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	All Years £'000
15	Service Savings												
16	Commissioning, Transformation & Performance	(13)	(7)		(65)	(1)	(3)	(78)	(8)	(3)			(89)
17	Adult Social Care Operations	(580)	(579)		(3,138)	(1,976)	(1,005)	(3,718)	(2,555)	(1,005)			(7,278)
18	Safeguarding, Quality & Practice	(7)	(4)		(138)	(2)	(6)	(145)	(6)	(6)			(157)
19	Community & Adult Social Care Management	(1)	-		(22)	(1)	(1)	(23)	(1)	(1)			(25)
20	Housing & Communities	(3)	(2)		(485)	140	95	(488)	138	95			(255)
21	Public Health	-	-		-	-	-	-	-	-			-
	Directorate Total	(604)	(592)		(3,848)	(1,840)	(920)	(4,452)	(2,432)	(920)			(7,804)
	Directorate Total	5,545	5,179		898	2,045	4,247	6,443	7,224	4,247			17,914

Appendix 4a - Detailed General Fund Budget Changes 2026/27-2028/29 - Directorate of Communities & Adult Social Care

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Bid Type	Previous Bid Ref	Service	February 2025 MTFs Agreed Movements			New Changes to MTFs to be agreed			Total Movement per Year			Total
					2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	All Years £'000
23	DCASC-2627-02	Amendment	DCASC-2526-02	Commissioning, Transformation & Performance	61	62		99	7	83	160	69	83	312
24				Total Contractual Inflation	61	62		99	7	83	160	69	83	312
25	N/A - Technical Adj	New		Public Health Funding Reallocation				80	-	-	80	-	-	80
26				Total Budget Pressures				80	-	-	80	-	-	80
27	CORP-2627-01	Amendment	CORP-2526-02	Vacancy Factor	(3)	(2)		(65)	(1)	(3)	(68)	(3)	(3)	(74)
28				Total Efficiency Savings	(3)	(2)		(65)	(1)	(3)	(68)	(3)	(3)	(74)
29					-	-		-	-	-	-	-	-	-
30				Total Invest to Save	-	-		-	-	-	-	-	-	-
31			DCASC-2526-07	Adult Social Care Income Review	(10)	(5)		-	-	-	(10)	(5)	-	(15)
32				Total Income, Fees and Charges	(10)	(5)		-	-	-	(10)	(5)	-	(15)
33				Total	48	55		114	6	80	162	61	80	303

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Bid Type	Previous Bid Ref	Service	February 2025 MTFs Agreed Movements			New Changes to MTFs to be agreed			Total Movement per Year			Total
					2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	All Years £'000
34	DCASC-2627-01	Amendment	DCASC-2526-01	Adult Social Care Operations	3,369	3,554		(849)	(831)	2,824	2,520	2,723	2,824	8,067
35				Total Contractual Inflation	3,369	3,554		(849)	(831)	2,824	2,520	2,723	2,824	8,067
36	DCASC-2627-03	Amendment	DCASC-2526-04	Adult Social Care Demography	488	529		234	207	751	722	736	751	2,209
37	DCASC-2627-09	Amendment	DCASC-2526-03	ASC Pressure for Children Transitioning to Adults from BFFC	1,533	851		(502)	35	317	1,031	886	317	2,234
38			DCASC-2526-05	Supported Care Cost of Care Pressure	752	775		-	-	-	752	775	-	1,527
39	DCASC-2627-04	New		Adult Social Care Predicted Dependency Pressure	-	-		907	948	992	907	948	992	2,847
40	DCASC-2627-16	New		Adult Social Care Night Service	-	-		-	-	-	-	-	-	-
41	N/A - Technical Adj	New		Fair Funding Reform - Market Sustainability & Improvement Fund	-	-		2,492	-	-	2,492	-	-	2,492
42	N/A - Technical Adj	New		Fair Funding Reform - Local Authority Better Care Grant	-	-		-	3,322	-	-	3,322	-	3,322
43				Total Budget Pressures	2,773	2,155		3,131	4,512	2,060	5,904	6,667	2,060	14,631
44			DCASC-2526-06	Supported Living Efficiency	(575)	(576)		-	-	-	(575)	(576)	-	(1,151)
45	CORP-2627-01	Amendment	CORP-2526-02	Vacancy Factor	(5)	(3)		(114)	(2)	(5)	(119)	(5)	(5)	(129)
46	DCASC-2627-05	New		DCASC Group Homes	-	-		(2,631)	(1,974)	(1,000)	(2,631)	(1,974)	(1,000)	(5,605)
47	DCASC-2627-11	Amendment	DCASC-2526-13	Adult Social Care Placement Budget - Spending Wisely	-	-		(104)	-	-	(104)	-	-	(104)
48	DCASC-2627-17	New		S117 Clients & Specialist Rent Reviews	-	-		(289)	-	-	(289)	-	-	(289)
49	NCAT Technical Adj	New	DCASC-2627-12	Adult Social Care Staffing Establishment	(580)	(579)		(3,138)	(1,976)	(1,005)	(3,718)	(2,555)	(1,005)	(7,278)
50				Total Efficiency Savings	-	-		-	-	-	-	-	-	-
51				Total Invest to Save	-	-		-	-	-	-	-	-	-
52				Total Income, Fees and Charges	-	-		-	-	-	-	-	-	-
53				Total	5,562	5,130		(856)	1,705	3,879	4,706	6,835	3,879	15,420
54														

Appendix 4a - Detailed General Fund Budget Changes 2026/27-2028/29 - Directorate of Communities & Adult Social Care

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Bid Type	Previous Bid Ref	Service	February 2025 MTFS Agreed Movements			New Changes to MTFS to be agreed			Total Movement per Year			Total All Years £'000		
					2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000			
56				Safeguarding, Quality & Practice											-	
57				Total Contractual Inflation	-	-		-	-	-	-	-	-		-	
58				Total Budget Pressures	-	-		-	-	-	-	-	-		-	
59				Vacancy Factor	-	-		-	-	-	-	-	-		-	
60	CORP-2627-01	Amendment	CORP-2526-02	Total Efficiency Savings	(7)	(4)		(138)	(2)	(6)	(145)	(6)	(6)		(157)	
61					(7)	(4)		(138)	(2)	(6)	(145)	(6)	(6)		(157)	
62				Total Invest to Save	-	-		-	-	-	-	-	-		-	
63				Total Income, Fees and Charges	-	-		-	-	-	-	-	-		-	
64					-	-		-	-	-	-	-	-		-	
65				Total				(7)	(4)		(138)	(2)	(6)	(145)	(6)	(157)
66																

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Bid Type	Previous Bid Ref	Service	February 2025 MTFS Agreed Movements			New Changes to MTFS to be agreed			Total Movement per Year			Total All Years £'000			
					2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000				
67				Community & Adult Social Care Management											-		
68				Total Contractual Inflation	-	-		-	-	-	-	-	-		-		
69				Total Budget Pressures	-	-		-	-	-	-	-	-		-		
70				Vacancy Factor	-	-		-	-	-	-	-	-		-		
71	CORP-2627-01	Amendment	CORP-2526-02	Total Efficiency Savings	(1)	-		(22)	(1)	(1)	(23)	(1)	(1)		(25)		
72					(1)	-		(22)	(1)	(1)	(23)	(1)	(1)		(25)		
73				Total Invest to Save	-	-		-	-	-	-	-	-		-		
74				Total Income, Fees and Charges	-	-		-	-	-	-	-	-		-		
75					-	-		-	-	-	-	-	-		-		
76				Total				(1)	-		(22)	(1)	(1)	(23)	(1)	(1)	(25)
77																	

Appendix 4a - Detailed General Fund Budget Changes 2026/27-2028/29 - Directorate of Communities & Adult Social Care

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Bid Type	Previous Bid Ref	Service	February 2025 MTFS Agreed Movements			New Changes to MTFS to be agreed			Total Movement per Year			Total All Years £'000
					2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	
Housing & Communities														
78					-	-	-	-	-	-	-	-	-	-
79					-	-	-	-	-	-	-	-	-	-
80					-	-	-	-	-	-	-	-	-	-
81	N/A - Technical Adj	New	DCASC-2526-08	Total Contractual Inflation	-	-	-	-	-	-	-	-	-	-
				Cost of Emergency Accommodation	-	-	-	-	-	-	-	-	-	-
				Fair Funding Reform - Temporary Accommodation element of Homelessness Prevention Grant	(54)	-	-	-	-	-	-	-	-	(54)
82	DCASC-2627-15	New		Housing Needs General Fund Future Pressures	-	-	-	-	-	-	-	-	-	789
83	N/A - Technical Adj	New		Public Health Funding Reallocation	-	-	-	-	-	-	-	-	-	361
84				Total Budget Pressures	(54)	-	-	-	-	-	-	-	-	2,628
85	CORP-2627-01	Amendment	CORP-2526-02	Vacancy Factor	(3)	(2)	-	(83)	(2)	(3)	(86)	(4)	(3)	(93)
86	DCASC-2627-13	New		Homelessness Support Services	-	-	-	-	(54)	(39)	-	(54)	(39)	(93)
87	N/A - Technical Adj	New		Housing General Fund	-	-	-	(69)	-	-	(69)	-	-	(69)
88	N/A - Technical Adj	New		Emergency Accommodation	-	-	-	(333)	196	137	(333)	196	137	-
89				Total Efficiency Savings	(3)	(2)	-	(485)	140	95	(488)	138	95	(255)
90				Total Invest to Save	-	-	-	-	-	-	-	-	-	-
91				Total Income, Fees and Charges	-	-	-	-	-	-	-	-	-	-
92					-	-	-	-	-	-	-	-	-	-
93					-	-	-	-	-	-	-	-	-	-
94				Total	(57)	(2)	-	1,800	337	295	1,743	335	295	2,373
Schedule of Detailed Budget Change Proposals														
Line	Bid Reference	Bid Type	Previous Bid Ref	Service	February 2025 MTFS Agreed Movements			New Changes to MTFS to be agreed			Total Movement per Year			Total All Years £'000
					2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	
Public Health														
95				Total Contractual Inflation	-	-	-	-	-	-	-	-	-	-
96				Public Health Grant - Expenditure	-	-	-	-	-	-	-	-	-	-
97	N/A - Technical Adj	Amendment	N/A - Technical Adj	Public Health Grant - income	287	249	-	(126)	(20)	262	161	229	262	652
98	N/A - Technical Adj	Amendment	N/A - Technical Adj	Total Budget Pressures	(287)	(249)	-	126	20	(262)	(161)	(229)	(262)	(652)
99				Total Efficiency Savings	-	-	-	-	-	-	-	-	-	-
100				Total Invest to Save	-	-	-	-	-	-	-	-	-	-
101				Total Income, Fees and Charges	-	-	-	-	-	-	-	-	-	-
102					-	-	-	-	-	-	-	-	-	-
103					-	-	-	-	-	-	-	-	-	-
104					-	-	-	-	-	-	-	-	-	-
105				Total	-	-	-	-	-	-	-	-	-	-
106				Directorate Total	5,545	5,179	-	898	2,045	4,247	6,443	7,224	4,247	17,914

Appendix 4b - Detailed General Fund Budget Changes 2026/27-2028/29 - Directorate of Children's Services

	Overall Summary	Contract Inflation						Budget Pressures	Efficiency Savings	Invest to Save	Income, Fees and Charges	Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
1	Service Family Help & Safeguarding Children's Commissioning, Resource & Performance Services Education Services Directorate Total							894	5,120	(1,304)	(1,341)	-
2								-	-	(9)	-	(9)
3								-	125	(657)	-	(532)
4								894	5,245	(1,970)	(1,341)	-
												2,828
5	Summary of MTFS Position	February 2025 MTFS Agreed Movements			New Changes to MTFS to be agreed			Total Movement per Year				Total
6	Service Pressures Family Help & Safeguarding Children's Commissioning, Resource & Performance Services Education Services Directorate Total	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000		All Years £'000
7		1,222	1,037		4,740	(1,785)	800	5,962	(748)	800		6,014
8		-	-		-	-	-	-	-	-		125
					125			125				
					4,865	(1,785)	800	6,087	(748)	800		6,139
9	Service Savings Family Help & Safeguarding Children's Commissioning, Resource & Performance Services Education Services Directorate Total	February 2025 MTFS Agreed Movements			New Changes to MTFS to be agreed			Total Movement per Year				Total
10		2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000		All Years £'000
11		(1,770)	(415)		(158)	98	(400)	(1,928)	(317)	(400)		(2,645)
12		-	-		(3)	(3)	(3)	(3)	(3)	(3)		(9)
					(313)	(200)	(144)	(313)	(200)	(144)		(657)
13					(474)	(105)	(547)	(2,244)	(520)	(547)		(3,311)
					(548)	622		4,391	(1,890)	253		2,828

Appendix 4b - Detailed General Fund Budget Changes 2026/27-2028/29 - Directorate of Children's Services

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Bid Type	Previous Bid Ref	Service	February 2025 MTFS Agreed Movements			New Changes to MTFS to be agreed			Total Movement per Year			Total All Years £'000	
					2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000		
14	N/A - Technical Adj	Amendment	N/A - Technical Adj	Family Help & Safeguarding	681	585		(681)	(585)	-	-	-	-	-	
15			N/A - Technical Adj	Pay & Inflation	442	452		-	-	442	452	-	-	894	
16				Contract Inflation				(681)	(585)	-	442	452	-	894	
17	N/A - Technical Adj	Amendment	BFFC-2425-02	Total Contractual Inflation	1,123	1,037									-
18	BFFC-2627-01	New		Demography	99	-		(99)	-	-	-	-	-	-	
19	BFFC-2627-06	New		Children in Care - Placement Demand & Demography	-	-		5,128	(1,200)	800	5,128	(1,200)	800	4,728	
20				Fostering, Kinship and Adoption	-	-		392	-	-	392	-	-	392	
21				Total Budget Pressures	99	-		5,421	(1,200)	800	5,520	(1,200)	800	5,120	
22				Increase in in-house foster carers	(107)	-		-	-	(107)	-	-	-	(107)	
23	BFFC-2627-16	Amendment	BFFC-2626-08	Development of Edge of Care	(970)	-		-	-	(970)	-	-	-	(970)	
24			N/A - Technical Adj	Service Reductions Business Support /Admin	(80)	-		(117)	(117)	-	(197)	(117)	-	(314)	
25	BFFC-2627-12	New		Closure of BFFC and re-integrating into the Council	(200)	-		-	-	(200)	-	-	-	(200)	
26	N/A - Technical Adj	New		Children's Social Care - Efficiencies from Magic Notes	-	-		-	-	-	-	-	-	-	
27	BFFC-2627-17	New		Children's Social Care Management and Structures	-	-		(24)	25	(15)	(24)	25	(15)	(14)	
28	N/A - Technical Adj	New		Review of Market Supplements - Childrens Social Care	-	-		353	-	-	353	-	-	353	
29	CORP-2627-01	Amendment		Fair Funding Reform - Children and Families Grant	-	-		(20)	(16)	(16)	(20)	(16)	(16)	(52)	
30				Vacancy Factor	-	-		192	(108)	(31)	(1,165)	(108)	(31)	(1,304)	
31				Total Efficiency Savings	(1,357)	-		-	-	(413)	-	-	-	(413)	
32	BFFC-2627-05	Amendment	BFFC-2526-02	BFFC Children's Home	(413)	-		-	-	(413)	-	-	-	(400)	
33	N/A - Technical Adj	New	BFFC-2526-CAP02	BFFC Children with Disabilities Business Case	-	(415)		-	239	(224)	-	(176)	(224)	(377)	
34	N/A - Technical Adj	New	BFFC-2627-08	Care Cubed	-	-		(150)	(116)	(111)	(150)	(116)	(111)	(101)	
35	N/A - Technical Adj	New	BFFC-2627-09	Cross Regional Project	-	-		-	(67)	(34)	-	(67)	(34)	(50)	
36			BFFC-2627-11	Optimisation of expenditure related to CHiN and NRPF	-	-		(50)	-	-	(50)	-	-	-	
37	BFFC-2627-07	New		Total Invest to Save	(413)	(415)		(200)	56	(369)	(613)	(359)	(369)	(1,341)	
38	N/A - Technical Adj	New	N/A - Technical Adj	Charging Policy for Children in Care	-	-		-	-	-	-	-	-	-	
39				Children, Families and Youth Grant	-	-		(150)	150	-	(150)	150	-	-	
40				Total Income, Fees and Charges	-	-		(150)	150	-	(150)	150	-	-	
				Total	(546)	622		4,582	(1,687)	400	4,034	(1,065)	400	3,369	

Appendix 4b - Detailed General Fund Budget Changes 2026/27-2028/29 - Directorate of Children's Services

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Bid Type	Previous Bid Ref	Service	February 2025 MTFS Agreed Movements	New Changes to MTFS to be agreed	Total Movement per Year	Total All Years £'000					
					2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
41				Children's Commissioning, Resource & Performance Services	-	-	-	-	-	-	-	-	-
42				Total Contractual Inflation	-	-	-	-	-	-	-	-	-
43				Total Budget Pressures	-	-	-	-	-	-	-	-	-
44				Vacancy Factor	-	-	-	-	-	-	-	-	-
45	CORP-2627-01	Amendment		Total Efficiency Savings	-	-	-	(3)	(3)	(3)	(3)	(3)	(3)
46				Total Invest to Save	-	-	-	(3)	(3)	(3)	(3)	(3)	(3)
47				Total Income, Fees and Charges	-	-	-	-	-	-	-	-	-
48				Total	-	-	-	(3)	(3)	(3)	(3)	(3)	(3)
49													
50													
51													
52													

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Bid Type	Previous Bid Ref	Service	February 2025 MTFS Agreed Movements	New Changes to MTFS to be agreed	Total Movement per Year	Total All Years £'000						
					2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	
53				Education Services	-	-	-	-	-	-	-	-	-	
54				Total Contractual Inflation	-	-	-	-	-	-	-	-	-	
55	BFFC-2627-02	New		SEND Team capacity	-	-	125	-	-	125	-	-	125	
56				Total Budget Pressures	-	-	125	-	-	125	-	-	125	
57	BFFC-2627-04	New		Participation of YP in Education, Employment or Training	-	-	(30)	-	-	(30)	-	-	(30)	
58	BFFC-2627-14	New		Education Psychology Service	-	-	(221)	-	-	(221)	-	-	(221)	
59	N/A - Technical Adj	New		Home to school transport Post 16	-	-	-	(199)	(142)	-	(199)	(142)	(341)	
60	N/A - Technical Adj	New		Fair Funding Reform - Children and Families Grant (VSH)	-	-	150	-	-	150	-	-	150	
61	CORP-2627-01	Amendment		Vacancy Factor	-	-	(2)	(1)	(2)	(2)	(1)	(2)	(5)	
62				DSG Technical Adjustment	-	-	(210)	-	-	(210)	-	-	(210)	
63				Total Efficiency Savings	-	-	(313)	(200)	(144)	(313)	(200)	(144)	(30)	
64				Total Invest to Save	-	-	-	-	-	-	-	-	-	
65				Total Income, Fees and Charges	-	-	-	-	-	-	-	-	-	
66				Total	-	-	-	(188)	(200)	(144)	(188)	(200)	(144)	(532)
67				Directorate Total	(548)	622	4,391	(1,890)	253	3,843	(1,268)	253	2,828	

Appendix 4c - Detailed General Fund Budget Changes 2026/27-2028/29 - Directorate of Economic Growth and Neighbourhood Services

	<u>Service</u>							Contract Inflation	Budget Pressures	Efficiency Savings	Invest to Save	Income, Fees and Charges	Total
		£'000	£'000	£'000	£'000	£'000	£'000						
1	Planning, Transport & Public Protection	-	2,378	(285)	(14)	100	2,179						
2	Culture	-	(351)	(1,081)	-	-	(1,432)						
3	Environmental & Commercial Services	1,253	2,209	(394)	(146)	(522)	2,400						
4	Property & Asset Management	-	201	(229)	-	-	(28)						
5	Management & Sustainability	-	1,133	(22)	-	(92)	1,019						
6	Directorate Total	1,253	5,570	(2,011)	(160)	(514)	4,138						
<hr/>													
Summary of MTFS Position													
<hr/>													
Service Pressures													
<hr/>													
7	Planning, Transport & Public Protection	724	-	1,038	657	(41)	1,762	657	(41)				2,378
8	Culture	(2)	(213)	74	-	(210)	72	(213)	(210)				(351)
9	Environmental & Commercial Services	643	518	351	1,578	372	994	2,096	372				3,462
10	Property & Asset Management	(600)	515	801	(515)	-	201	-	-				201
11	Management & Sustainability	128	190	352	96	367	480	286	367				1,133
12	Directorate Total	893	1,010	2,616	1,816	488	3,509	2,826	488				6,823
<hr/>													
Service Savings													
<hr/>													
13	Planning, Transport & Public Protection	(120)	98	(149)	6	(34)	(269)	104	(34)				(199)
14	Culture	(380)	(180)	(325)	(98)	(98)	(705)	(278)	(98)				(1,081)
15	Environmental & Commercial Services	(165)	28	(764)	(48)	(113)	(929)	(20)	(113)				(1,062)
16	Property & Asset Management	(5)	(2)	(154)	(64)	(4)	(159)	(66)	(4)				(229)
17	Management & Sustainability	(22)	(10)	(90)	9	(1)	(112)	(1)	(1)				(114)
18	Directorate Total	(692)	(66)	(1,482)	(195)	(250)	(2,174)	(261)	(250)				(2,685)
19	Directorate Total	201	944	1,134	1,621	238	1,335	2,565	238				4,138

Appendix 4c - Detailed General Fund Budget Changes 2026/27-2028/29 - Directorate of Economic Growth and Neighbourhood Services

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Bid Type	Previous Bid Ref	Service	February 2025 MTFS Agreed Movements			New Changes to MTFS to be agreed			Total Movement per Year			Total All Years £'000
					2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	
Planning, Transport & Public Protection														
20				Total Contractual Inflation	-	-	-	-	-	-	-	-	-	-
21				Broad Street Mall	724	-	-	(543)	543	-	181	543	-	724
22	N/A - Technical Adj	Amendment	DEGNS-2526-01	Building Safety Levy Collection Officer	-	-	-	-	-	-	-	-	-	-
23	N/A - Technical Adj	New	DEGNS-2627-01	Concessionary Travel Budget Shortfall	-	-	-	547	50	-	547	50	-	597
24	DEGNS-2627-02	New		Rebase HMO Mandatory Licensing Income Target	-	-	-	189	(41)	(41)	189	(41)	(41)	107
25	DEGNS-2627-07	New		Renters Reform Bill	-	-	-	-	-	-	-	-	-	-
26	N/A - Technical Adj	New	DEGNS-2627-08	Car Parking & Enforcement - Mitigation of budgeted income level	-	-	-	845	105	-	845	105	-	950
27	DEGNS-2627-10	New		Total Budget Pressures	724	-	-	1,038	657	(41)	1,762	657	(41)	2,378
28				Coroner Apportionment moving to Pop Base and Contract inflation	(11)	6	-	-	-	-	(11)	6	-	(5)
29				Rationalisation of Pay & Display Assets, Tariff Changes and Emissions Based Parking	(91)	-	-	-	-	-	(91)	-	-	(91)
30	CORP-2627-01	Amendment	CORP-2526-02	Vacancy Factor	(8)	(4)	-	(77)	(2)	(6)	(85)	(6)	(6)	(97)
31	N/A - Technical Adj	New	DEGNS-2627-04	Coroner's Body Collection Team Workforce Review	-	-	-	(12)	-	-	(12)	-	-	(12)
32	DEGNS-2627-05	New		Direct Cremations	-	-	-	(13)	9	(26)	(13)	9	(26)	(30)
33	DEGNS-2627-06	New		Public Health Funerals	-	-	-	(1)	(1)	(2)	(1)	(1)	(2)	(4)
34	N/A - Technical Adj	New		Planning Enforcement Staffing Reduction	-	-	-	(46)	-	-	(46)	-	-	(46)
35				Total Efficiency Savings	(110)	2	-	(149)	6	(34)	(259)	8	(34)	(285)
36				PSH Discretionary Licensing Risks	(10)	(4)	-	-	-	-	(10)	(4)	-	(14)
37				Total Invest to Save	(10)	(4)	-	-	-	-	(10)	(4)	-	(14)
38				BSIP Bus Services - Ticket Income	-	100	-	-	-	-	100	-	-	100
39				Total Income, Fees and Charges	-	100	-	-	-	-	-	100	-	100
40				Total	604	98	-	889	663	(75)	1,493	761	(75)	2,179

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Bid Type	Previous Bid Ref	Service	February 2025 MTFS Agreed Movements			New Changes to MTFS to be agreed			Total Movement per Year			Total All Years £'000	
					2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000		
Culture															
42				Total Contractual Inflation	-	-	-	-	-	-	-	-	-	-	
43				Hexagon and Studio Theatre	(2)	(213)	-	(65)	-	(90)	(67)	(213)	(90)	(370)	
44	DEGNS-2627-11	Amendment	DEGNS-2526-08	Hexagon Investment	-	-	-	120	-	(120)	120	-	(120)	-	
45	DEGNS-2627-CAP02	New		Public Health Funding Reallocation	-	-	-	19	-	-	19	-	-	19	
46	N/A - Technical Adj	New		Total Budget Pressures	(2)	(213)	-	74	-	(210)	72	(213)	(210)	(351)	
47	DEGNS-2627-12	Amendment	DEGNS-2526-09	Leisure Contract Costs Utilities and Inflation	(308)	(134)	-	(74)	-	(44)	(382)	(134)	(44)	(560)	
48	N/A - Technical Adj	New		Close Demountable Pool at Rivermead	-	-	-	(84)	-	-	(84)	-	-	(84)	
49	CO-2627-01	Amendment	CORP-2526-02	Vacancy Factor	(6)	(4)	-	(86)	(1)	(6)	(92)	(5)	(6)	(103)	
50	CO-2627-02	Amendment	DEGNS-2526-24	Improved Commercialisation of South Street Theatre	(25)	-	-	-	-	-	(25)	-	-	(25)	
51	CO-2627-03	Amendment	DEGNS-2526-25	Reducing the Subsidy to the Hexagon	(25)	(40)	-	-	-	-	(25)	(40)	-	(65)	
52	DEGNS-2627-14	Amendment	DEGNS-2526-30	Reading Museum	(16)	(2)	-	(37)	(2)	(2)	(53)	(4)	(2)	(59)	
53	DEGNS-2627-15	Amendment	DEGNS-2626-26	Town Hall Operations	-	-	-	(44)	(45)	(46)	(44)	(45)	(46)	(135)	
54	DEGNS-2627-37	New		Review of Ranger Station	-	-	-	-	(50)	-	-	(50)	-	-	(50)
55				Total Efficiency Savings	(380)	(180)	-	(325)	(98)	(98)	(705)	(278)	(98)	(1,081)	
56				Total Invest to Save	-	-	-	-	-	-	-	-	-	-	
57				Total Income, Fees and Charges	-	-	-	-	-	-	-	-	-	-	
58				Total	(382)	(393)	-	(251)	(98)	(308)	(633)	(491)	(308)	(1,432)	

Appendix 4c - Detailed General Fund Budget Changes 2026/27-2028/29 - Directorate of Economic Growth and Neighbourhood Services

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Bid Type	Previous Bid Ref	Service	February 2025 MTFS Agreed Movements			New Changes to MTFS to be agreed			Total Movement per Year			Total All Years £'000		
					2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000			
61	DEGNS-2627-24	Amendment	DEGNS-2526-23	Environmental & Commercial Services	543	543		(250)	(63)	480	293	480	480	1,253		
62				Total Contractual Inflation	543	543		(250)	(63)	480	293	480	480	1,253		
63	N/A - Technical Adj	Amendment	DEGNS-2627-23	Re3 Waste Disposal Contract Inflation	100	(25)		(40)	(4)	33	60	(29)	33	64		
64	DEGNS-2627-17	New		Re3 Contract Transition	-	-		258	226	(177)	258	226	(177)	307		
65	DEGNS-2627-26	New		Ash Die Back - Tree Removal	-	-		-	750	-	-	750	-	750		
66	DEGNS-2627-27	New		Simpler Recycling - Flexible Plastics	-	-		120	667	34	120	667	34	821		
67	DEGNS-2627-21	New		Simpler Recycling - Glass Collection	-	-		41	-	-	41	-	-	41		
68	DEGNS-2627-28	New		Digital Traffic Regulation Orders	-	-		200	-	-	200	-	-	200		
69	DEGNS-2627-29	New		Highways & Drainage Income Review	-	-		22	2	2	22	2	2	26		
70				Network Services Traffic Management Measures	-	-		100	(25)		601	1,641	(108)	701	1,616	(108)
71	CORP-2627-01	Amendment	CORP-2526-02	Total Budget Pressures	(8)	(4)		(298)	(6)	(10)	(306)	(10)	(10)	(326)		
72	DEGNS-2627-22	New		Vacancy Factor	-	-		(10)	-	-	(10)	-	-	(10)		
73	DEGNS-2627-38	New		Enhanced Power Reduction & Dimming of Streetlights	-	-		(44)	(14)	-	(44)	(14)	-	(58)		
74				Household Waste Recycling Centre Opening Hours	-	-		(352)	(20)	(10)	(360)	(24)	(10)	(394)		
75				Total Efficiency Savings	(8)	(4)		-	-	-	(90)	32	-	(58)		
76	DEGNS-2627-CAP14	New		Behaviour, comms and interventions on waste	(90)	32		-	-	-	(35)	-	-	(35)		
77	DEGNS-2627-CAP15	New		Streetlighting Obsolescence Replacement Programme	-	-		-	-	-	(25)	-	-	(25)		
78	DEGNS-2627-CAP16	New		Traffic Signal Obsolescence Programme	-	-		-	-	-	(28)	-	-	(28)		
79				Streetlighting Investment to Reduce energy Consumption	-	-		-	-	-	(28)	-	-	(146)		
80	DEGNS-2627-16	Amendment	DEGNS-2526-34	Total Invest to Save	(90)	32		-	-	-	(60)	(90)	4	(60)		
81	DEGNS-2627-20	New		Allotments Full Cost Recovery	(67)	-		-	-	-	(43)	(67)	-	(110)		
82	N/A - Technical Adj	Amendment	N/A - Technical Adjustment	Charge for new and additional Recycling bins	-	-		(30)	-	-	(30)	-	-	(30)		
83				Extended Producer Responsibility Funding Income	-	-		(382)	-	-	(382)	-	-	(382)		
				Total Income, Fees and Charges	(67)	-		(412)	-	(43)	(479)	-	(43)	(522)		
84				Total	478	546		(413)	1,530	259	65	2,076	259		2,400	

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Bid Type	Previous Bid Ref	Service	February 2025 MTFS Agreed Movements			New Changes to MTFS to be agreed			Total Movement per Year			Total All Years £'000
					2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	
85				Property & Asset Management	-	-		-	-	-	-	-	-	-
86				Total Contractual Inflation	-	-		-	-	-	(83)	-	-	(83)
87	N/A - Technical Adj	Amendment	DEGNS-2425-23	Asset Management Additional Resource	(83)	-		-	-	-	(83)	-	-	668
88				160-163 Friar Street	-	515		668	(515)	-	668	-	-	668
89				Kennet Wharf	(517)	-		-	-	-	(517)	-	-	(517)
90	DEGNS-2627-30	New		Acre Business Park	-	-		133	-	-	133	-	-	133
91				Total Budget Pressures	(600)	515		801	(515)	-	201	-	-	201
92	CORP-2627-01	Amendment	CORP-2526-02	Vacancy Factor	(5)	(2)		(79)	(2)	(4)	(84)	(4)	(4)	(92)
93	DEGNS-2627-31	New		Cleaning Savings Proposal	(75)	(62)		(75)	(62)	-	(75)	(62)	-	(137)
94	N/A - Technical Adj	New	DEGNS-2627-32	Land and Property Disposal	-	-		-	-	-	-	-	-	-
95				Total Efficiency Savings	(5)	(2)		(154)	(64)	(4)	(159)	(66)	(4)	(229)
96				Total Invest to Save	-	-		-	-	-	-	-	-	-
97				Total Income, Fees and Charges	-	-		-	-	-	-	-	-	-
98				Total	(605)	513		647	(579)	(4)	42	(66)	(4)	(28)
100														

Paper

Appendix 4c - Detailed General Fund Budget Changes 2026/27-2028/29 - Directorate of Economic Growth and Neighbourhood Services

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Bid Type	Previous Bid Ref	Service	February 2025 MTFS Agreed Movements			New Changes to MTFS to be agreed			Total Movement per Year			Total All Years £'000
					2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	
Management & Sustainability														
101					-	-	-	-	-	-	-	-	-	-
102														
103	DEGNS-2627-34	Amendment	DEGNS-2526-22	Total Contractual Inflation										
104	DEGNS-2627-33	Amendment	DEGNS-2526-21	Utility price inflation	(126)	(74)								
				Minor Contract Inflation and Business Rates	254	264								
105				Total Budget Pressures	128	190								
106	CORP-2627-01	Amendment	CORP-2526-02	Vacancy Factor	(1)	(1)								
107				Total Efficiency Savings	(1)	(1)								
108														
109				Total Invest to Save										
110	CEX-2627-04	Amendment	DEGNS-2526-20	Income associated with Advertising Development	(21)	(9)								
111	N/A - Technical Adj	New	N/A - Technical Adjustment	Advertising Contract Income	-	-								
112				Total Income, Fees and Charges	(21)	(9)								
113				Total	106	180		262	105	366	368	285	366	1,019
114				Directorate Total	201	944		1,134	1,621	238	1,335	2,565	238	4,138

Appendix 4d - Detailed General Fund Budget Changes 2026/27-2028/29 - Directorate of Resources

	Overall Summary				Contract Inflation	Budget Pressure	Efficiency Savings	Invest to Save	Income, Fees and Charges	Total	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Service											
Policy, Change & Customer Services											
1	Human Resources & Organisational Development	-	-	-	111	(347)	(38)	(350)	(624)		
2	Finance	-	-	-	(121)	-	-	(150)	(271)		
3	Legal & Democratic Services	-	-	-	(366)	-	-	-	(366)		
4	Digital & IT	-	-	-	(289)	-	-	-	(289)		
5	Directorate Total	-	-	-	64	(221)	(189)	-	(346)		
6		-	-	-	175	(1,344)	(227)	(500)	(1,896)		
Summary of MTFS Position											
February 2025 MTFS Agreed Movements											
2026/27			2027/28	2028/29	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29	
£'000			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Service Pressures											
7	Policy, Change & Customer Services	48	-	-	24	39	-	72	39	-	
8	Human Resources & Organisational Development	-	-	-	-	-	-	-	-	111	
9	Finance	-	-	-	-	-	-	-	-	-	
10	Legal & Democratic Services	-	-	-	-	-	-	-	-	-	
11	Digital & IT	76	-	-	(47)	35	-	29	35	-	
12	Directorate Total	124	-	-	(23)	74	-	101	74	-	
13		175									
February 2025 MTFS Agreed Movements											
2026/27			2027/28	2028/29	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29	
£'000			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Service Savings											
14	Policy, Change & Customer Services	(177)	(4)	(4)	(351)	(69)	(134)	(528)	(73)	(735)	
15	Human Resources & Organisational Development	(4)	(22)	(22)	(241)	(1)	(3)	(245)	(23)	(271)	
16	Finance	(7)	(3)	(3)	(347)	(3)	(6)	(354)	(6)	(366)	
17	Legal & Democratic Services	(4)	(2)	(2)	(279)	(1)	(3)	(283)	(3)	(289)	
18	Digital & IT	(191)	(1)	(1)	(204)	(12)	(2)	(395)	(13)	(410)	
19	Directorate Total	(383)	(32)	(32)	(1,422)	(86)	(148)	(1,805)	(118)	(1,896)	
		(259)	(32)		(1,445)	(12)	(148)	(1,704)	(44)	(148)	
										(1,896)	

Appendix 4d - Detailed General Fund Budget Changes 2026/27-2028/29 - Directorate of Resources

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Bid Type	Previous Bid Ref	Service	February 2025 MTFS Agreed Movements			New Changes to MTFS to be agreed			Total Movement per Year			Total All Years £'000
					2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	
Policy, Change & Customer Services														-
20				Total Contractual Inflation	-	-		-	-	-	-	-	-	-
21				Cemetery Land Prevent	48	-		(48)	48	-	-	48	-	48
22	N/A - Technical Adj	Amendment	DOR-2526-CAP01					72	(9)	-	72	(9)	-	63
23	GOR-2627-01	New		Total Budget Pressures	48	-		24	39	-	72	39	-	111
24				Customer Experience and Digital Programmes - Savings reprofiling	(170)	-		-	-	(170)	-	-	-	(170)
25	CORP-2627-01	Amendment	DOR-2425-01	Vacancy Factor	(7)	(4)		(126)	(2)	(6)	(133)	(6)	(6)	(145)
26				Survey	-			(32)	32	(32)	(32)	32	(32)	(32)
27	N/A - Technical Adj	New		Total Efficiency Savings	(177)	(4)		(158)	30	(38)	(335)	26	(38)	(347)
28	N/A - Technical Adj	New	DOR-2627-04	Registrar Venue Improvements	-	-		(5)	(3)	-	(5)	(3)	-	(8)
29	N/A - Technical Adj	New	BFFC-2627-10	Information, Advice and Support Services for children with SEND	-	-		(30)	-	-	(30)	-	-	(30)
30				Total Invest to Save	-	-		(35)	(3)	-	(35)	(3)	-	(8)
31				Bereavement Fees & Charges Review	-	-		(158)	(96)	(96)	(158)	(96)	(96)	(350)
32	N/A - Technical Adj	New	DOR-2627-05	Total Income, Fees and Charges	-	-		(158)	(96)	(96)	(158)	(96)	(96)	(350)
33				Total	(129)	(4)		(327)	(30)	(134)	(456)	(34)	(134)	(594)
34														

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Bid Type	Previous Bid Ref	Service	February 2025 MTFS Agreed Movements			New Changes to MTFS to be agreed			Total Movement per Year			Total All Years £'000
					2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	
Human Resources & Organisational Development														-
35				Total Contractual Inflation	-	-		-	-	-	-	-	-	-
36				Total Budget Pressures	-	-		-	-	-	-	-	-	-
37				Vacancy Factor	-	-		-	-	-	-	-	-	-
38				Defer Leadership & Development Programme for 12 months	(4)	(2)		(59)	(1)	(3)	(63)	(3)	(3)	(69)
39	CORP-2627-01	Amendment	CORP-2526-02	HR & OD Restructure	30	-		-	-	-	30	-	-	30
40	N/A - Technical Adj	New	DOR-2627-06	Total Efficiency Savings	26	(2)		(82)	-	-	(82)	-	-	(82)
41				Total Invest to Save	-	-		(141)	(1)	(3)	(115)	(3)	(3)	(121)
42				Kennet Day Nursery Income	-	-		(100)	-	-	(130)	(20)	-	-
43				Total Income, Fees and Charges	(30)	(20)		(100)	-	-	(130)	(20)	-	(150)
44				Total	(4)	(22)		(241)	(1)	(3)	(245)	(23)	(3)	(271)
45	N/A - Technical Adj	Amendment	DOR-2526-02											
46														
47														

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Bid Type	Previous Bid Ref	Service	February 2025 MTFS Agreed Movements			New Changes to MTFS to be agreed			Total Movement per Year			Total All Years £'000
					2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	
Finance														-
48				Total Contractual Inflation	-	-		-	-	-	-	-	-	-
49				Total Budget Pressures	-	-		-	-	-	-	-	-	-
50				Vacancy Factor	-	-		-	-	-	-	-	-	-
51				Finance Service Review	(7)	(3)		(116)	(3)	(6)	(123)	(6)	(6)	(135)
52	CORP-2627-01	Amendment	CORP-2526-02	Total Efficiency Savings	(7)	(3)		(231)	-	-	(231)	-	-	(231)
53	N/A - Technical Adj	Amendment	DOR-2627-08	Total Invest to Save	(7)	(3)		(347)	(3)	(6)	(354)	(6)	(6)	(366)
54				Total Income, Fees and Charges	-	-		-	-	-	-	-	-	-
55				Total	(7)	(3)		(347)	(3)	(6)	(354)	(6)	(6)	(366)
56														
57														
58														
59														

Appendix 4d - Detailed General Fund Budget Changes 2026/27-2028/29 - Directorate of Resources

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Bid Type	Previous Bid Ref	Service	February 2025 MTFS Agreed Movements	New Changes to MTFS to be agreed	Total Movement per Year	Total All Years £'000						
					2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	
60				Legal & Democratic Services	-	-		-	-	-	-	-	-	-
61				Total Contractual Inflation	-	-		-	-	-	-	-	-	-
62				Total Budget Pressures	-	-		-	-	-	-	-	-	-
63				Vacancy Factor	(4)	(2)		(57)	(1)	(3)	(61)	(3)	(3)	(67)
64	CORP-2627-01	Amendment	CORP-2526-02	Legal & Democratic Services and Elections Review	-	(222)		(222)	-	(222)	-	-	-	(222)
65	N/A - Technical Adj	New	DOR-2627-10	Total Efficiency Savings	(4)	(2)		(279)	(1)	(3)	(283)	(3)	(3)	(289)
66				Total Invest to Save	-	-		-	-	-	-	-	-	-
67				Total Income, Fees and Charges	-	-		-	-	-	-	-	-	-
68				Total	(4)	(2)		(279)	(1)	(3)	(283)	(3)	(3)	(289)
69														
70														
71														

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Bid Type	Previous Bid Ref	Service	February 2025 MTFS Agreed Movements	New Changes to MTFS to be agreed	Total Movement per Year	Total All Years £'000						
					2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	
72	N/A - Technical Adj	Amendment	DOR-2425-11	Digital & IT	76	-		(76)	-	-	-	-	-	-
73				Total Contractual Inflation	76	-		(76)	-	-	-	-	-	-
74	DOR-2627-13	New		Digital Training	-	-		29	35	-	29	35	-	64
75				Total Budget Pressures	-	-		29	35	-	29	35	-	64
76	CORP-2627-01	Amendment	CORP-2526-02	Vacancy Factor	(2)	(1)		(34)	(1)	(2)	(36)	(2)	(2)	(40)
77	N/A - Technical Adj	New	DOR-2627-14	Citrix Retirement	-	-		(31)	(11)	-	(31)	(11)	-	(42)
78	N/A - Technical Adj	New	DOR-2627-15	Contracts Review	-	-		(94)	-	-	(94)	-	-	(94)
79	DOR-2627-16	New		Transition from IMmobile to GOV.UK Notify	-	-		(20)	-	-	(20)	-	-	(20)
80	DOR-2627-17	New		Server Availability Reduction	-	-		(25)	-	-	(25)	-	-	(25)
81				Total Efficiency Savings	(2)	(1)		(204)	(12)	(2)	(206)	(13)	(2)	(221)
82				DTAC Next Generation Operating Model	(189)	-		-	-	-	(189)	-	-	(189)
83				Total Invest to Save	(189)	-		-	-	-	(189)	-	-	(189)
84				Total Income, Fees and Charges	-	-		-	-	-	-	-	-	-
85				Total	(115)	(1)		(251)	23	(2)	(366)	22	(2)	(346)
86				Directorate Total	(259)	(32)		(1,445)	(12)	(148)	(1,704)	(44)	(148)	(1,866)
87														

Appendix 4e - Detailed General Fund Budget Changes 2026/27-2028/29 - Chief Executive Services

	Overall Summary	Contract Inflation	Budget Pressure	Efficiency Savings	Invest to Save	Income, Fees and Charges	Total				
							£'000	£'000			
1	Service Executive Management Team Communications Directorate Total						-	-			
2							-	-			
3							(101)	(101)			
							(101)	(101)			
4	Summary of MTFS Position	February 2025 MTFS Agreed Movements			New Changes to MTFS to be agreed			Total Movement per Year			
5	Service Pressures Executive Management Team Communications Directorate Total	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Total All Years £'000
6		-	-		-	-	-	-	-	-	
7	Service Savings Executive Management Team Communications Directorate Total	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Total All Years £'000
8		-	-		(68)	(15)	(16)	(70)	(15)	(16)	(101)
9		(2)	-		(68)	(15)	(16)	(70)	(15)	(16)	(101)
10	Directorate Total	(2)	-		(68)	(15)	(16)	(70)	(15)	(16)	(101)

Appendix 4e - Detailed General Fund Budget Changes 2026/27-2028/29 - Chief Executive Services

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Bid Type	Previous Bid Ref	Service	February 2025 MTFS Agreed Movements			New Changes to MTFS to be agreed			Total Movement per Year			Total All Years £'000
					2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	
11				Executive Management Team	-	-		-	-	-	-	-	-	-
12				Total Contractual Inflation	-	-		-	-	-	-	-	-	-
13				Total Budget Pressures	-	-		-	-	-	-	-	-	-
14				Total Efficiency Savings	-	-		-	-	-	-	-	-	-
15				Total Invest to Save	-	-		-	-	-	-	-	-	-
16				Total Income, Fees and Charges	-	-		-	-	-	-	-	-	-
17				Total	-	-		-	-	-	-	-	-	-
18														
19														
20														
21														

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Bid Type	Previous Bid Ref	Service	February 2025 MTFS Agreed Movements			New Changes to MTFS to be agreed			Total Movement per Year			Total All Years £'000
					2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	
22				Communications	-	-		-	-	-	-	-	-	-
23				Total Contractual Inflation	-	-		-	-	-	-	-	-	-
24				Total Budget Pressures	-	-		-	-	-	-	-	-	-
25				Total Efficiency Savings	-	-		-	-	-	-	-	-	-
26	CORP-2627-01	Amendment	CORP-2526-02	Vacancy Factor	(2)	-		(15)	(1)	(1)	(17)	(1)	(1)	(19)
27	N/A - Technical Adj	New		Sponsorship	-	-		(21)	(14)	(15)	(21)	(14)	(15)	(50)
28	N/A - Technical Adj	New	CEX-2627-02	Staff Club Structure	-	-		(9)	-	-	(9)	-	-	(9)
29	N/A - Technical Adj	New		Communications	-	-		(23)	-	-	(23)	-	-	(23)
30				Total Efficiency Savings	(2)	-		(68)	(15)	(16)	(70)	(15)	(16)	(101)
31				Total Invest to Save	-	-		-	-	-	-	-	-	-
32				Total Income, Fees and Charges	-	-		-	-	-	-	-	-	-
33				Total	(2)	-		(68)	(15)	(16)	(70)	(15)	(16)	(101)
34				Directorate Total	(2)	-		(68)	(15)	(16)	(70)	(15)	(16)	(101)
35														
36														

Appendix 4f - Detailed General Fund Budget Changes 2026/27-2028/29 - Corporate Budgets

1	2	Overall Summary						Contract Inflation	Budget Pressures	Efficiency Savings	Invest to Save	Income, Fees and Charges	Total	
		Service			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
		Corporate	Corporate Total		7,435	20,148	-	-	-	-	-	27,583		
3	4	Summary of MTFS Position		February 2025 MTFS Agreed Movements	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29	Total
5	6	Service Pressures		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	All Years
	7	Corporate Budgets	Corporate Budgets	6,928	2,491		4,780	9,785	3,599	11,708	12,276	3,599		27,583
		Directorate Total		6,928	2,491		4,780	9,785	3,599	11,708	12,276	3,599		27,583
		Service Savings		February 2025 MTFS Agreed Movements	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29	Total
		Corporate Budgets		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	All Years
		Corporate Budgets Total		2,763	-		(2,763)	-	-	-	-	-	-	-
		Corporate Budgets Total		2,763	-		(2,763)	-	-	-	-	-	-	-
				9,691	2,491		2,017	9,785	3,599	11,708	12,276	3,599		27,583

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Bid Type	Previous Bid Ref	Service	February 2025 MTFS Agreed Movements			New Changes to MTFS to be agreed			Total Movement per Year			Total
					2026/27	2027/28	2028/29	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29	
					£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	All Years
8	N/A - Technical Adj	Amendment	N/A - Technical Adj	Corporate Budgets	2,232	1,522		480	819	2,382	2,712	2,341	2,382	7,435
9				Total Contractual Inflation	2,232	1,522		480	819	2,382	2,712	2,341	2,382	7,435
10	N/A - Technical Adj	Amendment	N/A - Technical Adj	Capital Financing Costs	1,152	908		(1,233)	1,240	1,217	(81)	2,148	1,249	3,316
11	N/A - Technical Adj	New	N/A - Technical Adj	Increase Corporate Contingency	-	-		831	825	-	831	825	-	1,656
12	N/A - Technical Adj			Housing Benefit Subsidy	-	-		(1,000)	-	-	(1,000)	-	-	(1,000)
13	N/A - Technical Adj			Fair Funding Reform	-	-		13,039	-	-	13,039	-	-	13,039
14	N/A - Technical Adj	New	N/A - Technical Adj	Public Health Funding Reallocation	-	-		(378)	-	-	(378)	-	-	(378)
15	N/A - Technical Adj	New	N/A - Technical Adj	General Fund - HRA recharge realignment	-	-		(58)	-	-	(58)	-	-	(58)
16	N/A - Technical Adj	Amendment	N/A - Technical Adj	Movement to / (from) Reserves	3,544	61		(6,901)	6,901	-	(3,357)	6,962	-	3,605
17				Total Budget Pressures	4,696	969		4,300	8,966	1,217	8,996	9,935	1,249	20,180
18					-	-		-	-	-	-	-	-	-
19				Total Efficiency Savings	-	-		-	-	-	-	-	-	-
20					-	-		-	-	-	-	-	-	-
21				Total Invest to Save	-	-		-	-	-	-	-	-	-
22				Extended Producer Responsibility Funding	2,763	-		(2,763)	-	-	-	-	-	-
23				Total Income, Fees and Charges	2,763	-		(2,763)	-	-	-	-	-	-
24				Total	9,691	2,491		2,017	9,785	3,599	11,708	12,276	3,631	27,583
25				Corporate Budgets Total	9,691	2,491		2,017	9,785	3,599	11,708	12,276	3,631	27,583

Appendix 5 - The Housing Revenue Account (HRA) Proposed Budget 2026/27 - 2028/29

1. Background

- 1.1. The HRA is a ring-fenced account which deals with the finances of the Council's social housing stock. Budgets have been prepared in accordance with the budget guidelines and planned programmes of works to housing stock have been updated to take account of progress during 2025/26. The HRA budget must avoid a deficit on reserves over the 30-year HRA Business Plan. In addition, it is Reading Borough Council policy to retain a minimum balance equivalent to 10% of rental income.
- 1.2. Following the abolition of the statutory limit on HRA borrowing known as the debt cap in October 2019, the HRA is able to undertake prudential borrowing to support the creation and acquisition of long-term assets, as long as it is prudent, affordable, and sustainable within the context of its overall Business Plan.
- 1.3. The current 30-year Business Plan allows for £114.375m of new borrowing under the prudential code over the five-year period 2026/27 to 2031/32. The Plan shows that the HRA is able to fund the proposed capital investment and repay debt over the lifetime of the assets, which will extend beyond the 30-year timeframe of this plan. The level of debt reaches a peak of £379.555m in 2031/32, but the proposed borrowing is prudent and affordable, with £330.000m being repaid by year 30 of the plan. The updated 30-Year Business Plan includes the impacts of delivering the current Local Authority New Build Programme and the transfer of housing stock into the HRA from Homes for Reading.

2. HRA 2024/25 Revenue Budget & Medium-Term Financial Strategy (MTFS)

- 2.1. The HRA revenue budget for 2026/27 & MTFS for 2027/28 and 2028/29 is shown in Table 1 below and in more detail in Appendix 5 – Annex A.

Table 1. HRA Proposed Budget 2026/27 - 2028/29

	2026/27	2027/28	2028/29
	£000	£000	£000
Total Income	(55,817)	(58,935)	(62,043)
Total Expenditure	58,925	61,784	65,751
Net (Surplus)/Deficit	3,108	2,849	3,708
Opening HRA Balances	(19,187)	(16,079)	(13,230)
Net (Surplus)/Deficit	3,108	2,849	3,708
Closing HRA Balances	(16,079)	(13,230)	(9,522)

Planning Assumptions

Rents

- 2.2. A new policy statement on rents for social housing was published on 28th February 2026, with a new Direction from the Secretary of State being issued to the Regulator of Social Housing to ensure that its Rent Standard reflects the government's 10-year rent settlement for social housing. This includes:
 - permitting annual rent increases of up to CPI+1% on Social Rent and Affordable Rent homes from 1 April 2026 to 31 March 2036

- permitting the application of a Social Rent convergence mechanism, which would allow weekly rents for Social Rent homes that are below formula to be increased by up to additional £1 each year over and above CPI+1% from 1 April 2027, and by up to an additional £2 each year over and above CPI+1% from 1 April 2028, until formula rent is reached

2.3. The 30-year plan has been updated in line with this direction.

2.4. In 2026/27 the proposal is to increase rents by 4.8% in line with the CPI figure taken from the nationally published CPI figure each September for the year preceding the rent increase. The CPI rate for September 2025 was 3.8%, therefore the baseline assumption for 2026/27 rent income is a 4.8% increase.

2.5. For future years, the rate has been estimated at 3.0% (CPI + 1%), in line with the Bank of England's long-term inflation forecast of 2.0%, alongside rent convergence starting at £1 per week from 1 April 2027 rising to £2 per week from 1 April 2028.

2.6. Void Rates are assumed at 2.0%. Bad Debts are assumed at 1.00%.

2.7. The Council needs to consider its rent policy each financial year in the context of the HRA's financial viability. The anticipated effect of the 2026/27 rent proposals is therefore expected to be as follows:

Table 2. Average Weekly HRA Rents

	Bedrooms	Forecast 2025/26	Proposed 2026/27	Change	Change
		£	£	£	%
Average Rent per Week	1 Bed	113.60	119.05	5.45	4.8
Average Rent per Week	2 Bed	128.08	134.23	6.15	4.8
Average Rent per Week	3 Bed	142.66	149.51	6.85	4.8
Average Rent per Week	4 Bed	163.73	171.59	7.86	4.8

2.8. For historic reasons current rents are, on average across the stock 8.0% below the social housing formula rent set by Government, known as 'Target Rent'. As previously agreed by the Council, rent levels will be set in line with Target Rent whenever a property is re-let and rent convergence

2.9. Rent collection performance is in the top quartile compared with the Council's comparator group.

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

Right to Buy (RTB)

2.11. The plan assumes 10 property sales in 2026/27, but this is forecast to reduce to 2 property sales per annum in future years, reflecting the revised rules around RTB that were announced in November 2024.

Service Charges

2.12. Service charges are assumed to increase by 4.8% in 2026/27, in line with the proposed rent increase, and by CPI +1% from 2027/28, but charges cannot exceed full cost recovery. This plan includes an increase to existing service charges to tenants to recover the full cost of Landlord cleaning and lighting services beginning 2026/27.

PFI Credit

2.13. Annual income from Central Government of £3.997m relating to the 1,238 properties in North Whitley and managed by Affinity Housing within the PFI Contract until 2034 has been included.

Interest on Balances

2.14. Interest on balances is assumed at 2.89% in 2026/27 and it is expected to slowly drop to 1% by 2035/36.

Expenditure

2.15. The business plan includes the latest updated 2025/26 forecast outturn. Costs are then increased by CPI in future years, with the General Fund assumptions being used for pay award. The business plan also anticipates any additional costs above the 2025/26 base forecast position where relevant.

2.16. The 2026/27 budget includes the following revenue bids:

Table 3. 2025/26 Business Case Summary

Bid	Capital	Revenue (On Going)	Revenue (One Off)
	£000	£000	£000
Service Charge Review	0	-253	0
Awaab's Law Damp & Mould	0	83	0
Wensley Phase 2	3,784	534	0
Total	3,784	364	0

3. Risk Implications

3.1. Many of the risks identified in respect of the General Fund revenue budget also have relevance for the Housing Revenue Account. Particular risks that pertain additionally to the HRA include:

- Rent collection levels that may be affected by any downturn in the local economy;
- Changes to benefits which may impact on rent collection levels;
- Increases in debt financing costs arising from inflationary and interest cost increases in relation to the new build programme;
- Actual property surveys requiring a level of repair and maintenance above that assumed within the budget; and
- Maintenance cost increases due to higher levels of inflation.

4. Housing Revenue Account Capital Programme

4.1. The currently proposed HRA Capital Programme is contained within Annex A.

New Build & Acquisitions

4.2. The local authority new build & acquisitions programme for the 2026/27 Budget and MTFS covering 2027/28 and 2028/29 is outlined in table 4 below. This includes investment to develop assets that are being appropriated into the HRA to deliver joint adults and housing needs, alongside funding for the purchase of former Homes for Reading properties:

Table 4. Local Authority New Build & Acquisitions Programme (LANB)

	2026/27	2027/28	2028/29		
	£000	£000	£000	Units	Location
Homes for Reading	9,450	6,615	0	52	
LANB Phase 3	5,359	350	0	60	Wensley Road and Southcote Library
LANB Phase 4	11,454	35,964	48,101	276	Amethyst Lane, Dwyer Road & Dee Park <i>Some spend forecast in 2029/30 as well.</i>
LANB Assets Review ASC/Housing	13,939	19,912	3,982	104	Battle Street & Hexham Road
Total	40,202	62,841	52,083	492	

- 4.3. The HRA business plan assumes an additional 492 properties are delivered during the 4 years from 2026/27 to 2029/30.
- 4.4. The business plan benefits from the additional rental income derived from the new properties, at either social rent (target) for properties part funded by grant and adjusted social rent for all other properties, in line with the 2018 policy decision.

Major Repairs - Existing Homes Renewal

- 4.5. The Council also plans to invest £61.625m in its existing housing stock over the next three years. This includes £35.546m on Major Repairs, £23.903m on Major Repairs – Decent Homes and £2.176m on Disabled Adaptations. The major repairs and disabled facility programme (DFG) for the 2026/27 Budget and MTFS covering 2027/28 and 2028/29 are outlined in the table below:

Table 5. Major Repairs - Existing Homes Renewal & DFG Programme

	2026/27	2027/28	2028/29
	£000	£000	£000
Major Repairs	10,364	13,767	11,415
Major Repairs – Decent Homes	6,574	8,212	9,117
Disabled Facility Grant	711	725	740
Total	17,649	22,704	21,272

- 4.6. The building sector is currently experiencing increases in material costs and labour shortages following the recent market impact on inflation and interest rates. This might be a short-term issue, but it will put pressure on the major works and new build programme, as capital programmes may need to be restricted around available funding. It is important therefore that we maximise rental income and available funding to support the capital programmes.

Decent Homes Capital Works

- 4.7. The housing service is investing £23.903m between 2026/27 and 2028/29 to bring all current non-decent properties up to the decent standard. This is in line with the Regular for Social Housing (RSH) recommendations following the recent inspection.

5. Risk Implications

- 5.1. The main risks to the HRA Capital Programme are summarised below:

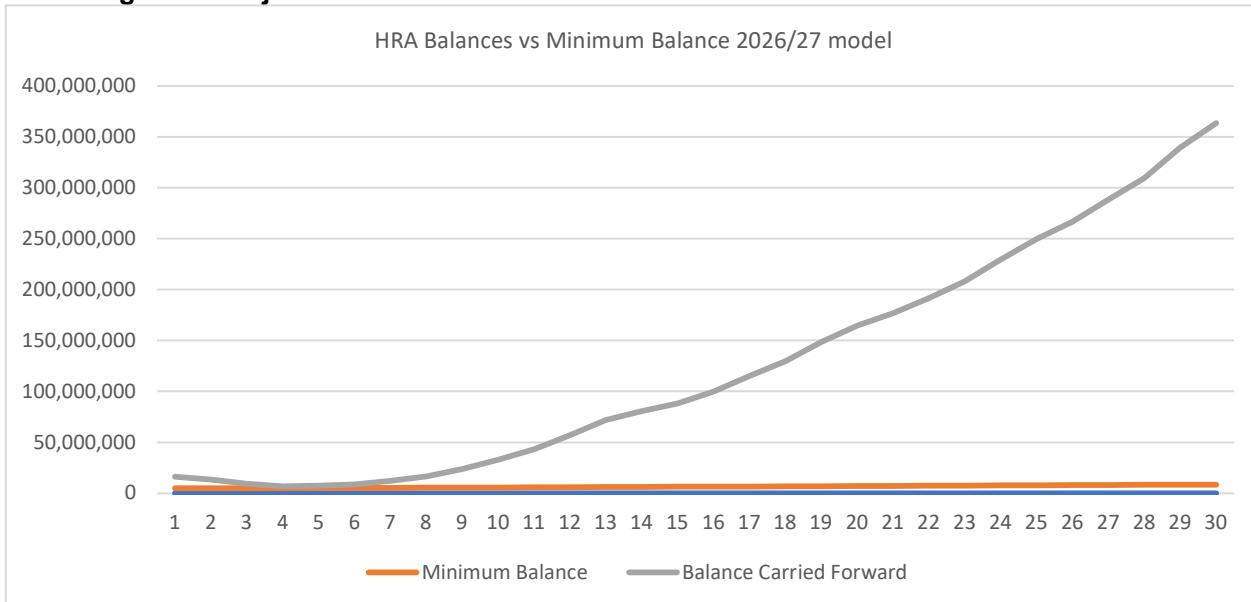
- Cost overruns would impose additional borrowing costs (and associated financing charges to revenue) if unable to be met from scheme contingencies or other mitigating actions;
- The cost of delivering the capital projects increases due to inflationary pressures.

6. HRA 30 Year Business Plan

- 6.1. The HRA Business plan assumes major repair investment in the existing housing stock, covering planned component replacements (e.g. Kitchens & Bathrooms) and zero carbon initiatives.
- 6.2. The plan assumes investment of £23.903m in Decent Homes Capital Works up to 2029, based on currently available funding within the HRA.
- 6.3. As the majority of our homes are rated above EPC level C, Houses within the HRA are not eligible for available government funding at the present time. If funding does become available this would enable more zero carbon initiatives to be carried out. Funding for ongoing repairs relating to these properties has been built into the 30-year works plan. There is likely to be a marginal increase in management costs however the net effect of this and other movements will be a return to annual surpluses for the remainder of the 30-year Business plan after 2034/35.
- 6.4. The current HRA balance is assumed to be £19.187m at the beginning of 2026/27. The base plan assumes that regular annual deficits will continue to arise whilst the PFI scheme is in place. The PFI scheme is due to end in 2034/35, at which point the properties return to Reading Borough Council. The business plan assumes that the operating costs of the PFI fall away at this point. Repairs relating to these properties have been assumed for the remainder of the 30-year works plan. There is likely to be an increase in management costs however the net effect of this and other movements will lead to consistent annual surpluses for the remainder of the 30-year Business plan after 2034/35.
- 6.5. Additional borrowing is required to part fund the capital programme. At the beginning of the plan the capital finance requirement is forecast to be £265.180m, additional borrowing of £114.375m is required, taking peak borrowing to £379.555m.
- 6.6. The plan assumes a loans repayment from 2039/40 once there is a sufficient build-up of the HRA balance. Total repayments in the plan are £330.000m, which reduces the loan balance to £49.555m at the end of the plan.
- 6.7. The local authority new build (LANB) programme continues in the 30-year Business Plan until 2029/30, after which the current plan assumes there is no further investment in new build. Right to Buy sales are projected to continue at the level of 10 for 2026/27. From 2026/27, they are forecast to reduce to 2 per annum, reflecting the change in Government policy.
- 6.8. The business plan long term assumptions for CPI & RPI follow the latest OBR (Office for Budget Responsibility) forecasts.
- 6.9. Repair and build costs are assumed to increase by BCIS (Building cost information service forecast rates).
- 6.10. Rent & Service charges are assumed to increase by 4.8% in 2026/27, in line with the nationally published CPI figure in September 2025 and by CPI + 1% from 2027/28 for the duration of the plan alongside rent convergence starting at £1 per week from 1 April 2027 rising to £2 per week from 1 April 2028. The plan also includes an increase to existing service charges to tenants to recover the full cost of Landlord cleaning and lighting services beginning 2026/27.

- 6.11. The long-term Bank of England prediction on CPI & RPI is 2% and 3% respectively. As the long-term assumption of CPI + 1% is used on Rent & Service charges income, the overall long-term impact in the plan is 3% for both CPI & RPI.
- 6.12. The HRA balance, as shown below, is maintained above the minimum level throughout the duration of the Plan. The minimum balance is adjusted in line with rent levels.

Figure 1. Projected HRA Balance in 30 Year Business Plan



Appendix 5 - Summary of the Proposed Housing Revenue Account Budget 2026-27

	Approved Budget 2025/26	Proposed Budget 2026/27	Proposed Budget 2027/28	Proposed Budget 2028/29
Dwelling Rents	(45,113)	(48,347)	(51,547)	(54,740)
Service Charges	(1,023)	(1,344)	(1,384)	(1,426)
PFI Credit	(4,924)	(4,924)	(4,924)	(4,924)
Other Income	(197)	(201)	(284)	(370)
Interest on Balances	(1,583)	(1,001)	(796)	(583)
Total Income	(52,840)	(55,817)	(58,935)	(62,043)
Management & Supervision	12,154	11,774	12,045	12,323
Special Services	5,114	5,056	5,157	5,260
Provision of Bad Debt	922	518	559	600
Repairs and Maintenance	9,229	10,353	11,709	13,144
Major Repairs/Depreciation	14,010	13,500	13,770	14,045
Debt Costs	8,059	9,123	9,754	11,396
PFI Costs	8,410	8,601	8,790	8,983
Total Expenditure	57,898	58,925	61,784	65,751
Net (Surplus)/Deficit	5,058	3,108	2,849	3,708
Forecast Opening HRA Balances	(24,245)	(19,187)	(16,079)	(13,230)
Net (Surplus)/Deficit	5,058	3,108	2,849	3,708
Forecast Closing HRA Balances	(19,187)	(16,079)	(13,230)	(9,522)

to 2028-29

Appendix 6

DEDICATED SCHOOLS GRANT 2026/27

1. Background

- 1.1 The Dedicated Schools Grant (DSG) provides the core funding for schools and early years providers. It is divided into four blocks, each with its own formula, regulatory framework, and specific purpose.
 - **Schools Block** – funds mainstream primary and secondary schools through the local schools funding formula, and growth funding for new/growing schools.
 - **High Needs Block** – funds places in special schools, resource bases and alternative provision, and top-up funding for pupils with EHCPs in all settings.
 - **Early Years Block** – funds nursery schools, nursery classes in mainstream schools, and early years settings in the PVI sector through the free entitlement (from 9 months to 4-year-olds).
 - **Central Schools Services Block** – funds centrally provided services for all schools, such as the admissions service.
- 1.2 Allocations for 2026/27 were published by the Department for Education (DfE) in December 2025. High Needs and Early Years funding will be updated in-year to reflect census adjustments and import/export movements.
- 1.3 The DSG must be deployed in accordance with the DSG conditions of grant and the School and Early Years Finance and Childcare (England) Regulations. Detailed guidance is normally contained within operational guidance issued by the Education and Skills Funding Agency (ESFA).
- 1.4 The DSG is a ring-fenced grant, though some funding can be transferred between blocks (subject to Schools' Forum approval). As a working assumption, up to 0.5% transfer from the Schools Block may be considered for 2026/27.
- 1.5 Schools' Forum is consulted on all areas of the DSG. Papers and minutes are publicly available on the Council's website.
[Schools Forum meeting papers - Reading Borough Council](#)

2. Overall DSG Allocation for 2026/27

- 2.1 Table 1 summarises the indicative DSG allocations for 2026/27 and compares them with 2025/26. The Council receives its allocation as a gross amount and determines how the funding is distributed before the Government recoups academy funding.
- 2.2 Overall, the DSG increases by £9.915m from 2025/26 to 2026/27.
- 2.3 Key drivers include:
 - incorporation of prior supplementary grants
 - changes in pupil numbers based on the October 2025 census
 - national funding formula (NFF) updates

2.4 Locally, pupil numbers decreased by 427 pupils (2.15%), representing the first combined primary and secondary decline in over 20 years. This continues to affect the distribution of both Schools Block funding and CSSB allocations.

Table 1: Indicative Dedicated Schools Grant allocation 2026/27

BLOCK	2025/26 ACTUAL (£'000)	2026/27 INITIAL (£'000)	Change (£'000)	Change (%)
Schools Block	135,870	139,778	3,908	+2.9%
Central Schools Services Block	1,151	1,198	47	+4.1%
Early Years Block	29,089	33,182	4,093	+14.1%
High Needs Block	33,247	35,114	1,867	+5.6%
TOTAL (Gross)	199,357	209,272	9,915	+5.0%
Less Recoupment – Schools	(79,142)	(80,561)	(1,419)	
Less Recoupment – High Needs	(4,455)	(4,452)	3	
TOTAL (Net)	115,760	124,259	8,499	

3. Schools Block Budget for 2026/27

3.1 The Schools Block allocation is based on Primary Units of Funding (PUFs) and Secondary Units of Funding (SUFs) with additional funds for premises related spend (Business Rates) and growth funding.

Appendix 1 shows the DfE-published PUFs/SUFs for 2026/27

3.2 The 2026/27 Schools Block has been calculated using October 2025 census data and the DfE's National Funding Formula (NFF). Locally, the Reading formula mirrors the NFF as closely as affordability allows. To balance the formula within the available allocation, a 1.2% reduction has been applied to the basic entitlement rates, alongside the agreed 0.41% transfer to the High Needs Block to support the Reading Inclusion Support in Education (RISE) service.

3.3 It was approved to transfer 0.41% / £580k from the Schools Block to the High Needs Block to fund RISE SEND services across all schools in Reading. The schools block budget has been set based on the recommendations and decisions made at the January 2026 meetings of the Schools' Forum.

Appendix 2 shows the final formula factors and values.

Appendix 3 shows the final 2026/27 school-level allocations for primary and secondary

3.4 The National Funding Formula (NFF) continues to get closer with every factor having a lower and upper limit to being used. Reading is proud of its achievement to have moved within less than 1% of the national formula since 2019 and continue to achieve this every year. All factors are set to the NFF rate including area cost adjustments for 2026/27 except for the basic entitlements where we have reduced them by 1.2% to fund the formula with the agreement transfer to the High Needs Block.

3.5 The Pupil Premium Grant for schools will continue in 2026/27 and have increased by 2.3% for 2026/27.

- Primary FSM6 pupils: £1,550 (from £1,515 in 2025/26)
- Secondary FSM6 pupils: £1,100 (from £1,075 in 2025/26)
- Pupils who were previously looked after: £2,690 (from £2,630 in 2025/26)

4 Central Schools Services Block Budget for 2026/27

4.1 The Central Schools Services Block (CSSB) funds statutory and historic commitments delivered centrally. The historic commitments element continues to be reduced nationally by 20% per year.

4.2 Budget setting for 2026/27 will reflect any reductions in funding and will prioritise statutory services.

4.3 In order to balance the budget in this block, some of the historical commitment budgets have been reduced to reflect this funding reduction; these budgets are contributions towards service costs, so will result in these services either having to fund the reduction from elsewhere or reducing the level of service. Reading will continue to prioritise statutory services.

5 Early Years Block Budget for 2026/27

5.1 The formula used for calculating Early Years entitlements for 2026/27 will follow DfE guidance which has minor changes from 2025/26.

5.2 Key changes

- Passthrough rate increases to 97%, leaving 3% for local authority central services (up from 96% in 2025/26).
- Full-year impact of expanded entitlement for working parents of 2-year-olds (up to 30 free hours).
- Unit rates have increased across all age groups and funding streams. The unit rate increases reflect the full-year impact of the national expansion of childcare entitlements for working parents.

Table 2: Unit values agreed and provided for all Early Years Settings from April 2026.

	25/26	26/27	Variance	%
3+ Year Olds (Universal)	£6.55	£6.88	£0.33	5.0%
3+ Year Olds (Working Parents)	£6.55	£6.88	£0.33	5.0%
2 Year Olds (Targeted)	£9.57	£9.68	£0.11	1.1%
2 Year Olds (Working Parents)	£9.57	£9.68	£0.11	1.1%
Under 2s (Working Parents)	£13.14	£13.58	£0.44	3.3%
Early Years Pupil Premium	£2.00	£2.15	£0.15	7.5%
Disability Access Funding (DAF)	£938.00	£975.00	£37.00	3.9%
Maintained Nursery Grant	£5.27	£5.47	£0.20	3.8%

5.3 Retained Budgets for the Early Years Block were agreed at the January 2026 Schools Forum.

6. High Needs Block Budget for 2026/27

6.1 The High Needs Block (HNB) allocation for 2026/27 remains at 2025/26 cash levels, with no additional uplift from the DfE beyond incorporation of supplementary grants. The £1.867m increase reflects grant consolidation rather than new funding.

6.2 Although the national High Needs Block has increased by 58% since 2019/20, demand growth has significantly exceeded funding. The 2026/27 increase for Reading primarily reflects grant consolidation rather than additional funding. The cumulative deficit is forecast to reach £49m by March 2026, covered by the statutory override. However, the scale of the deficit is now impacting the council's treasury and borrowing costs.

6.3 Councils continue to face rapidly rising demand for SEND support and significantly increasing numbers of EHCPs and specialist placements, especially in independent and non-maintained special schools, which remain the biggest cost pressure.

6.4 Reading's High Needs Block cumulative deficit will potentially increase to £49m by March 2026. This substantial DSG deficit by the end of the financial year is covered by the statutory override that shields councils from technical bankruptcy. This is effectively an 'overdraft' on the balance sheet and at these levels is starting to impact the amount of investment income the council can earn due to the interest on borrowing to maintain the day-to-day business of the council.

6.5 Top up funding makes up the greatest proportion of expenditure in this block that includes Additional Resourced Provision (ARP). This equates to around 93% of the expenditure budget. The budget will be based on the current actual average cost of each type of placement (as at January census 2026) with an average inflation rate added and an annual increase in number of placements according to current trends.

6.6 Government statements acknowledge the SEND system is not financially sustainable and requires structural reform to improve outcomes and restore sustainability, with a SEND system being fairer, more inclusive and financially viable. The reform acknowledges long-standing issues: inconsistent support, rising EHCP demand, escalating costs, and widespread parent dissatisfaction. The Government has committed to detailed reforms in a forthcoming Schools White Paper (expected early 2026), with consultation and co-design underway.

7 Special Educational Needs funding

7.1 The High Needs Block has been in deficit for several years. Approximately 93% of the High Needs Block is statutory top-up funding for pupils with EHCPs; this area remains the most sensitive to changes in volumes and unit costs.

7.2 The strategy is focused on:

- Strengthening mainstream inclusion,
- Expanding local specialist provision to reduce out-of-area placements,
- Improving commissioning and banding consistency,

- Strengthening early intervention.

7.3 EHCP top-ups are the highest risk due to the unpredictability of the number and level (cost) of plans. Numbers continue to rise year-on-year (see Table 3), increasing financial pressure.

Table 3: Numbers of EHCPs

Date	Actual Total Number	Annual Year-on-Year Increase
2019/20: December 2019	1,391	115
2020/21: December 2020	1,462	71
2021/22: December 2021	1,572	110
2022/23: December 2022	1,756	184
2023/24: December 2023	1,967	211
2024/25: December 2024	1,999	32
2025/26: December 2025	2088	89

7.4 The Council continues to support schools in providing education for all children and SEN strategic decisions are part of a governance group that is fed back to senior leaders. Finance staff review the monthly finances with analysis on changes that can then be compared to outcomes. The implementation of ARPs and the full Council support for creating a new special school in September 2027 are fundamental in trying to give the need to stay local and within the community as well as making a financial shift from high costly placements.

7.5 Forecasts show the cumulative High Needs deficit could reach £94m by March 2028 without Government intervention (see Table 4). National discussions are underway about how deficits will be treated once the statutory override ends in April 2028.

Table 4 Current DSG High Needs Block Forecast (December 2025)

	2024/25 Outturn £m	2025/26 Dec-25 Forecast £m	2026/27 Estimate £m	2027/28 Estimate £m
High Needs Expenditure	42.616	49.075	52.000	55.000
High Needs Income	(26.667)	(28.792)	(30.662)	(30.662)
High Needs In-Year Deficit/(surplus)	15.949	20.283	21.338	24.338
Add High Needs B/F Deficit	12.395	28.344	48.627	69.965
Year End Position	28.344	48.627	69.965	94.303

7.6 The forecasts show considerable pressure within this block and continuous work and strategies have been created and are in early implementation to produce savings and cost avoidance for future years. The Needs of the children and schools will always be critical on any changes, and the work will improve the quality of Education, and the support educational settings will receive.

8 Appendices

Appendix 1 - DSG Allocations 2025/26 and 2026/27

Appendix 2 - Final Formula Factors and Values 2025/26 to 2026/27

Appendix 3 - Final 2026/27 School Formula Allocations for Primary and Secondary Schools

Appendix 1 – DSG Allocations 2025/26 and 2026/27

	2025/26 ACTUAL				YEAR ON YEAR CHANGE		
	Units/Rate	Funding £'000	Units/Rate	Funding £'000	£'000	%	Notes
Schools Block (SB):							
Primary Unit of Funding (PUF)	£5,568.74		£5,850.27		£281.53		Confirmed
Primary Pupil numbers & funding	13,102	72,962	12,723	74,433	1,471	2.00%	Confirmed
Secondary Unit of Funding (SUF)	£7,382.34		£7,744.14		£361.80		Confirmed
Secondary Pupil numbers & funding	8,192	60,476	8,114	62,836	2,360	3.90%	Confirmed
Premises		1,666		1,781	115	6.90%	Confirmed
TOTAL SB excl. Growth	135,104		139,053		3,949	2.90%	
Growth Funding Factor		765		728	-37	-4.80%	Confirmed
TOTAL SB		135,870		139,778	3,908	2.90%	
Central School Services Block (CSSB):							
Unit of Funding	£45.70		£50.64		£4.94		Confirmed
Pupil Numbers	21,294	973	2,837	1,055	82	8.40%	Confirmed
Historic Commitments		178		143	-35	-20.00%	Confirmed (Planned reduction by DfE)
TOTAL CSSB		1,151		1,198	47	4.10%	
High Needs Block (HNB):							
Formula		33,169		36,193	3,024	9.10%	Confirmed
Hospital & AP pay grants		332		359	27	8.10%	Confirmed
Place Funding Unit of Funding	£4,913.23		£3,213.63		(£1,699.60)		Confirmed
Place Numbers	495.5	2,439	464	1,492	-947	-38.80%	Confirmed
Import/Export Adjustment		-2,700		-2,946	-246	-9.10%	Based on Oct 24 census & Jan 25 ILR
Additional HN Funding		144		16	-128	-88.90%	
Total HNB		33,385		35,114	1,729	5.20%	
Early Years Block (EYB):							
3- & 4-Year-Old Funding Rate	£6.86		£7.30		£0.44		Confirmed
3- & 4-year-olds numbers & funding	3,512	13,734	3,397	14,133	399	2.90%	termly census
2-Year-Old Funding Rate	£10.02		£10.18		£0.16		Confirmed
2-Year-old numbers & funding	1,138	6,497	1,452	8,426	1,929	29.70%	termly census
Under 2-Year-Old Funding Rate	£13.76		£14.03		£0.27		Confirmed
Under 2-Year-Old numbers & funding	951	7,459	1,150	9,198	1,739	23.30%	termly census
Pupil Premium		223		329	106		termly census
Disabled Access Fund		120		130	10		
Maintained Nursey Grant		1,041		966	-75		termly census
Total EYB		29,074		33,182	4,108	14.10%	
TOTAL ALL BLOCKS		199,480		209,272	9,792	4.90%	

Appendix 2 – Agreed Formula Factors and Values 2025/26 to 2026/27

	2024/25		2025/26		2026/27			
Formula Elements	NFF with ACA	Reading Final	Reading NFF with ACA	Reading Final	Reading NFF with ACA	Reading Proposed	Note	
Basic Entitlement								
Primary	£3,690.45	£3,653.48	£3,986.34	£3,966.03	£4,211.12	£4,161.22	NFF with ACA - reduced by 1.2%	
Secondary - KS3	£5,203.09	£5,150.97	£5,618.38	£5,573.08	£5,891.83	£5,822.01		
Secondary - KS4	£5,865.14	£5,806.39	£6,334.41	£6,283.33	£6,642.04	£6,563.33		
Deprivation								
Free School Meals - Pri & Sec	£507.67	£507.67	£512.93	£512.93	£523.28	£523.28	As per NFF with ACA	
Free School Meals Ever 6 - Pri	£849.57	£849.57	£1,098.39	£1,098.39	£1,253.80	£1,253.80		
Free School Meals Ever 6 - Sec	£1,243.27	£1,243.27	£1,611.32	£1,611.32	£1,787.45	£1,787.45		
IDACI Band A - Primary	£704.52	£704.52	£709.81	£709.81	£725.34	£725.34		
IDACI Band B - Primary	£533.57	£533.57	£538.83	£538.83	£549.19	£549.19		
IDACI Band C - Primary	£502.49	£502.49	£507.75	£507.75	£518.10	£518.10		
IDACI Band D - Primary	£461.05	£461.05	£461.12	£461.12	£471.47	£471.47		
IDACI Band E - Primary	£295.28	£295.28	£295.32	£295.32	£300.50	£300.50		
IDACI Band F - Primary	£243.47	£243.47	£243.51	£243.51	£248.69	£248.69		
IDACI Band A - Secondary	£979.08	£979.08	£984.41	£984.41	£1,005.11	£1,005.11		
IDACI Band B - Secondary	£766.68	£766.68	£771.98	£771.98	£787.51	£787.51		
IDACI Band C - Secondary	£714.88	£714.88	£720.17	£720.17	£735.70	£735.70		
IDACI Band D - Secondary	£652.72	£652.72	£658.00	£658.00	£673.53	£673.53		
IDACI Band E - Secondary	£466.23	£466.23	£466.30	£466.30	£476.65	£476.65		
IDACI Band F - Secondary	£352.26	£352.26	£352.31	£352.31	£357.49	£357.49		
Prior Attainment								
Primary	£1,212.19	£1,212.19	£1,217.56	£1,217.56	£1,243.44	£1,243.44	As per NFF with ACA	
Secondary	£1,839.01	£1,839.01	£1,849.65	£1,849.65	£1,891.07	£1,891.07		
English as an Additional Language								
Primary	£611.28	£611.28	£616.55	£616.55	£632.08	£632.08	As per NFF with ACA	
Secondary	£1,642.16	£1,642.16	£1,652.77	£1,652.77	£1,689.01	£1,689.01		
Mobility								
Primary	£994.62	£994.62	£999.95	£999.95	£1,020.66	£1,020.66	As per NFF with ACA	
Secondary	£1,429.76	£1,429.76	£1,435.16	£1,435.16	£1,466.22	£1,466.22		
Lump Sum	£139,246.46	£139,246.46	£150,355.52	£150,355.52	£158,227.74	£158,227.74		
Split sites basic eligibility	£55,636.42	£55,636.42	£55,955.88	£55,955.88	£57,094.62	£57,094.62		
Split sites distance funding	£27,870.01	£27,870.01	£27,977.94	£27,977.94	£28,599.12	£28,599.12		
Minimum Per Pupil Level								
Primary	£4,610.00		£4,955.00		£5,115.00		As per NFF	
Secondary	£5,771.00		£6,465.00		£6,640.00			
(KS3 Only School)	£6,331.00		£6,221.00		£6,388.00			
(KS4 Only School)	£5,995.00		£6,831.00		£7,018.00			
Max. Minimum Funding Guarantee	0.50%		0.00%		0.00%		Local Decision between -.5% & 0%	

Appendix 3 – School Formula Allocations for Primary and Secondary Schools 2026/27

School Name	2025-2026 Actual Allocation					2026-27 Indicative Allocation			Overall Change between 2025-26 and 2026-27			
	2025-26 Post MFG Budget	2025-26 NOR	2025-26 MFG per pupil Budget (A)	2025-26 Grants	Adjusted 2025-26 Allocation	2026-27 Post MFG Budget	2026-27 NOR	2026-27 MFG per pupil Budget (B)	Total Variance	% Change Year-on-year	Per Pupil variance (B - A)	% Increase Y-on-Y per Pupil
Alfred Sutton Primary School	£3,175,439	624	£5,089	£92,492	£3,267,931	£3,257,472	614	£5,305	(£10,458)	(0.32%)	£216	4.25%
Caversham Primary School	£2,043,084	405	£5,045	£54,481	£2,097,565	£2,149,402	413	£5,204	£51,837	2.47%	£160	3.17%
Coley Primary School	£1,247,037	205	£6,083	£33,383	£1,280,420	£1,294,549	203	£6,377	£14,130	1.10%	£294	4.83%
E P Collier Primary School	£2,190,003	379	£5,778	£60,473	£2,250,476	£2,021,157	335	£6,033	(£229,318)	(10.19%)	£255	4.41%
Geoffrey Field Junior School	£2,078,018	352	£5,903	£60,020	£2,138,038	£2,231,959	358	£6,235	£93,920	4.39%	£331	5.61%
Geoffrey Field Infant School	£1,603,509	257	£6,239	£42,657	£1,646,166	£1,653,407	257	£6,433	£7,241	0.44%	£194	3.11%
Oxford Road Community School	£1,246,504	202	£6,171	£36,746	£1,283,250	£1,364,302	205	£6,655	£81,052	6.32%	£484	7.85%
Redlands Primary School	£1,148,623	193	£5,951	£31,883	£1,180,506	£1,139,231	183	£6,225	(£41,275)	(3.50%)	£274	4.60%
The Hill Primary School	£1,998,639	393	£5,086	£52,596	£2,051,235	£2,133,975	407	£5,243	£82,740	4.03%	£158	3.10%
The Ridgeway Primary School	£2,389,900	385	£6,208	£66,118	£2,456,018	£2,318,043	352	£6,585	(£137,974)	(5.62%)	£378	6.09%
Park Lane Primary School	£2,078,344	385	£5,398	£57,912	£2,136,256	£2,188,739	387	£5,656	£52,483	2.46%	£257	4.77%
Wilson Primary School	£2,202,463	409	£5,385	£60,859	£2,263,322	£2,360,904	413	£5,716	£97,581	4.31%	£331	6.16%
Emmer Green Primary School	£2,101,452	417	£5,039	£55,342	£2,156,794	£2,178,982	419	£5,200	£22,188	1.03%	£161	3.19%
Southcote Primary School	£2,939,198	551	£5,334	£84,464	£3,023,662	£3,013,408	534	£5,643	(£10,254)	(0.34%)	£309	5.79%
St Michael's Primary School	£2,259,238	391	£5,778	£65,396	£2,324,634	£2,259,842	366	£6,174	(£64,792)	(2.79%)	£396	6.86%
Moorlands Primary School	£1,721,291	284	£6,061	£53,001	£1,774,292	£1,708,743	267	£6,400	(£65,549)	(3.69%)	£339	5.59%
Thameside Primary School	£1,899,974	344	£5,523	£56,234	£1,956,208	£1,833,798	316	£5,803	(£122,411)	(6.26%)	£280	5.07%
Katesgrove Primary School	£3,272,618	605	£5,409	£89,445	£3,362,063	£3,441,065	610	£5,641	£79,002	2.35%	£232	4.29%
Caversham Park Primary School	£716,678	115	£6,232	£18,783	£735,461	£653,418	91	£7,180	(£82,043)	(11.16%)	£948	15.22%
Micklands Primary School	£1,790,458	319	£5,613	£51,870	£1,842,328	£1,761,281	294	£5,991	(£81,046)	(4.40%)	£378	6.74%
Manor Primary School	£1,738,572	287	£6,058	£52,318	£1,790,890	£1,686,330	263	£6,412	(£104,560)	(5.84%)	£354	5.85%
All Saints Church of England Aided Infant	£448,886	60	£7,481	£11,657	£460,543	£462,463	60	£7,708	£1,920	0.42%	£226	3.02%
St Anne's Catholic Primary School	£890,387	146	£6,099	£25,326	£915,713	£943,630	147	£6,419	£27,916	3.05%	£321	5.26%
English Martyrs' Catholic Primary School	£2,094,833	389	£5,385	£57,476	£2,152,309	£2,071,383	366	£5,660	(£80,926)	(3.76%)	£274	5.09%
Christ The King Catholic Primary School	£1,756,585	285	£6,163	£55,244	£1,811,829	£1,811,247	278	£6,515	(£582)	(0.03%)	£352	5.71%
St Martin's Catholic Primary School	£801,334	136	£5,892	£21,855	£823,189	£802,576	128	£6,270	(£20,613)	(2.50%)	£378	6.41%
Whitley Park Primary and Nursery School	£2,898,149	476	£6,089	£84,731	£2,982,880	£2,818,596	440	£6,406	(£164,284)	(5.51%)	£317	5.21%
Blessed Hugh Faringdon Catholic School	£6,813,800	929	£7,335	£154,519	£6,968,319	£7,077,408	918	£7,710	£109,089	1.57%	£375	5.11%
All Saints Junior School	£585,369	94	£6,227	£16,052	£601,421	£641,455	97	£6,613	£40,034	6.66%	£386	6.19%
Meadow Park Academy	£1,958,722	330	£5,936	£59,108	£2,017,830	£1,824,931	292	£6,250	(£192,900)	(9.56%)	£314	5.29%
Battle Primary Academy	£2,229,399	402	£5,546	£64,725	£2,294,124	£2,422,252	416	£5,823	£128,127	5.59%	£277	4.99%
The Palmer Primary Academy	£2,193,995	386	£5,684	£61,792	£2,255,787	£2,416,824	398	£6,072	£161,037	7.14%	£388	6.84%
Civitas Academy	£2,186,083	390	£5,605	£57,595	£2,243,678	£2,239,632	383	£5,848	(£4,047)	(0.18%)	£242	4.32%
The Heights Primary School	£1,818,321	363	£5,009	£48,792	£1,867,113	£1,837,723	355	£5,177	(£29,390)	(1.57%)	£168	3.34%
Ranikhet Academy	£1,273,958	201	£6,338	£38,378	£1,312,336	£1,209,616	180	£6,720	(£102,720)	(7.83%)	£382	6.03%
New Town Primary School	£2,159,292	385	£5,609	£58,710	£2,218,002	£2,241,697	382	£5,868	£23,695	1.07%	£260	4.63%
Churchend Primary Academy	£2,186,985	409	£5,347	£62,139	£2,249,124	£2,100,398	376	£5,586	(£148,727)	(6.61%)	£239	4.47%
St Mary & All Saints Church of England	£1,991,240	326	£6,108	£54,072	£2,045,312	£1,912,021	288	£6,639	(£133,291)	(6.52%)	£531	8.69%
Green Park Village Primary Academy	£1,439,195	247	£5,827	£36,679	£1,475,874	£1,742,795	293	£5,948	£266,921	18.09%	£121	2.08%
New Christ Church Church of England	£1,155,294	199	£5,805	£31,756	£1,187,050	£1,113,325	179	£6,220	(£73,726)	(6.21%)	£414	7.13%
St John's Church of England Primary School	£2,290,350	411	£5,573	£62,605	£2,352,955	£2,373,426	413	£5,747	£20,472	0.87%	£174	3.13%
UTC Reading	£1,212,013	140	£8,657	£27,573	£1,239,586	£1,215,188	124	£9,800	(£24,398)	(1.97%)	£1,143	13.20%
Maiden Erlegh School in Reading	£6,668,907	885	£7,535	£150,534	£6,819,441	£7,063,529	895	£7,892	£244,089	3.58%	£357	4.73%
The WREN School	£6,364,418	834	£7,631	£139,769	£6,504,187	£6,359,221	786	£8,091	(£144,966)	(2.23%)	£459	6.02%
Reading Girls' School	£6,873,302	906	£7,586	£151,784	£7,025,086	£6,992,003	887	£7,883	(£33,084)	(0.47%)	£296	3.91%
River Academy	£2,122,568	289	£7,345	£51,786	£2,174,354	£3,746,523	479	£7,822	£1,572,170	72.31%	£477	6.50%
Hightown School and Sixth Form Centre	£8,128,670	1,212	£6,707	£180,789	£8,309,459	£8,543,437	1,217	£7,020	£233,979	2.82%	£313	4.67%
Reading School	£4,905,672	753	£6,515	£111,026	£5,016,698	£5,111,106	764	£6,690	£94,408	1.88%	£175	2.69%
King's Academy Prospect	£8,631,168	1,058	£8,158	£193,470	£8,824,638	£8,311,104	966	£8,604	(£513,534)	(5.82%)	£446	5.46%
Kendrick School	£4,177,644	641	£6,517	£95,292	£4,272,936	£4,315,953	641	£6,733	£43,017	1.01%	£216	3.31%
Hartland High School	£5,472,078	651	£8,406	£120,510	£5,592,588	£4,826,427	542	£8,905	(£766,161)	(13.70%)	£499	5.94%
Primary Total	£74,199,420	13,137	£5,648	£2,085,165	£76,284,585	£75,635,999	12,758	£5,929	(£648,587)	(0.85%)	£280	4.96%
Secondary Total	£61,370,240	8,298	£7,396	£1,377,052	£62,747,292	£63,561,899	8,219	£7,734	£814,607	1.30%	£338	4.57%
Total	£135,569,660	21,435	£6,325	£3,462,217	£139,031,877	£139,197,898	20,977	£6,636	£166,021	0.12%	£311	4.92%

This page is intentionally left blank

Appendix 7a - General Fund Capital Programme 2025/26 - 2030/31

Scheme Name	2025/26 Forecast			2026/27 Forecast			2027/28 Forecast			2028/29 Forecast			2029/30 Forecast			2030/31 Forecast		
	Spend (£,000's)	Funding (£,000's)	Net (£,000's)															
Community & Adult Social Care																		
Adult Social Care																		
ASC Digital Transformation	166	-	166	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Co-located profound and multiple learning disabilities day opportunities and respite facility and sheltered housing flats	6,869	-	6,869	400	-	400	964	(6)	958	411	-	411	-	-	-	-	-	-
Adult Social Care - Sub Total	7,035	-	7,035	400	-	400	964	(6)	958	411	-	411	-	-	-	-	-	-
Housing & Communities																		
Provision of Gypsy & Traveller Accommodation	-	-	-	-	-	-	-	-	-	3,455	-	3,455	-	-	-	-	-	-
Harden Public Open Spaces to Prevent Illegal Encampments	60	-	60	25	-	25	25	-	25	25	-	25	25	-	25	25	-	25
Other Housing Minor Schemes	100	(100)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Green Homes Scheme - GF element	40	(40)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Disabled Facilities Grants (Private Sector)	1,788	(1,788)	-	1,197	(1,197)	-	1,197	(1,197)	-	1,197	(1,197)	-	1,197	(1,197)	-	1,197	(1,197)	-
Foster Care Extensions	529	-	529	200	-	200	-	-	-	-	-	-	-	-	-	-	-	-
Private Sector Renewals	323	-	323	300	-	300	300	-	300	300	-	300	300	-	300	300	-	300
Housing & Communities - Sub Total	2,840	(1,928)	912	1,722	(1,197)	525	1,522	(1,197)	325	4,977	(1,197)	3,780	1,522	(1,197)	325	1,522	(1,197)	325
Community & Adult Social Care - Total	9,875	(1,928)	7,947	2,122	(1,197)	925	2,486	(1,203)	1,283	5,388	(1,197)	4,191	1,522	(1,197)	325	1,522	(1,197)	325
Children's Services																		
Pinecroft-Children who have complex health, physical,sensory,disabilities & challenging behaviour	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cressingham- Community Short Breaks Provision	3	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Provision of additional Children's Homes	1,429	-	1,429	200	-	200	-	-	-	-	-	-	-	-	-	-	-	-
Children's Home for Children with Disabilities	-	-	-	1,138	-	1,138	-	-	-	-	-	-	-	-	-	-	-	-
Early Years increase to 30 hours provision	264	(264)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Children's Services - Total	1,698	(264)	1,434	1,338	-	1,338	-	-	-	-	-	-	-	-	-	-	-	-
Economic Growth and Neighbourhood Services																		
Planning, Transportation & Public Protection																		
Air Quality Monitoring	142	(22)	120	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Active Travel Tranche 2	1,191	(1,191)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Active Travel Tranche 3	2,069	(2,069)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Active Travel Tranche 4	50	(50)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Active Travel Tranche 4 extension	50	(50)	-	508	(508)	-	-	-	-	-	-	-	-	-	-	-	-	-
Active Travel Tranche 5	207	(207)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consolidated Active Travel Fund	489	(489)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Berkshire Coroner's Removals	25	(10)	15	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bus Service Improvement	4,639	(4,639)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Local Transport Plan Development	2,206	(2,206)	-	900	(900)	-	989	(989)	-	400	(400)	-	400	(400)	-	400	(400)	-
Reading West Station	143	(143)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
South Reading MRT (Phases 3 & 4)	4	(4)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Town Centre Street Trading Infrastructure	70	-	70	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Construction of Green Park Station	7	(7)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CIL Local Funds - Community	99	(99)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
S106 individual schemes list	780	(780)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Defra Air Quality Grant - Bus Retrofit	369	(369)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Defra Air Quality Grant - Go Electric Reading	18	(18)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electric Vehicle Charging Points	866	(866)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Zero Emission Bus Regional Areas (ZEBRA) grant to RTL	2,725	(2,725)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Air Quality Grant - AQ sensors awareness & behaviour change	15	(15)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transport Demand Management Scheme	-	-	-	-	-	-	-	-	-	600	(600)	-	-	-	-	-	-	-
Planning, Transportation & Public Protection - Sub Total	16,164	(15,959)	205	1,408	(1,408)	-	989	(989)	-	1,000	(1,000)	-	400	(400)	-	400	(400)	-

Scheme Name	2025/26 Forecast			2026/27 Forecast			2027/28 Forecast			2028/29 Forecast			2029/30 Forecast			2030/31 Forecast		
	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)
Culture																		
Leisure Centre Enhancement	1,299	-	1,299	976	-	976	308	-	308	217	-	217	581	-	581	478	-	478
Hexagon Investment	-	-	-	50	-	50	65	-	65	-	-	-	-	-	-	-	-	-
Levelling Up Delivery Plan - New performance space at the Hexagon Theatre	6,493	(6,303)	190	9,851	-	9,851	-	-	-	-	-	-	-	-	-	-	-	-
Levelling Up Delivery Plan - New Reading Library at the Civic Centre	8,731	(5,929)	2,802	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Abbey Quarter restoration works	30	(30)	-	89	(89)	-	-	-	-	-	-	-	-	-	-	-	-	-
High Street Heritage Action Zone	86	-	86	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Berkshire Record Office - extension of storage space	362	-	362	10	-	10	-	-	-	-	-	-	-	-	-	-	-	-
New Directions Ways into work	52	(52)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Whitley Wood Pavilion	311	(199)	112	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Library Improvement Works (ACE Fund)	250	(250)	-	155	(155)	-	-	-	-	-	-	-	-	-	-	-	-	-
Culture - Sub Total	17,614	(12,763)	4,851	11,131	(244)	10,887	373	-	373	217	-	217	581	-	581	478	-	478
Environmental & Commercial Services																		
Playground equipment and Refreshment: Boroughwide	372	(350)	22	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Kenavon Drive Landscape	25	(25)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Victoria Re	15	(15)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Thames Path works in Kingsmeadow	154	(154)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Restoration of historic eastern wall at Caversham Court Gardens	20	(20)	-	408	(191)	217	-	-	-	-	-	-	-	-	-	-	-	-
Restoration of historic western wall at Caversham Court Gardens	-	-	100	-	100	700	-	700	128	-	128	-	-	-	-	-	-	-
Ecological Works	21	(21)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
John Rabson skatepark	345	(65)	280	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tree Planting	56	(4)	52	125	-	125	150	-	150	200	-	200	50	-	50	50	-	50
Highways Infrastructure Programme	5,806	(2,039)	3,767	3,542	(2,873)	669	2,677	(2,677)	-	2,941	(2,941)	-	3,955	(3,955)	-	1,838	(1,838)	-
Chestnut Walk Improvements	29	(23)	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CIL Local Funds - Heritage and Culture	94	(94)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CIL Local Funds - Leisure and Play	512	(512)	-	100	(100)	-	-	-	-	-	-	-	-	-	-	-	-	-
CIL Local Funds - Transport	1,345	(1,345)	-	602	(602)	-	326	(326)	-	326	(326)	-	326	(326)	-	326	(326)	-
Highway Traffic Signals	626	(561)	65	-	-	-	350	-	350	350	-	350	350	-	350	350	-	350
Streetlighting Investment	753	(753)	-	493	-	493	890	(700)	190	700	(700)	-	207	(207)	-	-	-	-
Pedestrian Defined Urban Pocket Gardens	41	-	41	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pedestrian handrails	52	-	52	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pumping Station Upgrade Scheme (new)	14	-	14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reading Station Subway	10	(10)	-	-	-	250	-	250	-	-	-	-	-	-	-	-	-	-
Safe and People Friendly Streets and Spaces	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Car Park Investment Programme (inc P&D, Red Routes & Equipment)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Network Management Programme	303	(303)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Digitised TRO's	300	-	300	169	-	169	-	-	-	-	-	-	-	-	-	-	-	-
Eastern Area Access Works	-	-	-	199	(199)	-	-	-	-	-	-	-	-	-	-	-	-	-
Local Traffic Management and Road Safety Schemes	126	(126)	-	1,125	(575)	550	500	(150)	350	500	(150)	350	150	(150)	-	150	(150)	-
Oxford Road Corridor Works	216	(216)	-	660	(660)	-	-	-	-	-	-	-	-	-	-	-	-	-
Traffic Management Schools	94	(94)	-	300	(300)	-	100	(100)	-	100	(100)	-	100	(100)	-	100	(100)	-
Western Area Access Works	-	-	-	128	(128)	-	-	-	-	-	-	-	-	-	-	-	-	-
Vehicle Maintenance Workshop	5	-	5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Replacement Vehicles	506	-	506	1,570	-	1,570	2,991	-	2,991	3,681	-	3,681	677	-	677	-	-	-
Environmental & Commercial Services - Sub Total	11,640	(6,730)	5,110	9,771	(5,628)	4,143	8,684	(3,953)	4,731	8,926	(4,217)	4,709	5,815	(4,738)	1,077	2,464	(2,414)	50
Property & Asset Management																		
The Heights Permanent Site Mitigation	67	-	67	335	(297)	38	-	-	-	-	-	-	-	-	-	-	-	-
Corporate and Community Buildings	775	-	775	3,276	-	3,276	3,800	-	3,800	1,000	-	1,000	1,000	-	1,000	1,000	-	1,000
Reading Cemetery Archway - Structural Conservation Works	-	-	-	600	-	600	100	-	100	-	-	-	-	-	-	-	-	-
1 Dunsfold Fitout for BFIC Family Contact Centre - Development for Community Use	22	(19)	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Katesgrove Community and YOS Refurbishment - Development for Community Use	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Maintenance & Enhancement of Council Properties	150	-	150	-	-	-	8,650	-	8,650	-	-	-	596	-	596	-	-	-
Acre Business Park	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property & Asset Management - Sub Total	1,014	(19)	995	4,211	(297)	3,914	12,550	-	12,550	1,596	-	1,596	1,000	-	1,000	1,000	-	1,000
Management & Sustainability																		
Salix Decarbonisation Fund	654	-	654	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporate Solar Programme	396	(12)	384	1,557	-	1,557	-	-	-	-	-	-	-	-	-	-	-	-
Management and Sustainability - Sub Total	1,050	(12)	1,038	1,557	-	1,557	-	-	-									
Economic Growth and Neighbourhood Services Total	47,682	(35,483)	12,199	28,078	(7,577)	20,501	22,596	(4,942)	17,654	11,739	(5,217)	6,522	7,796	(5,138)	2,658	4,342	(2,814)	1,528

Scheme Name	2025/26 Forecast			2026/27 Forecast			2027/28 Forecast			2028/29 Forecast			2029/30 Forecast			2030/31 Forecast		
	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)
Resources																		
IT Future Operating Model	1,249	-	1,249	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ICT Tech Refresh	954	-	954	378	-	378	799	-	799	458	-	458	477	-	477	377	-	377
Cremator Procurement	708	-	708	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Works to Henley Road Cemetery & Crematorium	-	-	-	198	-	198	198	-	198	198	-	198	198	-	198	198	-	198
Burial Chambers	55	-	55	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Additional Burial Space	26	-	26	313	-	313	1,416	-	1,416	1,382	-	1,382	-	-	-	-	-	-
Cemetery Land Acquisition	-	-	-	2,500	-	2,500	-	-	-	-	-	-	-	-	-	-	-	-
Resources Total	2,992	-	2,992	3,389	-	3,389	2,413	-	2,413	2,038	-	2,038	675	-	675	575	-	575
Economic Growth and Neighbourhood Services (Education Schemes)																		
Additional School Places - Contingency	-	-	-	1,288	(1,288)	-	-	-	-	-	-	-	-	-	-	-	-	-
DFC	246	(246)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SEN Provision - Avenue Centre	44	(44)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Asset Management	497	(497)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Civitas- Synthetic Sports Pitch	24	(24)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Crescent Road Playing Field Improvements	-	-	-	121	(121)	-	-	-	-	-	-	-	-	-	-	-	-	-
Critical Reactive Contingency: Health and safety (Schools)	300	(300)	-	200	(200)	-	200	(200)	-	200	(200)	-	269	(269)	-	-	-	-
Fabric Condition Programme	2,287	(2,287)	-	1,677	(1,677)	-	1,612	(1,612)	-	1,612	(1,612)	-	-	-	-	-	-	-
Green Park Primary School	60	(60)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Heating and Electrical Renewal Programme	37	(37)	-	2,391	(2,391)	-	-	-	-	-	-	-	-	-	-	-	-	-
Initial Visibility work for the Free School at Richfield Avenue	1	(1)	-	28	(28)	-	-	-	-	-	-	-	-	-	-	-	-	-
Modular Buildings Review	-	-	-	355	(355)	-	798	(798)	-	-	-	-	-	-	-	-	-	-
Dee Park Regeneration - Housing Infrastructure Fund (school)	827	(827)	-	6,153	(6,153)	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Sector Decarbonisation Funds - School Estate Double Glazing Programme	289	(289)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SCD Units	25	(25)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Schools - Fire Risk Assessed remedial Works	210	(210)	-	163	(163)	-	-	-	-	-	-	-	-	-	-	-	-	-
SEN High Needs provision capital allocations	5,254	(5,254)	-	5,302	(5,302)	-	2,120	(2,120)	-	6,000	(6,000)	-	2,350	(2,350)	-	-	-	-
The Heights Temporary School	351	(351)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Park Lane Primary School Annexe Replacement	550	(550)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic Growth and Neighbourhood Services (Education Schemes) Total	11,002	(11,002)	-	17,678	(17,678)	-	4,730	(4,730)	-	7,812	(7,812)	-	2,619	(2,619)	-	-	-	-
Corporate																		
Delivery Fund (Pump priming for Transformation projects)	2,927	-	2,927	1,500	-	1,500	1,500	-	1,500	1,500	-	1,500	1,500	-	1,500	1,500	-	1,500
Oracle Shopping Centre capital works	100	-	100	100	-	100	100	-	100	100	-	100	100	-	100	100	-	100
Minster Quarter - Brownfield Land Grant Element	-	-	-	2,000	(2,000)	-	-	-	-	-	-	-	-	-	-	-	-	-
Minster Quarter	478	-	478	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporate Total	3,505	-	3,505	3,600	(2,000)	1,600	1,600	-	1,600									
General Fund Total	76,754	(48,677)	28,077	56,205	(28,452)	27,753	33,825	(10,875)	22,950	28,577	(14,226)	14,351	14,212	(8,954)	5,258	8,039	(4,011)	4,028

This page is intentionally left blank

Appendix 7b - HRA Capital Programme 2025/26 - 2030/31

Scheme Name	2025/26 Forecast			2026/27 Forecast			2027/28 Forecast			2028/29 Forecast			2029/30 Forecast			2030/31 Forecast		
	Spend (£,000's)	Funding (£,000's)	Net (£,000's)															
Disabled Facilities Grants	675	-	675	709	-	709	600	-	600	600	-	600	600	-	600	600	-	600
Major Repairs - Existing Homes Renewal & Zero Carbon Retrofit works	11,324	-	11,324	25,645	-	25,645	11,294	-	11,294	9,900	-	9,900	9,900	-	9,900	9,900	-	9,900
Acquisitions from Homes for Reading	11,355	-	11,355	9,450	-	9,450	6,615	-	6,615	-	-	-	-	-	-	-	-	-
Single Homelessness Accommodation Programme (SHAP)	371	-	371	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Homes Provided under Local Authority Housing Fund	3,137	(821)	2,316	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Local authority new build programme for Older people and vulnerable adults	16,106	(4,295)	11,811	13,939	(13,207)	732	19,912	-	19,912	3,982	(2,170)	1,812	-	-	-	-	-	-
New Build & Acquisitions - Phase 2 - 4	21,515	(6,073)	15,442	17,567	(1,120)	16,447	36,315	(20,529)	15,786	48,102	(7,602)	40,500	6,511	(2,550)	3,961	-	-	-
Grand Total	64,483	(11,189)	53,294	67,310	(14,327)	52,983	74,736	(20,629)	54,207	62,584	(9,772)	52,812	17,011	(2,550)	14,461	10,500	-	10,500

This page is intentionally left blank

Appendix 8 - Flexible Capital Receipts Strategy

1. Background

- 1.1 Local authorities are limited in their ability to utilise capital receipts (the disposal proceeds from the sale of fixed assets or repayment of loans for capital purposes). Statutory guidance issued under s15(1) of the Local Government Act 2003 by the Ministry of Housing, Communities and Local Government (as amended) generally precludes capital receipts being used to fund revenue expenditure and requires them to be applied to either fund capital expenditure or repay debt. The Act also requires local authorities to have regard to other guidance as directed by the Secretary of State – this currently includes the following guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA).
 - The Prudential Code for Capital Finance in Local Authorities; and
 - The Code of Practice on Local Authority Accounting.
- 1.2 Since 2016 the Government has relaxed the above regulations allowing the use of capital receipts to fund revenue expenditure “that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs or improve the quality of service delivery in future years”. The latest guidance issued in March 2025 confirms this extends until 31 March 2030 and removes the former restriction that limited the use of the flexibility to statutory redundancy costs only which enables the Council to take forward any transformation and invest-to-save projects.
- 1.3 In order for revenue expenditure to be funded from the flexible use of capital receipts, a strategy is required for each financial year that:
 - Lists each project that plans to make use of the capital receipts flexibility, listing any element of funding towards the project that is funded from other sources;
 - Contains details on projects approved in previous years, including commentary on whether the planned savings or service transformation have been /are being realised in line with the initial cost-benefit analysis;
 - Be approved by Full Council prior to the start of the relevant financial year; and
 - Identify any subsequent changes during the year subject to approval by Full Council.
- 1.4 This document sets out the Council’s Flexible Capital Receipts Strategy, updating the plan since last considered by Council in February 2025 and details the individual projects which have and are planned to be funded from the flexible use of capital receipts in accordance with the above requirements.

2. Savings

- 2.1 The Medium Term Financial Strategy 2026/27-2028/29 contains £13.215m of savings and £2.757m of additional income proposed to be delivered over the forthcoming three years.
- 2.2 This strategy and investment proposals support the delivery of those savings or mitigate future additional spending pressures that would otherwise materialise. The cost of investing in making

these savings is included within the General Fund Capital Programme and is, under regulations, funded from the use of capital receipts.

3. Delivery Fund

3.1 A report to Council on 26th June 2018 established the Delivery Fund and set out in detail how the £13.576m then allocated for the Delivery Fund would be invested. It included:

- Capacity to set up and deliver the Council's programme of change and transformation; and
- Resources to deliver specific savings.

3.2 Further reports to Council in February of each subsequent year have described how the Delivery Fund had been invested to date and provided a summary of Delivery Fund allocation from its inception in 2017/18 until the end of the planning period covered at the time.

3.3 The table below summarises the forecast budgets and historic actual spend by the Delivery Fund from positions previously presented to Members.

Table 1. Current Delivery Fund to 31st March 2026

	Prior Years (£000)	2024/25 (£000)	2025/26 (£000)	Total (£000)
February 2025				
Capital Receipts Strategy (Allocated)	18,586	3,097	1,500	23,183
Contingency (Unallocated)	0	46	0	46
Total	18,586	3,143	1,500	23,229
February 2026				
Capital Receipts Strategy (Allocated)	18,586	1,716	2,801	23,096
Contingency (Unallocated)	0	0	126	133
Total	18,586	1,716	2,927	23,229

3.4 The change in forecast spend between February 2025 and February 2026 includes the roll forward of underspends from 2024/25, and further re-phasing of 2025/26 budgets together with new spend proposals being approved and others being identified as no longer required.

3.5 There is currently £0.126m of unallocated contingency available to fund future delivery fund bids in 2025/26. Any additional bids approved in 2025/26 will reduce the amount of unallocated contingency to roll forward into 2026/27.

3.6 The Flexible Capital Receipts Strategy for 2026/27 has been updated to include an expectation that any investment from the Delivery Fund should be recovered by at least an equivalent resulting saving over the current Medium Term Financial Strategy period (2026/27-2028/29).

3.7 The Director of Finance has reviewed the current forecast for usable capital receipts and has allocated an initial £1.500m each year for 2026/27-2029/30 to be made available for the Delivery Fund. These allocations will be reviewed in line with updated capital receipt forecasts and other financing requirements, and any changes will be reported to Policy Committee as part of the quarterly Performance & Monitoring Reports.

3.8 The following table sets out the future year Delivery Fund allocations, excluding any amounts to be rolled forward from 2025/26 (which will be confirmed as part of the Quarter 4 Performance Report when the 2025/26 actual position will crystallise):

Table 2. Proposed Delivery Fund 2026/27-2029/30

	2026/27 (£000)	2027/28 (£000)	2028/29 (£000)	2029/30 (£000)
Capital Receipts Strategy (Allocated)	0	0	0	0
Contingency (Unallocated)	1,500	1,500	1,500	1,500
Total	1,500	1,500	1,500	1,500

3.9 Annex A to this Strategy contains a list of all individual Delivery Fund allocations.

Annex A to Flexible Capital Receipts Strategy - Delivery Fund Allocations

Description	Resource Required	Prior Year Actuals (£000)	2025/26 Budget (£000)	2026/27 Proposed Budget (£000)	2027/28 Proposed Budget (£000)	2028/29 Proposed Budget (£000)	2029/30 Proposed Budget (£000)	2017-2030 Total (£000)
Resources used for the facilitation of the delivery of the Programme wide savings	Strategic Lead for Transformation Project Support Programme Officer	261 16 103	- - -	- - -	- - -	- - -	- - -	261 16 103
Changes to Adult Social Care Front Door; Group Home Rental Increase. Also supports delivery of CSS Digitisation savings and Review and Right Sizing Care Packages & Stretch Targets	Transformation Project Manager 1	198	-	-	-	-	-	198
Transformation of wellbeing; ASC Restructure	Transformation Project Manager 2	112	-	-	-	-	-	112
Effective Utilisation of Extra Care; Learning Disabilities (Operations Team); Development of Home Care; VCS Development and Commissioning. Also supports wider digitisation & efficiency and Changes to the Adult Social Care Front Door	Transformation Project Manager 3	144	-	-	-	-	-	144
Deputies - Review the charging policy; FAB Team Fees & Charges & Stretch Target; Increased usage of Assistive Technology and Equipment; Increased usage of Direct Payments	Transformation Project Manager 4	102	-	-	-	-	-	102
Review and Right Sizing Care Packages & Stretch Targets Investment to secure ongoing savings	Social Workers X6 (S117, LDX2, MH, OP, PD) Social Workers X6 (S117, LDX2, MH, OP, PD) extension	676 20	- -	- -	- -	- -	- -	676 20
Reducing Adult Social Care contracts spend	Commissioning Capacity at Senior Level	190	-	-	-	-	-	190
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice - accommodation pathway Consultancy advice for service shaping Senior Transformation Manager	79 30 177	- -	- -	- -	- -	- -	79 30 177
Workforce consultancy & Training Programmes (Partners for change)	Workforce consultancy & Training Programmes (Partners for change)	123	-	-	-	-	-	123
Transitions - operational consultant	Transitions - operational consultant	21	-	-	-	-	-	21
Direct Payments - 2x PA Officers	Direct Payments - 2x PA Officers	94	-	-	-	-	-	94
Locum Social Workers x4 Reviewing Team Project	Locum Social Workers x4 Reviewing Team Project	252	-	-	-	-	-	252
Investment in Technology Enabled Care at home	Funding for TECH Team	139	-	-	-	-	-	139
Enhanced reablement for mental health and learning disability service	Transformation Partner MH/LD	64	-	-	-	-	-	64
Transitions Top Up - Transitions Practitioner	Transitions Top Up - Transitions Practitioner	31	-	-	-	-	-	31
Outcome based Service Delivery - Locum Worker and OT	Outcome based Service Delivery - Locum Worker and OT	133	-	-	-	-	-	133
PM for outcomes, decision making and outreach.	PM for outcomes, decision making and outreach.	130	-	-	-	-	-	130
PM for Front Door, Reading Services Guide and Digital Front Door.	PM for Front Door, Reading Services Guide and Digital Front Door.	64	-	-	-	-	-	64
Reducing the number of overdue reviews	Reducing the number of overdue reviews	143	-	-	-	-	-	143
Reduce people waiting for Mental Capacity Assessments to move from Appointee to Court Appointed Deputy	Reduce people waiting for Mental Capacity Assessments to move from Appointee to Court Appointed Deputy	49	-	-	-	-	-	49
Physiotherapist for community rehabilitation post rapid hospital discharge	Physiotherapist for community rehabilitation post rapid hospital discharge	57	-	-	-	-	-	57
Relaunch & expand NHS Health Checks Programme	Relaunch & expand NHS Health Checks Programme	56	-	-	-	-	-	56
CHC Resource	CHC Resource	87	-	-	-	-	-	87
Increase in Reviews completed in DACHS	Increase in Reviews Completed in DACHS (6x Experienced Social Workers, 3x Social Workers, 1 Commissioning Officer, 1 Business Support)	376	-	-	-	-	-	376
Increase in number of CHC Joint Funded cases	Increasing the number of Continuing Healthcare and Joint Funding cases processed for submission to the CCG.	73	-	-	-	-	-	73
Social Care Reform	Prog Man, Proj Man & Fin Analyst	-	-	-	-	-	-	-
CQC Assurance	Sen. Commissioning Officer, Care Gov. Officer, Senior Performance Analyst, Business Analyst, Guidance	440	150	-	-	-	-	590
DACHS VCS Front Door and Online Signposting/Self-Serve Tool & Mosaic Development		235	557	-	-	-	-	792
Maximising DACHS Income	Additional Debt Recovery staff in ASC, Finance and Legal.	180	159	-	-	-	-	339
Placement Efficiencies (1 social worker, 1 occupational therapist)		-	90	-	-	-	-	90
Supported Living Efficiencies (1 social worker, 1 occupational therapist)		-	90	90	90	-	-	270
Adult LD/MH Reablement		86	-	-	-	-	-	86
Preparing for Adulthood Enablement Project		80	-	-	-	-	-	80
Total: Directorate of Communities & Adult Social Care (DCASC)		5,920	1,046	90	90	-	-	6,247

Annex A to Flexible Capital Receipts Strategy - Delivery Fund Allocations

Description	Resource Required	Prior Year Actuals (£000)	2025/26 Budget (£000)	2026/27 Proposed Budget (£000)	2027/28 Proposed Budget (£000)	2028/29 Proposed Budget (£000)	2029/30 Proposed Budget (£000)	2017-2030 Total (£000)
Working across workstream of Corporate Change Programme to deliver savings and transformation	Project Officer 1	50	-	-	-	-	-	50
Review of waste collection delivery models. Also connected to Waste Operations-optimising collection routes; Increase Trade Waste Collection and Disposal service turn over by 100% (£650,000pa to £1.3m)	Specialist advice and support, administration resource, Contract manager costs, Procurement of IT systems, Introduction of revised collection schedule	188	-	-	-	-	-	188
Review option of trust model for Arts	Consultancy costs	29	-	-	-	-	-	29
Maximising Income from the Town Hall & Museum	Consultancy support to provide commercial advice on business plan and associated staffing structures	26	-	-	-	-	-	26
Review existing Parking Permit Charges	Comms Support, IT Support	11	-	-	-	-	-	11
Extend residents parking permit areas	Consultant support	89	-	-	-	-	-	89
Introduce Bus Lane Enforcement on Kings Road and Forbury Road bus lanes	DLO support to introduce new parking schemes	1	-	-	-	-	-	1
Close half of public conveniences - costs related to carrying out a review of the provision	Consultancy costs and costs to improve remaining facilities	12	-	-	-	-	-	12
Develop and implement a new borough wide Car Parking Strategy and associated action plan	Project Manager Communications Officer Consultant Support Consultant Support (Car park surveys / database set-up) Project Delivery	53 10 11 107 273	- - - - -	- - - - -	- - - - -	- - - - -	- - - - -	53 10 11 107 273
Make theatres break even through working with other operators	Independent consultants to market test (establish feasibility / business case)	23	-	-	-	-	-	23
Project management (consultant) of procurement process (if it goes ahead based on 1st stage)	Project management (consultant) of procurement process (if it goes ahead based on 1st stage)	42	9	-	-	-	-	51
Alternative delivery models - identify and prioritise those services that are most likely to yield a significant saving with the 3-year MTFs period	General resource	216	-	-	-	-	-	216
Project Manager	Project Manager	37	-	-	-	-	-	37
Consultancy - report writing	Consultancy - report writing	20	-	-	-	-	-	20
The project will focus on delivery of the former Civic Site and other key sites achieving capital receipts	Strategic Project Manager	148	-	-	-	-	-	148
Car Park management processes through IT improvements and staff reductions	Car parking equipment and capital	409	-	-	-	-	-	409
Food Waste	Project Manager Consultants to carry out modelling Stickers and Leaflets (Phases 1 & 2) Mailout to all residents Communications time and production Marketing	83 8 36 32 47 104	- - - - - -	- - - - - -	- - - - - -	- - - - - -	- - - - - -	83 8 36 32 47 104
Maximising Income from the Town Hall & Museum	One-off investment - equipment, marketing, consultancy	41	-	-	-	-	-	41
Transport and Parking Review	Consultant Support	157	-	-	-	-	-	157
Parking Asset Review		85	45	-	-	-	-	130
Culture Fundraising Campaign	Consultant	7	13	-	-	-	-	20
Whitespace system for Streetscene	Hardware, software licences and implementation costs.	172	-	-	-	-	-	172
Recycling and Waste Services Route Optimisation		-	117	-	-	-	-	117
Delivery of Children's Homes Building Surveyor		-	9	-	-	-	-	9
Streetworks Permit Scheme	Streetworks Permit Scheme	-	100	-	-	-	-	100
Total: Directorate of Economic Growth and Neighbourhoods (DEGNS)		2,527	293	-	-	-	-	2,820

Annex A to Flexible Capital Receipts Strategy - Delivery Fund Allocations

Description	Resource Required	Prior Year Actuals (£000)	2025/26 Budget (£000)	2026/27 Proposed Budget (£000)	2027/28 Proposed Budget (£000)	2028/29 Proposed Budget (£000)	2029/30 Proposed Budget (£000)	2017-2030 Total (£000)
Housing Benefit Overpayment Recovery	Housing Benefit Overpayment Recovery Officer	72	-	-	-	-	-	72
Service restructure and reconfiguration	Recruitment Costs	61	-	-	-	-	-	61
Supporting delivery of directorate savings and improving Accounts Payable processes	Accounts Payable Assistant. Improving efficiency of AP process to deliver ongoing efficiency and savings	54	-	-	-	-	-	54
Process improvements and more efficient accounts production	CIPFA Big Red Button	16	-	-	-	-	-	16
Digitisation - cross cutting savings and redesign of Council-wide services	Firmstep Developer x2	178	-	-	-	-	-	178
Service restructure and reconfiguration	SOLACE Recruitment Fees For Future Finance Function	45	-	-	-	-	-	45
Engagement of transformation partner to drive process efficiency and cost reduction in parallel with market testing of service	External Support to undertake Market Testing (outsourcing) of the Revenue and Benefits Services	102	-	-	-	-	-	102
	Additional legal and TUPE advice	119	-	-	-	-	-	119
	Associated project costs, supplies and services	4	-	-	-	-	-	4
Revenues and Benefits market testing								
Charging Financial Analysts to transformation pot to support commercialisation work	One Finance Analyst (plus one interim for 4 months in 18/19)	63	-	-	-	-	-	63
Corporate Approach to Reducing Management and Staffing Review	IT Costs	8	-	-	-	-	-	8
Management and Staffing Review	Change Management	22	-	-	-	-	-	22
Single Person Discount Council Tax Recovery	Organisational Development (OD) Consultant	23	-	-	-	-	-	23
NNDR RV Maximisation	Specialist Officer and provision for data matching	14	-	-	-	-	-	14
	Engage external consultants	19	-	-	-	-	-	19
	Pilot Thoughtonomy - Robotic Process Automation.	74	-	-	-	-	-	74
New Customer Experience Model	Pilot Thoughtonomy - Virtual workers	70	-	-	-	-	-	70
	Pilot Thoughtonomy - Develop role	37	-	-	-	-	-	37
Capacity and leadership to deliver change and savings across	Corporate Programme Manager	269	-	-	-	-	-	269
Working across Corporate Programme. Capacity and leadership to deliver change and savings across programme	NMT - Corporate Support	86	-	-	-	-	-	86
HR support to deliver Corporate Programme and associated savings. Supporting recruitment and retention of social workers as part of improvement and to deliver savings	HR Support 1	14	-	-	-	-	-	14
Contract Management Savings	V4S Procurement Consultancy Support. Payments due as percentage of savings delivered	288	-	-	-	-	-	288
	Reporting and Performance	76	-	-	-	-	-	76
	Senior Consultant to act as System Owner	91	-	-	-	-	-	91
	Process review and MOSAIC improvement for Children's Services	23	-	-	-	-	-	23
Improvements to Electronic Social Care Record and Reporting (MOSAIC) and provision for improvement of other IT systems over term of Programme	Interim reporting post in Children's Services	43	-	-	-	-	-	43
	Corporate Systems Owner	128	-	-	-	-	-	128
	Finance Specialist	161	-	-	-	-	-	161
	Project Manager on Business Objects Implementation	31	-	-	-	-	-	31
	Business Objects Developer	30	-	-	-	-	-	30
	Provision for application management improvements in other systems (includes 18/19 i-trent review)	261	-	-	-	-	-	261
Capacity to support delivery of change and savings across programme	Programme Officer x2	76	-	-	-	-	-	76
	Senior Project Manager x 2	217	-	-	-	-	-	217
	Business Analyst	112	-	-	-	-	-	112
	Project Officer	86	-	-	-	-	-	86
	Contribution to Team Reading costs	10	-	-	-	-	-	10
Management and Staffing Review	OD upskilling	11	-	-	-	-	-	11
	Business Analysts x 2	138	-	-	-	-	-	138
Executive Recruitment Search Fees	Psychometric Assessment Training	17	-	-	-	-	-	17
ICT Accelerator	ICT Accelerator	174	-	-	-	-	-	174
Modern Workplace Project	Modern Workplace Project	72	-	-	-	-	-	72
Finance Transformation	Finance Transformation	187	-	-	-	-	-	187
PMO Training	PMO Training	12	-	-	-	-	-	12
*Making the Customer Service and Corporate Improvement more efficient	Staff and implementation costs	500	-	-	-	-	-	500
Digitisation - cross cutting savings and redesign of Council-wide services	Digital Services Developer x2	32	-	-	-	-	-	32
Staffing costs for Interim Chief Accountant	Staffing costs for Interim Chief Accountant	338	-	-	-	-	-	338
Staffing costs for Finance Transformation Consultant	Staffing costs for Finance Transformation Consultant	30	-	-	-	-	-	30
Finance system implementation lead and support	Finance system implementation lead and support	261	-	-	-	-	-	261
Customer Service and Corporate ImprovementService	Senior Project Manager, Business Analyst x3	346	-	-	-	-	-	346

Annex A to Flexible Capital Receipts Strategy - Delivery Fund Allocations

Description	Resource Required	Prior Year Actuals (£000)	2025/26 Budget (£000)	2026/27 Proposed Budget (£000)	2027/28 Proposed Budget (£000)	2028/29 Proposed Budget (£000)	2029/30 Proposed Budget (£000)	2017-2030 Total (£000)
Procurement Training & Support	Support for current and future savings delivery related to Procurement & Contracts	198	119	-	-	-	-	317
Strengthen Financial Support	Strategic Finance Business Partner for 2 Years fixed term	238	-	-	-	-	-	238
Traded Services within HR&OD	BACS Bureau set up costs	-	-	-	-	-	-	-
PMO Team		600	212	-	-	-	-	812
PMO BFIC Transformation Resource		-	251	-	-	-	-	251
Change Makers		-	50	-	-	-	-	50
Events & Engagement Income generation	Events Assistant	30	-	-	-	-	-	30
Finance Transformation	Change Manager	215	-	-	-	-	-	215
Finance Transformation - AP Prepayments		82	-	-	-	-	-	82
Finance Transformation - Procurement		130	-	-	-	-	-	130
EDI Strategy		22	-	-	-	-	-	22
Debt Recovery		126	167					293
Total: Director of Resources (DOR)		6,742	799	-	-	-	-	7,541

Annex A to Flexible Capital Receipts Strategy - Delivery Fund Allocations

Description	Resource Required	Prior Year Actuals (£000)	2025/26 Budget (£000)	2026/27 Proposed Budget (£000)	2027/28 Proposed Budget (£000)	2028/29 Proposed Budget (£000)	2029/30 Proposed Budget (£000)	2017-2030 Total (£000)
Working across workstream of Corporate Programme to deliver savings and transformation	Programme Manager	318	-	-	-	-	-	318
Workstream A: Improving Practice Standards	Practice Improvement leadership. 18/19 start up	127	-	-	-	-	-	127
	Practice Improvement Principle Social Worker	81	-	-	-	-	-	81
Family Group Conferencing	Family Group Conferencing	51	-	-	-	-	-	51
Work stream B: Developing Workforce Excellence	Achieve a stable workforce by recruiting more permanent staff in Social Care	8	-	-	-	-	-	8
	Training for Safety Standards Model. 18/9 project start up training	105	-	-	-	-	-	105
	Pre Birth Support Team. 18/19 start up	37	-	-	-	-	-	37
	Family Reunification Team. 18/19 start up	16	-	-	-	-	-	16
Work stream C: Building Community Capacity	Edge of Care Team, Adolescents. 18/19 start up	174	-	-	-	-	-	174
	Revised under 5 offer to make best use of Early Years and Children's Centre provision	10	-	-	-	-	-	10
Work stream D: Stronger Stability for Children	Re-imaging Foster Care. 18/19 start up	77	-	-	-	-	-	77
	Placement Solutions Team	757	-	-	-	-	-	757
	Strengthen Commissioning Function (provide senior Commissioning and Contract Management capacity) 18/19 start up. Savings linked to Improved Contract Management	268	-	-	-	-	-	268
	Design & implementation of supported lodgings for 16+	5	-	-	-	-	-	5
	Modernising CIPSC's	10	-	-	-	-	-	10
	Review of Continued Health Contribution (CHC). 18/19 start up	29	-	-	-	-	-	29
Work stream E: Consolidating Corporate Resilience	Enhanced utilisation of capacity at Pinecroft & Cressingham Children's Homes. 18/19 capital equipment	50	-	-	-	-	-	50
	Potential use of RBC property for additional childrens home or respite care. Funding for feasibility study if required	6	-	-	-	-	-	6
	SEND Commissioner. 18/19 start up	206	-	-	-	-	-	206
	Business Improvement	103	-	-	-	-	-	103
	Digitalisation	204	-	-	-	-	-	204
	Development of traded services	417	-	-	-	-	-	417
	Transformation Programme Team	1,129	-	-	-	-	-	1,129
	Short Breaks	20	-	-	-	-	-	20
Children in Need Team		352	-	-	-	-	-	352
End to end mapping and demand management		240	-	-	-	-	-	240
SEND Transport Review		100	-	-	-	-	-	100
Transformation of SEND System		330	-	-	-	-	-	330
School Travel Training		140	135	-	-	-	-	275
Finance Transformation		147	-	-	-	-	-	147
Transformation Lead		218	208	-	-	-	-	426
Children's Social Care Consultant Practitioners		277	-	-	-	-	-	277
Contributions to Regional Care Cooperative programme		-	50	100	100	-	-	250
SEND Case/Placement Appeals (Senior Send Resolution Lead)		-	54	-	-	-	-	54
Childrens System Development		-	80	-	-	-	-	80
Rapid Improvement Resource		-	136	-	-	-	-	136
Total: DOCS (Childrens/BFFC)		6,012	663	100	100	-	-	6,875
Capacity to manage and support Corporate Programme of Change	Managing Change - unallocated funding	-	126	1,310	1,310	1,500	1,500	5,746
Total: Unallocated / Contingency		-	126	1,310	1,310	1,500	1,500	5,746
Total: All Projects		20,302	2,927	1,500	1,500	1,500	1,500	29,229

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Communities and Adult Social Care

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/ (decrease) Excl. VAT	Increase/ (decrease) %
SOCIAL CARE SERVICES								
Respite Rates - Non-Reading Residents (Other Local Authority)	Weekday - 1:1 Bed	Night	£730.20	£753.57		£23.37	3.20%	
Respite Rates - Reading Residents	Weekday - 1:1 Bed	Night	£599.30	£618.48		£19.18	3.20%	
LD Day Services (Strathy Close) - Non-Reading Residents (Other Local Authority)	1:1 People who need continuous high level of support & personal care	Day	£292.30	£301.65		£9.35	3.20%	
	1:2 People who need high level of support & personal care	Day	£169.20	£174.61		£5.41	3.20%	
	1:4 People who need additional specific support or supervision with behaviour and/or personal care	Day	£107.90	£111.35		£3.45	3.20%	
	1:1 People who need continuous high level of support & personal care	Day	£228.60	£235.92		£7.32	3.20%	
LD Day Services (Strathy Close) - Reading Residents	1:2 People who need high level of support & personal care	Day	£128.10	£132.20		£4.10	3.20%	
	1:4 People who need additional specific support or supervision with behaviour and/or personal care	Day	£78.10	£80.60		£2.50	3.20%	
The Maples (Older Peoples Day Service)	Day Rate	Day	£60.40	£62.33		£1.93	3.20%	
	Day Rate (OLA / Outside of Borough)	Day	N/A	£74.80		NEW	NEW	
	Day Centre Meals	Meal	£5.75	£6.90	£5.93	£7.12	£0.18	3.20%
	Refreshments Only	Refreshments	£1.50	£1.55	£1.55	£0.05	3.20%	
	Outreach Service - Half Day Rate (Reading only)	Hour	£10.00	£11.50	£11.50	£1.50	15.00%	
Home Care Services - CRT	Use of Reading Borough Council services after reablement period Rate 1	Hour	£25.50	£26.32		£0.82	3.20%	
	Use of Reading Borough Council services after reablement period Rate 2	Hour	£51.90	£53.56		£1.66	3.20%	
OTHER CHARGES								
Self Funder	Set up charge	Once	£370.30	£382.15		£11.85	3.20%	
	Annual Fee	Year	£304.60	£314.35		£9.75	3.20%	
Deferred Payment Agreement (DPA)	Set-up Fees (excluding Land Registry fees, property valuation fees if required, cost of specialist legal/financial advice if required, which are recharged at actual cost to the Council on a case by case basis).	Once	Please refer to DoR Legal Services item 'Deferred Payment Agreement Flat Fee'		Please refer to DoR Legal Services item 'Deferred Payment Agreement Flat Fee'			
	Admin set up Fee (Other administrative set-up costs)	Once	£184.90	£190.82		£5.92	3.20%	
Deferred Payment Agreement (DPA) & Interim Funding Arrangement	Annual Fee (excluding property valuation fees, Land Registry fees, cost of specialist legal/financial advice which are recharged at actual cost to the Council on a case by case basis if required).	Year	£296.00	£305.47		£9.47	3.20%	
	Category 1 - Work up until the date the Court makes an order		£944.00	£944.00		£0.00	0.00%	
Deputies Fees - Statute Law	Category 2 - Applications under the Trustee Act		£633.00	£633.00		£0.00	0.00%	
	Category 3 - Applications made by an existing Deputy		£633.00	£633.00		£0.00	0.00%	
	Category 4 - First year		£982.00	£982.00		£0.00	0.00%	
	Category 4 - Second and subsequent years		£824.00	£824.00		£0.00	0.00%	
	Category 4 - Where the clients net assets are below £20,300, fee to not exceed 3.5%		Variable	Variable		£0.00	0.00%	
	Category 5 - Annual property management		£380.00	£380.00		£0.00	0.00%	
	Category 6 - OPG annual report		£274.00	£274.00		£0.00	0.00%	
	Category 7 - Basic tax return		£89.00	£89.00		£0.00	0.00%	
	Travel rates - Per hour		£51.00	£51.00		£0.00	0.00%	
	Appointeeship fees - Set up fee		£84.00	£86.69		£2.69	3.20%	
Deputies Fees	Appointeeship fees - Monthly Charge		£63.00	£65.02		£2.02	3.21%	
	Deceased work		£400.00	£412.80		£0.00	0.00%	
	Banking charges		£5.30	£5.47		£0.17	3.21%	
SMALL GROUP HOMES - SUPPORTED LIVING								
Stanshawe Rd	All rooms	Week	£152.00	£159.30		£7.30	4.80%	
Parkhurst Dr	Room 1,2,5 & 6	Week	£158.50	£166.11		£7.61	4.80%	
	Room 3	Week	£152.00	£159.30		£7.30	4.80%	
York Rd	All rooms	Week	£152.00	£159.30		£7.30	4.80%	
Wensley Rd	All rooms	Week	£152.00	£159.30		£7.30	4.80%	
Alexandra Road	All rooms	Week	£158.50	£166.11		£7.61	4.80%	
Northumberland Ave	All rooms	Week	£152.00	£159.30		£7.30	4.80%	
Liebenrood Rd	All rooms	Week	£231.80	£242.93		£11.13	4.80%	
Argyle Rd	All rooms	Week	£152.00	£159.30		£7.30	4.80%	
Corwen Rd	All rooms	Week	£158.50	£166.11		£7.61	4.80%	
Appleford Rd	All rooms	Week	£152.00	£159.30		£7.30	4.80%	
Great Knollys St	All rooms	Week	£152.00	£159.30		£7.30	4.80%	
Bob Green Court	All rooms	Week	£152.00	£159.30		£7.30	4.80%	
Focus House	All rooms	Week	£152.00	£159.30		£7.30	4.80%	
HOUSING								
Temporary Accommodation Charges - B&B	One Room	Each			Rent + variable service charge per property is charged	Rent + variable service charge per property is charged		
	Two Room	Each						
Temporary Accommodation charges - Base Rent - non B&B	One Room/One Bedroom	Each						
	Two Bedrooms	Each						
Temporary Accommodation charges - Service Charge - non B&B	Three Bedrooms	Each						
	One Room/One Bedroom	Each						
	Two Bedrooms	Each						
Garage Rental (Weekly)	Three Bedrooms	Each						
	Council Tenant	Each	£17.00	£17.00		£0.00	0.00%	
	Disabled Council Tenant	Each	£15.80	£15.80		£0.00	0.00%	
	Other Borough Resident	Each	£16.92	£20.30		£0.00	0.00%	
	Disabled Borough Resident	Each	£15.83	£19.00		£0.00	0.00%	
Category A	Council Tenant	Each	£12.60	£12.60		£0.00	0.00%	
	Disabled Council Tenant	Each	£11.50	£11.50		£0.00	0.00%	
	Other Borough Resident	Each	£12.42	£14.90		£0.00	0.00%	
Category B	Disabled Borough Resident	Each	£11.33	£13.60		£0.00	0.00%	
COMMUNITY SAFETY								
Town Safe Radio Membership daytime		Annual membership	£450.00	£540.00	£500.00	£600.00	£50.00	11.10%
Town Safe Associate member		Annual membership	£225.00	£270.00	£250.00	£300.00	£25.00	11.10%
Town Safe External member		Annual membership	£250.00	£300.00	£275.00	£330.00	£25.00	10.00%
Town Safe Night-time full membership		Annual membership	£400.00	£480.00	£400.00	£480.00	£0.00	0.00%
Internal partners		Annual membership	£250.00	£275.00	£250.00	£275.00	£25.00	10.00%

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Children's Services

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/ (decrease) Excl. VAT	Increase/ (decrease) %
EDUCATION								
Education	Fines for parents for taking children out of school	If paid within 21 days (£80)	Statutory		Statutory			
Education	Fines for parents for taking children out of school	If paid within 28 days (160)	Statutory		Statutory			

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/(decrease) Excl. VAT	Increase/(decrease) %
STRATEGIC TRANSPORT								
Concessionary Fares Replacement Pass	Market Rate	Each	£11.25	£13.50	£11.25	£13.50	£0.00	0.00%
Car Park Charge at Mereoak Park & Ride Site	Concession Rate	Each	£0.83	£1.00	£0.83	£1.00	£0.00	0.00%
Access Fee for the Reading Transport Model	Market Rate	Each	£541.67	£650.00	£541.67	£650.00	£0.00	0.00%
Buzz 42 Bus Ticket	Single Ticket	Each	£1.67	£2.00	£2.27	£2.60	£0.60	35.90%
PARKING PERMITS (PETROL/OTHER)								
Resident - First Permits	0-150g/km	Each	£48.00	£48.00	£48.00	£48.00	£0.00	0.00%
	151-170g/km	Each	£48.00	£57.60	£48.00	£57.60	£9.60	20.00%
	171-190g/km	Each	£48.00	£67.20	£48.00	£67.20	£19.20	40.00%
	191-225g/km	Each	£48.00	£76.80	£48.00	£76.80	£28.80	60.00%
	226-255g/km	Each	£48.00	£86.40	£48.00	£86.40	£38.40	80.00%
	Over 255g/km	Each	£48.00	£96.00	£48.00	£96.00	£48.00	100.00%
Resident - Second Permits	0-150g/km	Each	£180.00	£180.00	£180.00	£180.00	£0.00	0.00%
	151-170g/km	Each	£180.00	£216.00	£180.00	£216.00	£36.00	20.00%
	171-190g/km	Each	£180.00	£252.00	£180.00	£252.00	£72.00	40.00%
	191-225g/km	Each	£180.00	£288.00	£180.00	£288.00	£108.00	60.00%
	226-255g/km	Each	£180.00	£324.00	£180.00	£324.00	£144.00	80.00%
	Over 255g/km	Each	£180.00	£360.00	£180.00	£360.00	£180.00	100.00%
Resident Discretionary (1st permit)	0-150g/km	Each	£48.00	£48.00	£48.00	£48.00	£0.00	0.00%
	151-170g/km	Each	£48.00	£57.60	£48.00	£57.60	£9.60	20.00%
	171-190g/km	Each	£48.00	£67.20	£48.00	£67.20	£19.20	40.00%
	191-225g/km	Each	£48.00	£76.80	£48.00	£76.80	£28.80	60.00%
	226-255g/km	Each	£48.00	£86.40	£48.00	£86.40	£38.40	80.00%
	Over 255g/km	Each	£48.00	£96.00	£48.00	£96.00	£48.00	100.00%
Resident Discretionary (2nd permit)	0-150g/km	Each	£180.00	£180.00	£180.00	£180.00	£0.00	0.00%
	151-170g/km	Each	£180.00	£216.00	£180.00	£216.00	£36.00	20.00%
	171-190g/km	Each	£180.00	£252.00	£180.00	£252.00	£72.00	40.00%
	191-225g/km	Each	£180.00	£288.00	£180.00	£288.00	£108.00	60.00%
	226-255g/km	Each	£180.00	£324.00	£180.00	£324.00	£144.00	80.00%
	Over 255g/km	Each	£180.00	£360.00	£180.00	£360.00	£180.00	100.00%
Resident Discretionary (3rd Permit)	0-150g/km	Each	£362.00	£362.00	£362.00	£362.00	£0.00	0.00%
	151-170g/km	Each	£362.00	£434.40	£362.00	£434.40	£72.40	20.00%
	171-190g/km	Each	£362.00	£506.80	£362.00	£506.80	£144.80	40.00%
	191-225g/km	Each	£362.00	£579.20	£362.00	£579.20	£217.20	60.00%
	226-255g/km	Each	£362.00	£651.60	£362.00	£651.60	£289.60	80.00%
	Over 255g/km	Each	£362.00	£724.00	£362.00	£724.00	£362.00	100.00%
Resident Discretionary (4th Permit)	0-150g/km	Each	£362.00	£362.00	£362.00	£362.00	£0.00	0.00%
	151-170g/km	Each	£362.00	£434.40	£362.00	£434.40	£72.40	20.00%
	171-190g/km	Each	£362.00	£506.80	£362.00	£506.80	£144.80	40.00%
	191-225g/km	Each	£362.00	£579.20	£362.00	£579.20	£217.20	60.00%
	226-255g/km	Each	£362.00	£651.60	£362.00	£651.60	£289.60	80.00%
	Over 255g/km	Each	£362.00	£724.00	£362.00	£724.00	£362.00	100.00%
Resident Discretionary (5th Permit)	0-150g/km	Each	£362.00	£362.00	£362.00	£362.00	£0.00	0.00%
	151-170g/km	Each	£362.00	£434.40	£362.00	£434.40	£72.40	20.00%
	171-190g/km	Each	£362.00	£506.80	£362.00	£506.80	£144.80	40.00%
	191-225g/km	Each	£362.00	£579.20	£362.00	£579.20	£217.20	60.00%
	226-255g/km	Each	£362.00	£651.60	£362.00	£651.60	£289.60	80.00%
	Over 255g/km	Each	£362.00	£724.00	£362.00	£724.00	£362.00	100.00%
Business	0-150g/km	Each	£331.00	£331.00	£331.00	£331.00	£0.00	0.00%
	151-170g/km	Each	£331.00	£397.20	£331.00	£397.20	£66.20	20.00%
	171-190g/km	Each	£331.00	£463.40	£331.00	£463.40	£132.40	40.00%
	191-225g/km	Each	£331.00	£529.60	£331.00	£529.60	£198.60	60.00%
	226-255g/km	Each	£331.00	£595.80	£331.00	£595.80	£264.80	80.00%
	Over 255g/km	Each	£331.00	£662.00	£331.00	£662.00	£331.00	100.00%
Business Discretionary	0-150g/km	Each	£398.00	£398.00	£398.00	£398.00	£0.00	0.00%
	151-170g/km	Each	£398.00	£477.60	£398.00	£477.60	£79.60	20.00%
	171-190g/km	Each	£398.00	£557.20	£398.00	£557.20	£159.20	40.00%
	191-225g/km	Each	£398.00	£636.80	£398.00	£636.80	£238.80	60.00%
	226-255g/km	Each	£398.00	£716.40	£398.00	£716.40	£318.40	80.00%
	Over 255g/km	Each	£398.00	£796.00	£398.00	£796.00	£398.00	100.00%
Carer	0-150g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	151-170g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	171-190g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	191-225g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	226-255g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	Over 255g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
Charity (charged)	0-150g/km	Each	£145.00	£145.00	£145.00	£145.00	£0.00	0.00%
	151-170g/km	Each	£145.00	£174.00	£145.00	£174.00	£29.00	20.00%
	171-190g/km	Each	£145.00	£203.00	£145.00	£203.00	£58.00	40.00%
	191-225g/km	Each	£145.00	£232.00	£145.00	£232.00	£87.00	60.00%
	226-255g/km	Each	£145.00	£261.00	£145.00	£261.00	£116.00	80.00%
	Over 255g/km	Each	£145.00	£290.00	£145.00	£290.00	£145.00	100.00%
Charity (free)	0-150g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	151-170g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	171-190g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	191-225g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	226-255g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	Over 255g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/(decrease) Excl. VAT	Increase/(decrease) %
Chester Street (Traders Permit)	0-150g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	151-170g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	171-190g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	191-225g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	226-255g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	Over 255g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
Doctor (Medical Professional)	0-150g/km	Each	£48.00	£48.00	£48.00	£48.00	£0.00	0.00%
	151-170g/km	Each	£48.00	£57.60	£57.60	£9.60	20.00%	
	171-190g/km	Each	£48.00	£67.20	£67.20	£19.20	40.00%	
	191-225g/km	Each	£48.00	£76.80	£76.80	£28.80	60.00%	
	226-255g/km	Each	£48.00	£86.40	£86.40	£38.40	80.00%	
	Over 255g/km	Each	£48.00	£96.00	£96.00	£48.00	100.00%	
Emergency Cover	0-150g/km	Each	£36.00	£36.00	£36.00	£0.00	£0.00	0.00%
	151-170g/km	Each	£36.00	£43.20	£43.20	£7.20	20.00%	
	171-190g/km	Each	£36.00	£50.40	£50.40	£14.40	40.00%	
	191-225g/km	Each	£36.00	£57.60	£57.60	£21.60	60.00%	
	226-255g/km	Each	£36.00	£64.80	£64.80	£28.80	80.00%	
	Over 255g/km	Each	£36.00	£72.00	£72.00	£36.00	100.00%	
Exceptional Circumstance Permit	0-150g/km	Each	£398.00	£398.00	£398.00	£0.00	£0.00	0.00%
	151-170g/km	Each	£398.00	£477.60	£477.60	£79.60	20.00%	
	171-190g/km	Each	£398.00	£557.20	£557.20	£159.20	40.00%	
	191-225g/km	Each	£398.00	£636.80	£636.80	£238.80	60.00%	
	226-255g/km	Each	£398.00	£716.40	£716.40	£318.40	80.00%	
	Over 255g/km	Each	£398.00	£796.00	£796.00	£398.00	100.00%	
Health Care Professional	0-150g/km	Each	£48.00	£48.00	£48.00	£0.00	£0.00	0.00%
	151-170g/km	Each	£48.00	£57.60	£57.60	£9.60	20.00%	
	171-190g/km	Each	£48.00	£67.20	£67.20	£19.20	40.00%	
	191-225g/km	Each	£48.00	£76.80	£76.80	£28.80	60.00%	
	226-255g/km	Each	£48.00	£86.40	£86.40	£38.40	80.00%	
	Over 255g/km	Each	£48.00	£96.00	£96.00	£48.00	100.00%	
Health Care Professional - Staff	0-150g/km	Each	£48.00	£48.00	£48.00	£0.00	£0.00	0.00%
	151-170g/km	Each	£48.00	£57.60	£57.60	£9.60	20.00%	
	171-190g/km	Each	£48.00	£67.20	£67.20	£19.20	40.00%	
	191-225g/km	Each	£48.00	£76.80	£76.80	£28.80	60.00%	
	226-255g/km	Each	£48.00	£86.40	£86.40	£38.40	80.00%	
	Over 255g/km	Each	£48.00	£96.00	£96.00	£48.00	100.00%	
Landlord - Annual	0-150g/km	Each	£398.00	£398.00	£398.00	£0.00	£0.00	0.00%
	151-170g/km	Each	£398.00	£477.60	£477.60	£79.60	20.00%	
	171-190g/km	Each	£398.00	£557.20	£557.20	£159.20	40.00%	
	191-225g/km	Each	£398.00	£636.80	£636.80	£238.80	60.00%	
	226-255g/km	Each	£398.00	£716.40	£716.40	£318.40	80.00%	
	Over 255g/km	Each	£398.00	£796.00	£796.00	£398.00	100.00%	
Landlord - daily	0-150g/km	Each	£8.00	£8.00	£8.00	£0.00	£0.00	0.00%
	151-170g/km	Each	£8.00	£9.60	£9.60	£1.60	20.00%	
	171-190g/km	Each	£8.00	£11.20	£11.20	£3.20	40.00%	
	191-225g/km	Each	£8.00	£12.80	£12.80	£4.80	60.00%	
	226-255g/km	Each	£8.00	£14.40	£14.40	£6.40	80.00%	
	Over 255g/km	Each	£8.00	£16.00	£16.00	£8.00	100.00%	
Special Vehicle Annual	0-150g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	151-170g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	171-190g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	191-225g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	226-255g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	Over 255g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
Special Vehicle Daily	0-150g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	151-170g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	171-190g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	191-225g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	226-255g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	Over 255g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
Teacher/Educational Establishment	0-150g/km	Each	£48.00	£48.00	£48.00	£0.00	£0.00	0.00%
	151-170g/km	Each	£48.00	£57.60	£57.60	£9.60	20.00%	
	171-190g/km	Each	£48.00	£67.20	£67.20	£19.20	40.00%	
	191-225g/km	Each	£48.00	£76.80	£76.80	£28.80	60.00%	
	226-255g/km	Each	£48.00	£86.40	£86.40	£38.40	80.00%	
	Over 255g/km	Each	£48.00	£96.00	£96.00	£48.00	100.00%	
Temporary Permits	0-150g/km	Each	£19.00	£19.00	£19.00	£0.00	£0.00	0.00%
	151-170g/km	Each	£19.00	£22.80	£22.80	£3.80	20.00%	
	171-190g/km	Each	£19.00	£26.60	£26.60	£7.60	40.00%	
	191-225g/km	Each	£19.00	£30.40	£30.40	£11.40	60.00%	
	226-255g/km	Each	£19.00	£34.20	£34.20	£15.20	80.00%	
	Over 255g/km	Each	£19.00	£38.00	£38.00	£19.00	100.00%	
Tradesperson - Annual	0-150g/km	Each	£398.00	£398.00	£398.00	£0.00	£0.00	0.00%
	151-170g/km	Each	£398.00	£477.60	£477.60	£79.60	20.00%	
	171-190g/km	Each	£398.00	£557.20	£557.20	£159.20	40.00%	
	191-225g/km	Each	£398.00	£636.80	£636.80	£238.80	60.00%	
	226-255g/km	Each	£398.00	£716.40	£716.40	£318.40	80.00%	
	Over 255g/km	Each	£398.00	£796.00	£796.00	£398.00	100.00%	
Tradesperson - Daily	0-150g/km	Each	£8.00	£8.00	£8.00	£0.00	£0.00	0.00%
	151-170g/km	Each	£8.00	£9.60	£9.60	£1.60	20.00%	
	171-190g/km	Each	£8.00	£11.20	£11.20	£3.20	40.00%	
	191-225g/km	Each	£8.00	£12.80	£12.80	£4.80	60.00%	
	226-255g/km	Each	£8.00	£14.40	£14.40	£6.40	80.00%	
	Over 255g/km	Each	£8.00	£16.00	£16.00	£8.00	100.00%	

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/(decrease) Excl. VAT	Increase/(decrease) %
PARKING PERMITS (DIESEL)								
Resident - First Permits	0-150g/km	Each	£48.00	£48.00	£48.00	£0.00	0.00%	
	151-170g/km	Each	£48.00	£60.00		£12.00	25.00%	
	171-190g/km	Each	£48.00	£72.00		£24.00	50.00%	
	191-225g/km	Each	£48.00	£84.00		£36.00	75.00%	
	226-255g/km	Each	£48.00	£96.00		£48.00	100.00%	
	Over 255g/km	Each	£48.00	£108.00		£60.00	125.00%	
Resident - Second Permits	0-150g/km	Each	£180.00	£180.00	£180.00	£0.00	0.00%	
	151-170g/km	Each	£180.00	£225.00		£45.00	25.00%	
	171-190g/km	Each	£180.00	£270.00		£90.00	50.00%	
	191-225g/km	Each	£180.00	£315.00		£135.00	75.00%	
	226-255g/km	Each	£180.00	£360.00		£180.00	100.00%	
	Over 255g/km	Each	£180.00	£405.00		£225.00	125.00%	
Resident Discretionary (1st permit)	0-150g/km	Each	£48.00	£48.00	£48.00	£0.00	0.00%	
	151-170g/km	Each	£48.00	£60.00		£12.00	25.00%	
	171-190g/km	Each	£48.00	£72.00		£24.00	50.00%	
	191-225g/km	Each	£48.00	£84.00		£36.00	75.00%	
	226-255g/km	Each	£48.00	£96.00		£48.00	100.00%	
	Over 255g/km	Each	£48.00	£108.00		£60.00	125.00%	
Resident Discretionary (2nd permit)	0-150g/km	Each	£180.00	£180.00	£180.00	£0.00	0.00%	
	151-170g/km	Each	£180.00	£225.00		£45.00	25.00%	
	171-190g/km	Each	£180.00	£270.00		£90.00	50.00%	
	191-225g/km	Each	£180.00	£315.00		£135.00	75.00%	
	226-255g/km	Each	£180.00	£360.00		£180.00	100.00%	
	Over 255g/km	Each	£180.00	£405.00		£225.00	125.00%	
Resident Discretionary (3rd Permit)	0-150g/km	Each	£362.00	£362.00	£362.00	£0.00	0.00%	
	151-170g/km	Each	£362.00	£452.50		£90.50	25.00%	
	171-190g/km	Each	£362.00	£543.00		£181.00	50.00%	
	191-225g/km	Each	£362.00	£633.50		£271.50	75.00%	
	226-255g/km	Each	£362.00	£724.00		£362.00	100.00%	
	Over 255g/km	Each	£362.00	£814.50		£452.50	125.00%	
Resident Discretionary (4th Permit)	0-150g/km	Each	£362.00	£362.00	£362.00	£0.00	0.00%	
	151-170g/km	Each	£362.00	£452.50		£90.50	25.00%	
	171-190g/km	Each	£362.00	£543.00		£181.00	50.00%	
	191-225g/km	Each	£362.00	£633.50		£271.50	75.00%	
	226-255g/km	Each	£362.00	£724.00		£362.00	100.00%	
	Over 255g/km	Each	£362.00	£814.50		£452.50	125.00%	
Resident Discretionary (5th Permit)	0-150g/km	Each	£362.00	£362.00	£362.00	£0.00	0.00%	
	151-170g/km	Each	£362.00	£452.50		£90.50	25.00%	
	171-190g/km	Each	£362.00	£543.00		£181.00	50.00%	
	191-225g/km	Each	£362.00	£633.50		£271.50	75.00%	
	226-255g/km	Each	£362.00	£724.00		£362.00	100.00%	
	Over 255g/km	Each	£362.00	£814.50		£452.50	125.00%	
Business	0-150g/km	Each	£331.00	£331.00	£331.00	£0.00	0.00%	
	151-170g/km	Each	£331.00	£413.80		£82.80	25.00%	
	171-190g/km	Each	£331.00	£496.50		£165.50	50.00%	
	191-225g/km	Each	£331.00	£579.30		£248.30	75.00%	
	226-255g/km	Each	£331.00	£662.00		£331.00	100.00%	
	Over 255g/km	Each	£331.00	£744.80		£413.80	125.00%	
Business Discretionary	0-150g/km	Each	£398.00	£398.00	£398.00	£0.00	0.00%	
	151-170g/km	Each	£398.00	£497.50		£99.50	25.00%	
	171-190g/km	Each	£398.00	£597.00		£199.00	50.00%	
	191-225g/km	Each	£398.00	£696.50		£298.50	75.00%	
	226-255g/km	Each	£398.00	£796.00		£398.00	100.00%	
	Over 255g/km	Each	£398.00	£895.50		£497.50	125.00%	
Carer	0-150g/km	Each	£0.00	£0.00	£0.00	£0.00	0.00%	
	151-170g/km	Each	£0.00	£0.00	£0.00	£0.00	0.00%	
	171-190g/km	Each	£0.00	£0.00	£0.00	£0.00	0.00%	
	191-225g/km	Each	£0.00	£0.00	£0.00	£0.00	0.00%	
	226-255g/km	Each	£0.00	£0.00	£0.00	£0.00	0.00%	
	Over 255g/km	Each	£0.00	£0.00	£0.00	£0.00	0.00%	
Charity (charged)	0-150g/km	Each	£145.00	£145.00	£145.00	£0.00	0.00%	
	151-170g/km	Each	£145.00	£181.30		£36.30	25.00%	
	171-190g/km	Each	£145.00	£217.50		£72.50	50.00%	
	191-225g/km	Each	£145.00	£253.80		£108.80	75.00%	
	226-255g/km	Each	£145.00	£290.00		£145.00	100.00%	
	Over 255g/km	Each	£145.00	£326.30		£181.30	125.00%	
Charity (free)	0-150g/km	Each	£0.00	£0.00	£0.00	£0.00	0.00%	
	151-170g/km	Each	£0.00	£0.00	£0.00	£0.00	0.00%	
	171-190g/km	Each	£0.00	£0.00	£0.00	£0.00	0.00%	
	191-225g/km	Each	£0.00	£0.00	£0.00	£0.00	0.00%	
	226-255g/km	Each	£0.00	£0.00	£0.00	£0.00	0.00%	
	Over 255g/km	Each	£0.00	£0.00	£0.00	£0.00	0.00%	
Chester Street (Traders Permit)	0-150g/km	Each	£0.00	£0.00	£0.00	£0.00	0.00%	
	151-170g/km	Each	£0.00	£0.00	£0.00	£0.00	0.00%	
	171-190g/km	Each	£0.00	£0.00	£0.00	£0.00	0.00%	
	191-225g/km	Each	£0.00	£0.00	£0.00	£0.00	0.00%	
	226-255g/km	Each	£0.00	£0.00	£0.00	£0.00	0.00%	
	Over 255g/km	Each	£0.00	£0.00	£0.00	£0.00	0.00%	
Doctor (Medical Professional)	0-150g/km	Each	£48.00	£48.00	£48.00	£0.00	0.00%	
	151-170g/km	Each	£48.00	£60.00		£12.00	25.00%	
	171-190g/km	Each	£48.00	£72.00		£24.00	50.00%	
	191-225g/km	Each	£48.00	£84.00		£36.00	75.00%	
	226-255g/km	Each	£48.00	£96.00		£48.00	100.00%	
	Over 255g/km	Each	£48.00	£108.00		£60.00	125.00%	

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/(decrease) Excl. VAT	Increase/(decrease) %
Emergency Cover	0-150g/km	Each	£36.00	£36.00	£36.00	£36.00	£0.00	0.00%
	151-170g/km	Each	£36.00	£45.00	£45.00	£45.00	£9.00	25.00%
	171-190g/km	Each	£36.00	£54.00	£54.00	£54.00	£18.00	50.00%
	191-225g/km	Each	£36.00	£63.00	£63.00	£63.00	£27.00	75.00%
	226-255g/km	Each	£36.00	£72.00	£72.00	£72.00	£36.00	100.00%
	Over 255g/km	Each	£36.00	£81.00	£81.00	£81.00	£45.00	125.00%
Exceptional Circumstance Permit	0-150g/km	Each	£398.00	£398.00	£398.00	£398.00	£0.00	0.00%
	151-170g/km	Each	£398.00	£497.50	£497.50	£497.50	£99.50	25.00%
	171-190g/km	Each	£398.00	£597.00	£597.00	£597.00	£199.00	50.00%
	191-225g/km	Each	£398.00	£696.50	£696.50	£696.50	£298.50	75.00%
	226-255g/km	Each	£398.00	£796.00	£796.00	£796.00	£398.00	100.00%
	Over 255g/km	Each	£398.00	£895.50	£895.50	£895.50	£497.50	125.00%
Health Care Professional	0-150g/km	Each	£48.00	£48.00	£48.00	£48.00	£0.00	0.00%
	151-170g/km	Each	£48.00	£60.00	£60.00	£60.00	£12.00	25.00%
	171-190g/km	Each	£48.00	£72.00	£72.00	£72.00	£24.00	50.00%
	191-225g/km	Each	£48.00	£84.00	£84.00	£84.00	£36.00	75.00%
	226-255g/km	Each	£48.00	£96.00	£96.00	£96.00	£48.00	100.00%
	Over 255g/km	Each	£48.00	£108.00	£108.00	£108.00	£60.00	125.00%
Health Care Professional - Staff	0-150g/km	Each	£48.00	£48.00	£48.00	£48.00	£0.00	0.00%
	151-170g/km	Each	£48.00	£60.00	£60.00	£60.00	£12.00	25.00%
	171-190g/km	Each	£48.00	£72.00	£72.00	£72.00	£24.00	50.00%
	191-225g/km	Each	£48.00	£84.00	£84.00	£84.00	£36.00	75.00%
	226-255g/km	Each	£48.00	£96.00	£96.00	£96.00	£48.00	100.00%
	Over 255g/km	Each	£48.00	£108.00	£108.00	£108.00	£60.00	125.00%
Landlord - Annual	0-150g/km	Each	£398.00	£398.00	£398.00	£398.00	£0.00	0.00%
	151-170g/km	Each	£398.00	£497.50	£497.50	£497.50	£99.50	25.00%
	171-190g/km	Each	£398.00	£597.00	£597.00	£597.00	£199.00	50.00%
	191-225g/km	Each	£398.00	£696.50	£696.50	£696.50	£298.50	75.00%
	226-255g/km	Each	£398.00	£796.00	£796.00	£796.00	£398.00	100.00%
	Over 255g/km	Each	£398.00	£895.50	£895.50	£895.50	£497.50	125.00%
Landlord - daily	0-150g/km	Each	£8.00	£8.00	£8.00	£8.00	£0.00	0.00%
	151-170g/km	Each	£8.00	£10.00	£10.00	£10.00	£2.00	25.00%
	171-190g/km	Each	£8.00	£12.00	£12.00	£12.00	£4.00	50.00%
	191-225g/km	Each	£8.00	£14.00	£14.00	£14.00	£6.00	75.00%
	226-255g/km	Each	£8.00	£16.00	£16.00	£16.00	£8.00	100.00%
	Over 255g/km	Each	£8.00	£18.00	£18.00	£18.00	£10.00	125.00%
Special Vehicle Annual	0-150g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	151-170g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	171-190g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	191-225g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	226-255g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	Over 255g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
Special Vehicle Daily	0-150g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	151-170g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	171-190g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	191-225g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	226-255g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	Over 255g/km	Each	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
Teacher/Educational Establishment	0-150g/km	Each	£48.00	£48.00	£48.00	£48.00	£0.00	0.00%
	151-170g/km	Each	£48.00	£60.00	£60.00	£60.00	£12.00	25.00%
	171-190g/km	Each	£48.00	£72.00	£72.00	£72.00	£24.00	50.00%
	191-225g/km	Each	£48.00	£84.00	£84.00	£84.00	£36.00	75.00%
	226-255g/km	Each	£48.00	£96.00	£96.00	£96.00	£48.00	100.00%
	Over 255g/km	Each	£48.00	£108.00	£108.00	£108.00	£60.00	125.00%
Temporary Permits	0-150g/km	Each	£19.00	£19.00	£19.00	£19.00	£0.00	0.00%
	151-170g/km	Each	£19.00	£23.80	£23.80	£23.80	£4.80	25.30%
	171-190g/km	Each	£19.00	£28.50	£28.50	£28.50	£9.50	50.00%
	191-225g/km	Each	£19.00	£33.30	£33.30	£33.30	£14.30	75.30%
	226-255g/km	Each	£19.00	£38.00	£38.00	£38.00	£19.00	100.00%
	Over 255g/km	Each	£19.00	£42.80	£42.80	£42.80	£23.80	125.30%
Tradesperson - Annual	0-150g/km	Each	£398.00	£398.00	£398.00	£398.00	£0.00	0.00%
	151-170g/km	Each	£398.00	£497.50	£497.50	£497.50	£99.50	25.00%
	171-190g/km	Each	£398.00	£597.00	£597.00	£597.00	£199.00	50.00%
	191-225g/km	Each	£398.00	£696.50	£696.50	£696.50	£298.50	75.00%
	226-255g/km	Each	£398.00	£796.00	£796.00	£796.00	£398.00	100.00%
	Over 255g/km	Each	£398.00	£895.50	£895.50	£895.50	£497.50	125.00%
Tradesperson - Daily	0-150g/km	Each	£8.00	£8.00	£8.00	£8.00	£0.00	0.00%
	151-170g/km	Each	£8.00	£10.00	£10.00	£10.00	£2.00	25.00%
	171-190g/km	Each	£8.00	£12.00	£12.00	£12.00	£4.00	50.00%
	191-225g/km	Each	£8.00	£14.00	£14.00	£14.00	£6.00	75.00%
	226-255g/km	Each	£8.00	£16.00	£16.00	£16.00	£8.00	100.00%
	Over 255g/km	Each	£8.00	£18.00	£18.00	£18.00	£10.00	125.00%
NEIGHBOURHOODS - STREET SCENE								
Mooring	Standard (Review of Mooring Fees to be undertaken so no increase 26/27)	24 hrs	£8.33	£10.00	£8.33	£10.00	£0.00	0.00%
		Up to 4hrs	£3.75	£4.50	£3.75	£4.50	£0.00	0.00%

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/(decrease) Excl. VAT	Increase/(decrease) %	
Allotments	Site Category A Standard	Per year Per 25 sqm	£10.80		£11.15		£0.35	3.20%	
	Site Category A Concession	Per year Per 25 sqm	£6.50		£6.70		£0.20	3.10%	
	Site Category B Standard	Per year Per 25 sqm	£7.80		£8.05		£0.25	3.20%	
	Site Category B Concession	Per year Per 25 sqm	£4.70		£4.85		£0.15	3.20%	
	Site Category C Standard	Per year Per 25 sqm	£5.40		£5.60		£0.20	3.70%	
	Site Category C Concession	Per year Per 25 sqm	£3.30		£3.40		£0.10	3.00%	
	Start Up Fees Standard	Each	£51.00		£52.75		£1.75	3.40%	
	Shed Rental	Each	£17.50		£18.00		£0.50	2.90%	
	Chickens	Per year Per 25 sqm	£17.50		£18.00		£0.50	2.90%	
	HIGHWAYS								
Drainage Works	Rodding - Daytime	Each	£87.00		£90.50		£3.50	4.00%	
	Rodding - Out of Hours	Each	£96.00		£100.00		£4.00	4.20%	
	Jetting - Daytime	Each	£116.00		£121.00		£5.00	4.30%	
	Jetting - Out of Hours	Each	£130.00		£135.50		£5.50	4.20%	
	Cesspools & Septic Tanks	Per 1000 Gallons	£250.00		£260.00		£10.00	4.00%	
	CCTV Surveys	Each	£290.00		£302.00		£12.00	4.10%	
	Recovery of property from gullies	Each	£65.00		£68.00		£3.00	4.60%	
Out of Hours Call Out	Fixed fee for standby and vehicle costs	Per call out	Price on Application		Price on Application				
Accident Reclaims	Administration Fee	Each	£150.00		£156.00		£6.00	4.00%	
	Inspectors Visit	Each	£150.00		£156.00		£6.00	4.00%	
Administration Charges	Reproduction of Agreements	Each	£150.00		£156.00		£6.00	4.00%	
	Reproduction of plan	Each	£150.00		£156.00		£6.00	4.00%	
Footway Crossings	Application Fee - inc 1 visit (Council contractor)	Each	£150.00		£156.00		£6.00	4.00%	
	Supervision fee if RBC constructing	Each	£150.00		£156.00		£6.00	4.00%	
	Admin fee is RBC constructing	Each	£150.00		£156.00		£6.00	4.00%	
	Cost of construction	Cost of Works	Price on Application		Price on Application				
	Using own contractor fee (following 1st site visit) contractor licence	Each	£475.00		£495.00		£20.00	4.20%	
	Admin & Site supervision for using own contractor	Each	£150.00		£157.00		£7.00	4.70%	
	Cost of construction	Cost of Works	Price on Application	Price on Application				Price on Application	
	Supervision Of Works (Project <£250k)	Cost of Works		Price on Application					
	Design Check & Admin (Project <£250k)	Cost of Works		Price on Application					
	Supervision Of Works (Project >£250k)	Cost of Works		Price on Application					
	Design Check & Admin (Project >£250k)	Cost of Works		Price on Application					
Solicitor Enquiries	Search written response with 1 map	Each	£71.50		£74.50		£3.00	4.20%	
	Search additional map request	Each	£33.00		£34.50		£1.50	4.50%	
Administration Charges	Reproduction of Agreements	Each	£71.50		£74.50		£3.00	4.20%	
	Reproduction of plan	Each	£71.50		£74.50		£3.00	4.20%	
Skip Licences	Skip permit application and first 2 weeks	Each	£95.50		£99.50		£4.00	4.20%	
	Skip permit fee for each additional week	Each	£43.25		£45.00		£1.75	4.00%	
	Labour cost (clean up team) per hour	Each	Price on Application		Price on Application				
	Tipping waste (transportation and disposal cost) per tonne	Each							
A-Boards	Application fee	Each	£125.00		£130.00		£5.00	4.00%	
	Annual Licence fee	Each	£90.00		£94.00		£4.00	4.40%	
	Recovery of A board from store	Each	£75.00		£78.00		£3.00	4.00%	
EV Charging Footway Channel	Application and licence fee	Each	£75.00		£78.00		£3.00	4.00%	
EV Charging Footway Channel	Installation costs	Cost of Works	Price on Application		Price on Application				
Miscellaneous Income	Scaffold / Hoarding Licence Fee - Resident	Up to 4 weeks	£210.00		£219.00		£9.00	4.30%	
	Scaffold / Hoarding Licence Fee - Commercial	Up to 4 weeks	£347.00		£361.00		£14.00	4.00%	
	Scaffold / Hoarding Licence Fee - Renewal	Further period of up to 4 weeks.	£160.00		£167.00		£7.00	4.40%	
	Stopping up of the public highway applications	Each	£980.00		£1,020.00		£40.00	4.10%	
	S171 Licence (e.g. works on highway or store building material on the highway)	Up to 4 weeks	£500.00		£520.00		£20.00	4.00%	
		Each additional week or part week	£33.00		£34.50		£1.50	4.50%	
	S142 Licence to plant on highway	Each	£240.00		£250.00		£10.00	4.20%	
	S177 Projection over highway	Each	£500.00		£520.00		£20.00	4.00%	
	Consenting on ordinary watercourse (statutory fee)	Each	£50.00		£50.00		£0.00	0.00%	
	Swapouts	Each	£500.00		£520.00		£20.00	4.00%	
	Application fee for access protection markings to existing footway crossings	Each	£75.00		£78.00		£3.00	4.00%	

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/(decrease) Excl. VAT	Increase/(decrease) %
Miscellaneous Income	Provision of new access protection marking up to 5m long	Each	£35.00		£36.50		£1.50	4.30%
	Provision of new access protection marking each additional metre over 5m	Metre	£10.00		£10.50		£0.50	5.00%
	Refreshing access protection marking up to 5m long	Each	£35.00		£36.50		£1.50	4.30%
	Refreshing access protection marking each additional metre	Metre	£10.00		£10.50		£0.50	5.00%
	Access control/Key for lockable bollard fee	Each	£75.00		£78.00		£3.00	4.00%
	Disabled Box application	Each	£75.00		£78.00		£3.00	4.00%
NEIGHBOURHOODS - WASTE								
Special Collections	Collection of 3 Items	Each	£58.00		£60.00		£2.00	3.40%
	Collection of 3 Items - Concession	Each	£43.50		£45.00		£1.50	3.40%
	Each additional item	Each	£9.00		£9.50		£0.50	5.60%
	Fridge freezers - Domestic fridge/freezer (tall)	Each	£55.00		£55.00		£0.00	0.00%
	Fridge freezers - Concession	Each	£41.25		£41.25		£0.00	0.00%
	Cancellation charge (less than 3 days before collection)	Each	£12.50		£12.50		£0.00	0.00%
Trade Waste	Trade General sack in multiples of 50	Per 50	£174.00		£181.00		£7.00	4.00%
	Trade recycling sack in multiples of 50	Per 50	£121.00		£126.00		£5.00	4.10%
Bins (Wheeled/other)	Residual 140 Litre - New Development & Replacement	Each	£32.00		£33.50		£1.50	4.70%
	Residual 240 Litre - New Development & Replacement	Each	£68.00		£68.00		£0.00	0.00%
	Residual 360 Litre - New Development & Replacement	Each	£90.00		£90.00		£0.00	0.00%
	Recycling 240 Litre - New Development	Each	£68.00		£68.00		£0.00	0.00%
	Recycling 240 Litre - Replacement	Each	£0.00		£0.00		£0.00	0.00%
	Recycling 360 Litre - New Development & Replacement	Each	£90.00		£90.00		£0.00	0.00%
	Food 180 Litre - New Development & Replacement	Each	£41.00		£41.00		£0.00	0.00%
	Food 240 Litre - New Development & Replacement	Each	£68.00		£68.00		£0.00	0.00%
	Food 23 Litre - New Development	Each	£12.00		£12.00		£0.00	0.00%
	Food 23 Litre - Replacement	Each	£0.00		£0.00		£0.00	0.00%
	Food 5 Litre - New Development & Replacement	Each	£7.00		£7.00		£0.00	0.00%
	1100 litre (steel) - Trade Waste	Each	Price on Application		Price on Application			
	1100 litre (Plastic) - Trade Waste	Each						
	Delivery of 1100ltr Bin	Each	£9.50		£10.00		£0.50	5.30%
Green Waste	Green Waste Service Bin	Per annum	£75.00		£78.00		£3.00	4.00%
	Green Waste Service Bin (Concession)	Per annum	£56.25		£58.50		£2.25	4.00%
	Additional Green Waste Service Bin - presented alongside an existing bin.	Per annum	£75.00		£78.00		£3.00	4.00%
	Additional Green Waste Service Bin - presented alongside an existing bin. (Concession)	Per annum	£56.25		£58.50		£2.25	4.00%
	Green Waste Service Bag	Per annum	£30.00		£31.00		£1.00	3.30%
	Green Waste Service Bag (Concession)	Per annum	£22.50		£23.25		£0.75	3.30%
	Additional Green Waste Service Bag - presented alongside an existing bag.	Per annum	£30.00		£31.00		£1.00	3.30%
	Additional Green Waste Service Bag - presented alongside an existing bag (concession)	Per annum	£22.50		£23.25		£0.75	3.30%
	New/Replacement Green Waste Bin	Each	£65.00		£68.00		£3.00	4.60%
	New/Replacement Green Waste Bag	Each	£15.50		£16.00		£0.50	3.20%
	Hazardous Clinical Waste Collections - per property per collection	Each	Price on Application		Price on Application			

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/(decrease) Excl. VAT	Increase/(decrease) %
Fixed Penalty Rates	Depositing of litter - S.87/88 EPA 1990	Each	£500.00		£500.00		£0.00	0.00%
	Depositing of litter - S.87/88 EPA 1990 (early payment)	Each	£100.00		£100.00		£0.00	0.00%
	Unauthorised disposal of controlled waste (Fly-Tipping) - S.33 EPA 1990	Each	£1,000.00		£1,000.00		£0.00	0.00%
	Unauthorised disposal of controlled waste (Fly-Tipping) - S.33 EPA 1990 (early Payment)	Each	£500.00		£500.00		£0.00	0.00%
	Failure to comply with duty relating to the transfer of household waste - S.34 (2A) & S.34ZA EPA 1990	Each	£600.00		£600.00		£0.00	0.00%
	the transfer of household waste - S.34 (2A) & S.34ZA EPA 1990 (early payment)	Each	£300.00		£300.00		£0.00	0.00%
	(waste transfer notes) S.34 (5 & 6) & S.34ZA Environmental Protection Act	Each	£300.00		£300.00		£0.00	0.00%
	Failure to produce authority to transport waste (waste carriers license) S.5/5B Control of Pollution (Amendment) Act 1989	Each	£300.00		£300.00		£0.00	0.00%
	Failure to comply with a commercial waste receptacle notice S.47/47ZA EPA 1990	Each	£110.00		£110.00		£0.00	0.00%
	Failure to comply with a Community Protection Notice S.43 Anti-Social Behaviour, Crime and Policing Act 2014	Each	£100.00		£100.00		£0.00	0.00%
Exterior Cleansing and Graffiti Removal	Exposing vehicles for sale on a road S.3 Clean Neighbourhoods and Environment Act 2005	Each	£100.00		£100.00		£0.00	0.00%
	Neighbourhoods and Environment Act 2005	Each	£100.00		£100.00		£0.00	0.00%
	Graffiti removal - call out and first hour	Each						
	Each additional hour of graffiti removal	Each						
	Emergency biohazard clearance	Minimum per job						
	Machine sweeping	Minimum per job + tipping						
	Fly tip removal	Minimum per job + tipping						
	+ additional labour	Minimum per job						

NEIGHBOURHOOD - HWRC WASTE DISPOSAL FEES & re3 GROW COMPOST SALES

Waste Disposal Fee - Soil, Hardcore & Rubble	Bags of hardened cement, bricks & rubble, hardened concrete, roof tiles/slates, stones/gravel/sand, soil, paving slabs, concrete fence posts (each), concrete / ceramic drain or sewer pipe 200 x 75cm, Granite or stone worktop (200 x 75cm)	Per 25l bag, concrete fence post (each), concrete / ceramic drain or sewer pipe (200 x 75cm), Granite on stone worktop (£200 x 75cm)	£2.67	£3.20	£2.67	£3.20	£0.00	0.00%
Waste Disposal Fee - Plasterboard	Plasterboard or gypsum	25l bag	£1.33	£1.60	£1.33	£1.60	£0.00	0.00%
Waste Disposal Fee - Bathroom Items	Bath panel, pedestal, sink, tiles, bath, cabinet, bidet, cistern or pan, shower screen, shower tray, close-coupled toilet pan & cister. 25l bathroom tiles.	per item / 25l bag Tiles	£2.67	£3.20	£2.67	£3.20	£0.00	0.00%
Waste Disposal Fee - Kitchen Items	Kitchen sink (each), Kitchen tiles (per 25l bag), Kitchen cupboard (each), Kitchen worktop (200 x 75cm)	Each kitchen sink or cupboard, tiles per 25l bag, Kitchen worktop (200 x 75cm)	£2.67	£3.20	£2.67	£3.20	£0.00	0.00%
Waste Disposal Fee - Asbestos	Asbestos	20 Kg	£7.00	£8.40	£7.00	£8.40	£0.00	0.00%
Waste Disposal Fee - Timber / Wood	Floorboards / Laminate (200 x 75cm), Fence Panel & Fence Post (each), Door frames / skirting boards (200 x 75cm), Shed panel (each), Timber offcuts per 25l bag, Wood chipping (per 25l bag), Wooden decking (200 x 75cm), fire surround (each) and garage door (each)	£3.20 per item up to 200 x 75cm or per 25l bag.	£2.67	£3.20	£2.67	£3.20	£0.00	0.00%
Waste Disposal Fee - Windows & Doors	Internal door (each), Greenhouse panel (each), Window (each), Loose window panel (each), Window frame (each)	per item	£2.67	£3.20	£2.67	£3.20	£0.00	0.00%

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/(decrease) Excl. VAT	Increase/(decrease) %
Waste Disposal - Other DIY Waste	Turf (200x75x70cm), Artificial grass (25l bag or 200x75cm), Sheet glass (200x75cm), Hardened lime mortar (per 25l bag), Loft door or hatch (each), Radiator or storage heater (each), Fireplace (each), Wood burner or stove (each), Boiler (each), Cladding (25l bag or 200 x75cm) & Plastic decking (200x75cm)	See Category	£2.67	£3.20	£2.67	£3.20	£0.00	0.00%
Waste Disposal - refillable Gas bottles	Gas Bottles	Per item	£2.50	£3.00	£2.50	£3.00	£0.00	0.00%
re3 Grow Compost purchase	Recycled Green waste into compost	Per 40l bag	£4.58	£5.50	£4.58	£5.50	£0.00	0.00%
re3 Grow Compost purchase	Recycled Green waste into compost	3 x 40l bag	£13.33	£16.00	£13.33	£16.00	£0.00	0.00%
LIBRARIES								
Children's activity Sessions	Cost recovery fee	Per child	£1.00	£1.00	£1.00	£1.00	£0.00	0.00%
Reservations	Selms requests	Item	£4.00	£4.00	£4.00	£4.00	£0.00	0.00%
	In stock	Item	£0.00	£0.00	£0.00	£0.00	£0.00	0.00%
	From the British Library	Item	£25.00	£25.00	£25.00	£25.00	£0.00	0.00%
	Periodical Articles	Item	£25.00	£25.00	£25.00	£25.00	£0.00	0.00%
Photocopies	A4	Per sheet	£0.20	£0.20	£0.20	£0.20	£0.00	0.00%
	A3	Per sheet	£0.30	£0.30	£0.30	£0.30	£0.00	0.00%
Printing from Public Computers	A4 - Black & White	Per sheet	£0.30	£0.30	£0.30	£0.30	£0.00	0.00%
	A4 - Colour	Per sheet	£0.60	£0.60	£0.60	£0.60	£0.00	0.00%
Replacement Cards	Library Card Replacement	Item	£3.70	£3.70	£3.70	£3.70	£0.00	0.00%
Local Studies High Res Scanning		Per image	£2.70	£2.70	£2.70	£2.70	£0.00	0.00%
Admin fee for lost/damaged stock		Per item	£6.30	£6.30	£6.30	£6.30	£0.00	0.00%
Vocal Sets Service (RBC Residents)	Borrowing from Reading stock	Set	£6.50	£6.50	£6.50	£6.50	£0.00	0.00%
	Overdue charges	Set	£6.50	£6.50	£6.50	£6.50	£0.00	0.00%
Vocal Sets Service (Non-RBC Residents)	Borrowing from Reading stock	Set	£12.00	£12.00	£12.00	£12.00	£0.00	0.00%
	Borrowing from Reading stock	Set	£6.50	£6.50	£6.50	£6.50	£0.00	0.00%
Drama Sets Service	Overdue charges	Set	As per Adult Book	As per Adult Book	As per Adult Book	As per Adult Book	As per Adult Book	As per Adult Book
	Annual subscription for group	Group	£25.00	£25.00	£25.00	£25.00	£0.00	0.00%
Book Club Service (RBC Residents)	Overdue charges	Set	As per Adult Book	As per Adult Book	As per Adult Book	As per Adult Book	As per Adult Book	As per Adult Book
	Annual subscription for group	Group	£35.00	£35.00	£35.00	£35.00	£0.00	0.00%
Book Club Service (Non-RBC Residents)	Overdue charges	Set	As per Adult Book	As per Adult Book	As per Adult Book	As per Adult Book	As per Adult Book	As per Adult Book
	Full cost of replacement + £5.20 admin fee	Item	Varies by item	Varies by item	Varies by item	Varies by item	Varies by item	Varies by item
Lost (in print items)		Item	Varies by item	Varies by item	Varies by item	Varies by item	Varies by item	Varies by item
Lost (out of print items) Adult books	£15 + £6.30 Admin fee	Item	£16.00	£16.00	£16.00	£16.00	£0.00	0.00%
Lost (out of print items) Children books	£7.50 + £6.30 Admin fee	Item	£8.00	£8.00	£8.00	£8.00	£0.00	0.00%
Lost (out of print items) Spoken word	£25 + £6.30 Admin fee	Item	£26.50	£26.50	£26.50	£26.50	£0.00	0.00%
Lost (out of print items) other	£27 + £6.30 Admin fee	Item	£28.50	£28.50	£28.50	£28.50	£0.00	0.00%
Damaged Items	Varies by item	Item	Varies by item	Varies by item	Varies by item	Varies by item	Varies by item	Varies by item
Withdrawn Stock	Varies by item	Item	Varies by item	Varies by item	Varies by item	Varies by item	Varies by item	Varies by item
Charge to post photocopies or prints made	Varies by item, standard postage charge	Item	Varies by item	Varies by item	Varies by item	Varies by item	Varies by item	Varies by item
Research fee for local history or genealogy enquiries	Research, initial 15 minutes at no charge as part of library offer	Per Hour	£10.50	£11.00	£11.00	£11.00	£0.50	4.80%
Charge for serviced photocopying or serviced microform printing	All per self service price + service charge of 6.50	Transaction	£6.50	£6.50	£6.50	£6.50	£0.00	0.00%
Printing from microform	A4 print	Sheet	£1.00	£1.00	£1.00	£1.00	£0.00	0.00%
	A3 print	Sheet	£1.00	£1.00	£1.00	£1.00	£0.00	0.00%
Copies of Local Studies Images	Email	Image	£3.70	£3.70	£3.70	£3.70	£0.00	0.00%
	Printed - glossy paper	Image	£5.80	£5.80	£5.80	£5.80	£0.00	0.00%
Copies of Local Studies Images	High Resolution re scanning	Image	£2.70	£2.70	£2.70	£2.70	£0.00	0.00%
Library Display Panels	Charity	Booking	£7.50	£7.50	£7.50	£7.50	£0.00	0.00%
Library Display Panels	Non-Charity	Booking	£15.00	£15.00	£15.00	£15.00	£0.00	0.00%
Hire Charges	Toy Small item	Item	£1.00	£1.00	£1.00	£1.00	£0.00	0.00%
	Toy Large item	Item	£1.00	£1.00	£1.00	£1.00	£0.00	0.00%
	Toy Large/Very large item	Item	£1.00	£1.00	£1.00	£1.00	£0.00	0.00%
	Hire of a library space - Charity	Per Hour	£21.00	£21.00	£21.00	£21.00	£0.00	0.00%
Libraries - room hire	Hire of a library space - Non-Charity	Per Hour	£42.00	£42.00	£42.00	£42.00	£0.00	0.00%
	Hire of a library space - New Central Library Classroom		Price on Application	Price on Application	Price on Application	Price on Application	Price on Application	Price on Application
	Hire of a library space - New Central Library Courtyard	Per Hour	Price on Application	Price on Application	Price on Application	Price on Application	Price on Application	Price on Application
PRIVATE SECTOR HOUSING								
Licence for house in multiple occupancy (Mandatory & Additional schemes)	Licence Fee	Per application	£1,000.00	£1,500.00	£1,500.00	£1,500.00	£500.00	50.00%
	Charge per additional sleeping room over 5	Per application	£28.00	£28.00	£28.00	£28.00	£0.00	0.00%
	Missed Appointment charge	Per missed appointment	£52.00	£52.00	£52.00	£52.00	£0.00	0.00%
Late Application Fee	If needed a licence 12 weeks before the application was made.	Per licence	£1,500.00	£1,750.00	£1,750.00	£1,750.00	£250.00	16.70%

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/(decrease) Excl. VAT	Increase/(decrease) %
Non Statutory Charge	Assistance with completing the on line HMO Licence application	Hourly	£90.00	£108.00	£90.00	£108.00	£0.00	0.00%
Non Statutory Inspection Charge	Fee HMO inspection, report, drawing up plans and assisting with the completion of the licence application form	Up to 6 hours	£540.00	£648.00	£540.00	£648.00	£0.00	0.00%
Non Statutory Inspection Charge	Fee for non-statutory inspection to provide advice and a report. Charge for up to 2 hours and does not include drawing up plans or completing HMO licence application	Up to 2 hours	£180.00	£216.00	£187.00	£224.40	£7.00	3.90%
Administration Charges	Fee for bounced cheque, copy of notices, copy of HMO licence, landlord information pack, HMO licence register	Per transaction	£41.67	£50.00	£43.33	£52.00	£1.66	4.00%
Provision of Factual Statement	Factual Statement	Per statement	£379.17	£455.00	£395.00	£474.00	£15.83	4.20%
Non Statutory Inspection Charge	Inspection and schedule of works for empty homes	Up to 4 hours	£367.50	£441.00	£382.00	£458.40	£14.50	3.90%
Incomplete Application Fee	Fee for applicants that have not provided complete application incl certificates of compliance	Per application	£50.00		£50.00		£0.00	0.00%
Empty Home	Fee for research into and provision of supporting letter for Empty Homes	Per application	£150.00	£180.00	£158.33	£190.00	£8.33	5.60%
LICENSING								
PREMISES LICENCES								
Gambling - Adult Gaming Centre Premises Licence	New application - 1st time of licencing	Per licence	£1,545.00		£1,600.00		£55.00	3.60%
	Annual fee	Per licence	£1,000.00		£1,000.00		£0.00	0.00%
	Variation	Per licence	£1,000.00		£1,000.00		£0.00	0.00%
	Transfer	Per licence	£1,200.00		£1,200.00		£0.00	0.00%
	Re-instatement	Per licence	£1,100.00		£1,150.00		£50.00	4.50%
	Provisional statement	Per statement	£1,460.00		£1,525.00		£65.00	4.50%
	Provisional statement - holder	Per licence	£1,082.00		£1,150.00		£68.00	6.30%
	Copy of licence	Per licence	£25.00		£25.00		£0.00	0.00%
	Notification of change	Per licence	£25.00		£50.00		£25.00	100.00%
	New	Per licence	£1,375.00		£1,425.00		£50.00	3.60%
	Annual fee	Per licence	£550.00		£600.00		£50.00	9.10%
	Variation	Per licence	£910.00		£1,000.00		£90.00	9.90%
Gambling - Betting (Other) Premises licence	Transfer	Per licence	£950.00		£1,000.00		£50.00	5.30%
	Re-instatement	Per licence	£950.00		£1,000.00		£50.00	5.30%
	Provisional statement	Per statement	£1,336.00		£1,400.00		£64.00	4.80%
	Provisional statement - holder	Per licence	£891.00		£925.00		£34.00	3.80%
	Copy of licence	Per licence	£25.00		£25.00		£0.00	0.00%
	Notification of change	Per licence	£25.00		£50.00		£25.00	100.00%
	New	Per licence	£2,500.00		£2,650.00		£150.00	6.00%
	Annual fee	Per licence	£960.00		£1,000.00		£40.00	4.20%
	Variation	Per licence	£1,225.00		£1,300.00		£75.00	6.10%
	Transfer	Per licence	£1,200.00		£1,200.00		£0.00	0.00%
	Re-instatement	Per licence	£1,200.00		£1,200.00		£0.00	0.00%
Gambling - Bingo Premises licence	Provisional statement	Per statement	£2,571.00		£2,650.00		£79.00	3.10%
	Provisional statement - holder	Per licence	£1,200.00		£1,200.00		£0.00	0.00%
	Copy of licence	Per licence	£25.00		£25.00		£0.00	0.00%
	Notification of change	Per licence	£25.00		£50.00		£25.00	100.00%
	New	Per licence	£2,500.00		£2,650.00		£150.00	6.00%
	Annual fee	Per licence	£960.00		£1,000.00		£40.00	4.20%
	Variation	Per licence	£1,225.00		£1,300.00		£75.00	6.10%
	Transfer	Per licence	£1,200.00		£1,200.00		£0.00	0.00%
	Re-instatement	Per licence	£1,200.00		£1,200.00		£0.00	0.00%
	Provisional statement	Per statement	£2,571.00		£2,650.00		£79.00	3.10%
	Provisional statement - holder	Per licence	£1,200.00		£1,200.00		£0.00	0.00%
	Copy of licence	Per licence	£25.00		£25.00		£0.00	0.00%
Gambling - Casino Premises licence	Notification of change	Per licence	£25.00		£50.00		£25.00	100.00%
	New - 1st time licence	Per licence	£1,343.00		£1,400.00		£57.00	4.20%
	Annual fee	Per licence	£1,637.00		£1,700.00		£63.00	3.80%
	Variation	Per licence	£1,753.00		£1,850.00		£97.00	5.50%
	Transfer	Per licence	£1,350.00		£1,350.00		£0.00	0.00%
	Re-instatement	Per licence	£1,350.00		£1,350.00		£0.00	0.00%
	Provisional statement	Per statement	£2,571.00		£2,650.00		£79.00	3.10%
	Provisional statement - holder	Per licence	£1,200.00		£1,200.00		£0.00	0.00%
	Copy of licence	Per licence	£25.00		£25.00		£0.00	0.00%
	Notification of change	Per licence	£25.00		£50.00		£25.00	100.00%
	New	Per licence	£2,040.00		£2,000.00		(£40.00)	(2.00%)
	Annual fee	Per licence	£750.00		£750.00		£0.00	0.00%
Gambling - Family Entertainment Centre Premises Licence	Variation	Per licence	£1,000.00		£1,000.00		£0.00	0.00%
	Transfer	Per licence	£950.00		£950.00		£0.00	0.00%
	Re-instatement	Per licence	£950.00		£950.00		£0.00	0.00%
	Provisional statement	Per statement	£2,000.00		£2,000.00		£0.00	0.00%
	Provisional statement - holder	Per licence	£935.00		£950.00		£15.00	1.60%
	Copy of licence	Per statement	£25.00		£25.00		£0.00	0.00%
	Notification of change	Per statement	£25.00		£50.00		£25.00	100.00%
	New	Per statement	£1,987.00		£2,100.00		£113.00	5.70%
	Annual fee	Per statement	£1,000.00		£1,000.00		£0.00	0.00%
	Variation	Per statement	£994.00		£1,050.00		£56.00	5.60%
	Transfer	Per licence	£950.00		£950.00		£0.00	0.00%
Gambling - Track premises licence	Re-instatement	Per licence	£950.00		£950.00		£0.00	0.00%
	Provisional statement	Per statement	£2,104.00		£2,200.00		£96.00	4.60%
	Provisional statement - holder	Per licence	£935.00		£950.00		£15.00	1.60%
	Copy of licence	Per licence	£25.00		£25.00		£0.00	0.00%
	Notification of change	Per licence	£25.00		£50.00		£25.00	100.00%
	New	Per Permit	£300.00		£300.00		£0.00	0.00%
Unlicensed Family Entertainment Centre	Renewal	Per Permit	£300.00		£300.00		£0.00	0.00%
	Change of Name	Per Permit	£25.00		£25.00		£0.00	0.00%
	Copy of Permit	Per Permit	£15.00		£15.00		£0.00	0.00%

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/(decrease) Excl. VAT	Increase/(decrease) %
Prize Gaming Permit	Permit	Per Permit	£300.00	£300.00	£300.00	£300.00	£0.00	0.00%
	Renewal	Per Permit	£300.00	£300.00	£300.00	£300.00	£0.00	0.00%
	Change of Name	Per Permit	£25.00	£25.00	£25.00	£25.00	£0.00	0.00%
	Copy of Permit	Per Permit	£15.00	£15.00	£15.00	£15.00	£0.00	0.00%
Sex Shop Licence	Grant/Renewal of Licence	Per licence	£1,276.00	£1,300.00	£1,300.00	£1,300.00	£24.00	1.90%
Sex Entertainment Licence (SEV)	Grant of Licence	Per licence	£3,038.00	£3,150.00	£3,150.00	£3,150.00	£112.00	3.70%
	Renewal of Licence	Per licence	£2,297.00	£2,400.00	£2,400.00	£2,400.00	£103.00	4.50%
	Variation	Per licence	£1,193.00	£1,250.00	£1,250.00	£1,250.00	£57.00	4.80%
	Transfer	Per licence	£146.00	£150.00	£150.00	£150.00	£4.00	2.70%
Film Classification	Film Classification (local film festivals)	Per 15 mins or part thereof (of the film)	£18.00	£19.00	£19.00	£19.00	£1.00	5.60%
Street Trading Outside Town Centre	OUT OF TOWN - Grant/ Renewal (Fast Food)	Per stall/Per application	£2,521.00	£2,625.00	£2,625.00	£2,625.00	£104.00	4.10%
	OUT OF TOWN - Grant/Renewal (sandwich/ice-cream/retail food)	Per stall/Per application	£937.00	£975.00	£975.00	£975.00	£38.00	4.10%
	OUT OF TOWN - Grant/Renewal (Non Food)	Per stall/Per application	£483.00	£500.00	£500.00	£500.00	£17.00	3.50%
	OUT OF TOWN - Occasional (1-8 days per year) with alcohol/food trader up 3m (Trading dates listed on licence)	Up to 3 x3 m single trader stall per day	£134.00	£140.00	£140.00	£140.00	£6.00	4.50%
	OUT OF TOWN - Occasional (1-8 days per year) no alcohol/food trader up 3m (Trading dates listed on licence)	Up to 3 x3 m single trader stall per day	£102.00	£110.00	£110.00	£110.00	£8.00	7.80%
	OUT OF TOWN - Occasional (1-8 days per year) with alcohol/food trader up to 6 m (Trading dates listed on licence)	Up to 6 x6 m single trader stall per day	£214.00	£225.00	£225.00	£225.00	£11.00	5.10%
	OUT OF TOWN - Occasional (1-8 days per year) no alcohol/food trader up to 6 m (Trading dates listed on licence)	Up to 6 x6 m single trader stall per day	£150.00	£160.00	£160.00	£160.00	£10.00	6.70%
	OUT OF TOWN - Occasional (9-14 days per year) (Trading dates listed on licence)	Single trader	£27.00	£28.00	£28.00	£28.00	£1.00	3.70%
	OUT OF TOWN - Occasional (15-45 days per year) (Trading dates listed on licence)	Single trader	£16.00	£17.00	£17.00	£17.00	£1.00	6.30%
	OUT OF TOWN - Occasional (46-60 days per year) (Trading dates listed on licence)	Single trader	£8.00	£9.00	£9.00	£9.00	£1.00	12.50%
Street Trading Town Centre	Town Centre - Grant/ Renewal (Broad Street)	Per stall	£6,374.00	£6,500.00	£6,500.00	£6,500.00	£126.00	2.00%
	Town Centre - Grant/ Renewal (Bridge Street)	Per stall	£6,374.00	£6,500.00	£6,500.00	£6,500.00	£126.00	2.00%
	Town Centre - Grant/ Renewal (Reading Station)	Per stall	£6,374.00	£6,500.00	£6,500.00	£6,500.00	£126.00	2.00%
Town Centre Ad-Hoc	Town Centre - Market not under charter 1-14 days per yr.	Up to 3 x3 m single trader stall per day	£15.00	£16.00	£16.00	£16.00	£1.00	6.70%
	Town Centre - Market not under charter 15-60 days per yr.	Up to 3 x3 m single trader stall per day	£4.00	£4.50	£4.50	£4.50	£0.50	12.50%
	Town Centre - Market not under charter 1-14 days per yr.	>Over 3x3m single trader stall per day	£18.00	£19.00	£19.00	£19.00	£1.00	5.60%
	Town Centre - Market not under charter 15-60 days per yr.	>Over 3x3m single trader stall per day	£6.00	£7.00	£7.00	£7.00	£1.00	16.70%
	All Street Traders - Variation	Per stall	£278.00	£290.00	£290.00	£290.00	£12.00	4.30%
	All Street Traders - Additional Street Trading Assistant	Per assistant	£17.00	£18.00	£18.00	£18.00	£1.00	5.90%
	All Street Traders - fee for paying by direct debit - no other instalment system allowed	Per application	£56.00	£58.00	£58.00	£58.00	£2.00	3.60%
Scrap Metal	Site Licence - new/renewal	Per 3 year licence	£1,014.00	£1,100.00	£1,100.00	£1,100.00	£86.00	8.50%
	Collectors Licence -new/renewal	Per 3 year licence	£666.00	£700.00	£700.00	£700.00	£34.00	5.10%
	Variation of Site Licence /Collectors Licence	Per licence	£302.00	£325.00	£325.00	£325.00	£23.00	7.60%
	Simple Variation (i.e. admin changes) for site Licence or Collector	Per licence	£88.00	£90.00	£90.00	£90.00	£2.00	2.30%
	Replacement Licence or badge for collector	Per licence	£18.00	£20.00	£20.00	£20.00	£2.00	11.10%
Pavement Café	New licence 2 tables and or 6 chairs	per annum	£300.00	£300.00	£300.00	£300.00	£0.00	0.00%
	New licence up to 10 chairs	per annum	£350.00	£350.00	£350.00	£350.00	£0.00	0.00%
	New licence over 10 chairs	per annum	£500.00	£500.00	£500.00	£500.00	£0.00	0.00%
	Renewal 2 tables 6 chairs	per annum	£100.00	£100.00	£100.00	£100.00	£0.00	0.00%
	Renewal up to 10 chairs	per annum	£200.00	£200.00	£200.00	£200.00	£0.00	0.00%
	Renewal over 10 chairs	per annum	£350.00	£350.00	£350.00	£350.00	£0.00	0.00%

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/(decrease) Excl. VAT	Increase/(decrease) %
Caravan Site Licence	Grant	Per site	£827.00		£850.00		£23.00	2.80%
	Transfer	Per site	£380.00		£400.00		£20.00	5.30%
	Variation	Per site	£567.00		£575.00		£8.00	1.40%
	Annual Fee (less than 10 units)	Per site	£290.00		£300.00		£10.00	3.40%
	Annual fee (less than 30 units)	Per site	£324.00		£335.00		£11.00	3.40%
	Annual fee (more than 30 Units)	Per site	£358.00		£370.00		£12.00	3.40%
	copies of site licence	Per site	£18.00		£19.00		£1.00	5.60%
	Application to be included on the Fit & Proper Person Register	Per site every 5 years	£188.00		£190.00		£2.00	1.10%
	Check & Submit Service	Each	£120.00		£130.00		£10.00	8.30%
Other Fees	Pre-application advice and site visit	Each	£192.00		£200.00		£8.00	4.20%
	DBS Standard	Per Person	£37.00		£39.00		£2.00	5.40%
	Door Safe log Book	Per book	£18.00		£19.00		£1.00	5.60%
TRANSPORT LICENCES								
Hackney Carriage	Hackney carriage Vehicle grant or renewal	Per operator	£400.00		£400.00		£0.00	0.00%
	3 Year Hackney carriage driver new/renewal (not including disclosure fee)	Per operator	£328.00		£328.00		£0.00	0.00%
Private Hire Operators - 1 Year Grant	Each additional applicant	Per operator	£245.00		£245.00		£0.00	0.00%
	1-3 Vehicles	Per operator	£806.00		£806.00		£0.00	0.00%
	4-10 Vehicles	Per operator	£1,292.00		£1,292.00		£0.00	0.00%
	11-40 Vehicles	Per operator	£2,572.00		£2,572.00		£0.00	0.00%
	41-100 Vehicles	Per operator	£4,314.00		£4,314.00		£0.00	0.00%
	101+ Vehicles	Per operator	£5,181.00		£5,181.00		£0.00	0.00%
Private Hire Operators - 1 Year Renewal	Each additional applicant	Per operator	£185.00		£185.00		£0.00	0.00%
	1-3 Vehicles	Per operator	£561.00		£561.00		£0.00	0.00%
	4-10 Vehicles	Per operator	£892.00		£892.00		£0.00	0.00%
	11-40 Vehicles	Per operator	£1,977.00		£1,977.00		£0.00	0.00%
	41-100 Vehicles	Per operator	£3,583.00		£3,583.00		£0.00	0.00%
	101+ Vehicles	Per operator	£4,333.00		£4,333.00		£0.00	0.00%
Private Hire Operators - 5 Year Grant	Each additional applicant	Per operator	£245.00		£245.00		£0.00	0.00%
	1-3 Vehicles	Per operator	£2,125.00		£2,125.00		£0.00	0.00%
	4-10 Vehicles	Per operator	£3,150.00		£3,150.00		£0.00	0.00%
	11-40 Vehicles	Per operator	£8,020.00		£8,020.00		£0.00	0.00%
	41-100 Vehicles	Per operator	£15,241.00		£15,241.00		£0.00	0.00%
	101+ Vehicles	Per operator	£18,851.00		£18,851.00		£0.00	0.00%
Private Hire Operators - 5 Year Renewal	Each additional applicant	Per operator	£185.00		£185.00		£0.00	0.00%
	1-3 Vehicles	Per operator	£2,065.00		£2,065.00		£0.00	0.00%
	4-10 Vehicles	Per operator	£3,092.00		£3,092.00		£0.00	0.00%
	11-40 Vehicles	Per operator	£7,917.00		£7,917.00		£0.00	0.00%
	41-100 Vehicles	Per operator	£15,191.00		£15,191.00		£0.00	0.00%
	101+ Vehicles	Per operator	£18,730.00		£18,730.00		£0.00	0.00%
Private Hire Vehicle and Driver	Private Hire Vehicle grant or renewal	Per application	£315.00		£315.00		£0.00	0.00%
	Executive vehicle grant or renewal	Per application	£352.00		£352.00		£0.00	0.00%
School Transport	3 Year driver new/renewal (not including disclosure fee)	Per application	£319.00		£319.00		£0.00	0.00%
	School Transport vehicle (Class IV) vehicle	Per application	£100.00		£100.00		£0.00	0.00%
School Transport - 1 Year Grant	3 year ST driver grant/renewal (not incl disclosure fee)	Per application	£240.00		£240.00		£0.00	0.00%
	Each additional applicant	Per operator	£245.00		£245.00		£0.00	0.00%
	1-3 Vehicles	Per operator	£445.00		£445.00		£0.00	0.00%
	4-10 Vehicles	Per operator	£836.00		£836.00		£0.00	0.00%
	11-40 Vehicles	Per operator	£1,727.00		£1,727.00		£0.00	0.00%
	41-100 Vehicles	Per operator	£2,251.00		£2,251.00		£0.00	0.00%
School Transport - 1 Year Renewal	101+ Vehicles	Per operator	£3,141.00		£3,141.00		£0.00	0.00%
	Each additional applicant	Per operator	£145.00		£145.00		£0.00	0.00%
	1-3 Vehicles	Per operator	£345.00		£345.00		£0.00	0.00%
	4-10 Vehicles	Per operator	£570.00		£570.00		£0.00	0.00%
	11-40 Vehicles	Per operator	£1,132.00		£1,132.00		£0.00	0.00%
	41-100 Vehicles	Per operator	£1,513.00		£1,513.00		£0.00	0.00%
School Transport - 5 Year Grant	101+ Vehicles	Per operator	£2,290.00		£2,290.00		£0.00	0.00%
	Each additional applicant	Per operator	£245.00		£245.00		£0.00	0.00%
	1-3 Vehicles	Per operator	£1,245.00		£1,245.00		£0.00	0.00%
	4-10 Vehicles	Per operator	£2,324.00		£2,324.00		£0.00	0.00%
	11-40 Vehicles	Per operator	£4,955.00		£4,955.00		£0.00	0.00%
	41-100 Vehicles	Per operator	£6,763.00		£6,763.00		£0.00	0.00%
School Transport - 5 Year Renewal	101+ Vehicles	Per operator	£10,351.00		£10,351.00		£0.00	0.00%
	Each additional applicant	Per operator	£145.00		£145.00		£0.00	0.00%
	1-3 Vehicles	Per operator	£1,145.00		£1,145.00		£0.00	0.00%
	4-10 Vehicles	Per operator	£2,058.00		£2,058.00		£0.00	0.00%
	11-40 Vehicles	Per operator	£4,620.00		£4,620.00		£0.00	0.00%
	41-100 Vehicles	Per operator	£6,333.00		£6,333.00		£0.00	0.00%
	101+ Vehicles	Per operator	£9,890.00		£9,890.00		£0.00	0.00%

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/(decrease) Excl. VAT	Increase/(decrease) %
Other Charges - Vehicle	Vehicle Transfer of ownership -(admin only + issue licence)	Per application	£52.00		£52.00		£0.00	0.00%
	Replace vehicle plate (4 new tags+plate+30 mins)	Per vehicle	£62.00		£62.00		£0.00	0.00%
	temporary replacement Hackney Carriage or Private Hire Vehicle Plate	Per application	£51.00		£51.00		£0.00	0.00%
	HC Taxi livery design + 1 vehicle	Per application	£147.00		£147.00		£0.00	0.00%
	HC Livery - Additional vehicle check	Per vehicle	£42.00		£42.00		£0.00	0.00%
	HC Taxi livery renewal +1 vehicle	Per application	£97.00		£97.00		£0.00	0.00%
	<3 year compliance test - PH, EXEC, HC OR ST	Per application	£37.00		£37.00		£0.00	0.00%
	Aged vehicle check - PH, ST or Executive Vehicles over age 10 years +	Per vehicle	£37.00		£37.00		£0.00	0.00%
	ULEV vehicle	Per vehicle	25% of Standard fee for a HC, PH, EXEC, ST vehicle as appropriate		25% of Standard fee for a HC, PH, EXEC, ST vehicle as appropriate			
	100% electric vehicle	Per vehicle	50% of Standard fee for a HC, PH, EXEC, ST vehicle as appropriate		50% of Standard fee for a HC, PH, EXEC, ST vehicle as appropriate			
Other Charges - Driver	Driver knowledge test	Per driver	£47.00		£47.00		£0.00	0.00%
	Rescheduled new driver interview/ (no shows)	Per driver	£17.00		£17.00		£0.00	0.00%
	Change of Application HC to PH or PH to HC	Per application	£35.00		£35.00		£0.00	0.00%
	Replacement badge or licence (incl change of address)	Per driver	£17.00		£17.00		£0.00	0.00%
	Basic DBS (PHO, STO)	Per applicant	£37.00		£37.00		£0.00	0.00%
	DBS Enhanced (HC, PH, ST driver)	Per driver	£56.00		£56.00		£0.00	0.00%
	Driver - Visa Expiry (2 Badges, 1 cert+admin fee)	Per driver	£83.00		£83.00		£0.00	0.00%
Other Charges - Operator	Operator logbook	Per logbook	£4.00		£4.00		£0.00	0.00%
	Admin charge + copy of the licence	Per operator	£52.00		£52.00		£0.00	0.00%
	Copy of the licence	Per Operator	£17.00		£17.00		£0.00	0.00%
Other Charges - General	Bounced Cheque	Each	£35.00		£35.00		£0.00	0.00%
	Admin Charge	Each	£35.00		£35.00		£0.00	0.00%
	Factual Statement	Each	£152.00		£152.00		£0.00	0.00%
	Check and submit taxi application form	Each	£106.00		£106.00		£0.00	0.00%
LICENSING Premises & Clubs								
LICENSING Premises Licences Applications (STATUTORY FEES) New Application	Band A (£0 -£4,300)		£100.00		£100.00		£0.00	0.00%
	Band B (£4,301 -£33,000)		£190.00		£190.00		£0.00	0.00%
	Band C (£33,001 -£87,000)		£315.00		£315.00		£0.00	0.00%
	Band D (£87,001-£125,00)		£450.00		£450.00		£0.00	0.00%
	Band D (£87,001-£125,00) x2 multiplier for vertical drinking i.e.. nightclub)		£900.00		£900.00		£0.00	0.00%
	Band E (£125,000 +)		£635.00		£635.00		£0.00	0.00%
	Band E (£125,000 +) x3 multiplier for vertical drinking)		£1,905.00		£1,905.00		£0.00	0.00%
LICENSING Premises Licences Applications (STATUTORY FEES) Annual Fee	Band A (£0 -£4,300)		£70.00		£70.00		£0.00	0.00%
	Band B (£4,301 -£33,000)		£180.00		£180.00		£0.00	0.00%
	Band C (£33,001 -£87,000)		£295.00		£295.00		£0.00	0.00%
	Band D (£87,001-£125,00)		£320.00		£320.00		£0.00	0.00%
	Band D (£87,001-£125,00) x2 multiplier for vertical drinking i.e.. nightclub)		£640.00		£640.00		£0.00	0.00%
	Band E (£125,000 +)		£350.00		£350.00		£0.00	0.00%
	Band E (£125,000 +) x3 multiplier for vertical drinking)		£1,050.00		£1,050.00		£0.00	0.00%
LICENSING Additional fee based on number of attendees (STATUTORY FEES) New Application	Up to 4999		£0.00		£0.00		£0.00	0.00%
	5,000 - 9999		£1,000.00		£1,000.00		£0.00	0.00%
	10,000 - 14,000		£2,000.00		£2,000.00		£0.00	0.00%
	15,000 - 19,999		£4,000.00		£4,000.00		£0.00	0.00%
	20,000 - 29,999		£8,000.00		£8,000.00		£0.00	0.00%
	30,000 - 39,999		£16,000.00		£16,000.00		£0.00	0.00%
	40,000 - 49,999		£24,000.00		£24,000.00		£0.00	0.00%
	50,000 - 59,999		£32,000.00		£32,000.00		£0.00	0.00%
	60,000 - 69,999		£40,000.00		£40,000.00		£0.00	0.00%
	70,000 - 79,999		£48,000.00		£48,000.00		£0.00	0.00%
	80,000 - 89,999		£56,000.00		£56,000.00		£0.00	0.00%
	90,000+		£64,000.00		£64,000.00		£0.00	0.00%
LICENSING Additional fee based on number of attendees (STATUTORY FEES) Annual fee	Up to 499		£0.00		£0.00		£0.00	0.00%
	5,000 - 9999		£500.00		£500.00		£0.00	0.00%
	10,000 - 14,999		£1,000.00		£1,000.00		£0.00	0.00%
	15,000 - 15,999		£2,000.00		£2,000.00		£0.00	0.00%
	20,000 - 20,999		£4,000.00		£4,000.00		£0.00	0.00%
	30,000 - 39,999		£8,000.00		£8,000.00		£0.00	0.00%
	40,000 - 49,999		£12,000.00		£12,000.00		£0.00	0.00%
	50,000 - 59,999		£16,000.00		£16,000.00		£0.00	0.00%
	60,000 - 69,999		£20,000.00		£20,000.00		£0.00	0.00%
	70,000 - 79,999		£24,000.00		£24,000.00		£0.00	0.00%
	80,000 - 89,999		£28,000.00		£28,000.00		£0.00	0.00%
	90,000+		£32,000.00		£32,000.00		£0.00	0.00%

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/(decrease) Excl. VAT	Increase/(decrease) %
LICENSING Misc Premises Licences (STATUTORY FEES)	Theft, loss, etc. of premises licence or summary		£10.50		£10.50		£0.00	0.00%
	Application for a provisional statement where premises being built etc.		£315.00		£315.00		£0.00	0.00%
	Notification of change of name or address		£10.50		£10.50		£0.00	0.00%
	Application to vary licence to specify individual as premises supervisor		£23.00		£23.00		£0.00	0.00%
	Application for transfer of premises licence		£23.00		£23.00		£0.00	0.00%
	Interim authority notice following death etc. Of licence holder		£23.00		£23.00		£0.00	0.00%
	Right of freeholder etc. to be notified of licensing matters		£21.00		£21.00		£0.00	0.00%
	Application to vary premises licence at community premises to include alternative licence condition		£23.00		£23.00		£0.00	0.00%
	Application for minor variation		£89.00		£89.00		£0.00	0.00%
	Band A (£0 -£4300)		£100.00		£100.00		£0.00	0.00%
LICENSING Club Premises - New Application (STATUTORY FEES)	Band B (£4,301 -£33,000)		£190.00		£190.00		£0.00	0.00%
	Band C (£33,001 -£87,000)		£315.00		£315.00		£0.00	0.00%
	Band D (£87,001 -£125,000)		£450.00		£450.00		£0.00	0.00%
	Band E (£125,000 +)		£635.00		£635.00		£0.00	0.00%
	Copy		£10.50		£10.50		£0.00	0.00%
	Notification of change of name or alteration of rules of club		£10.50		£10.50		£0.00	0.00%
	Change of relevant registered address of club		£10.50		£10.50		£0.00	0.00%
	Band A (£0 -£4300)		£70.00		£70.00		£0.00	0.00%
	Band B (£4,301 -£33,000)		£180.00		£180.00		£0.00	0.00%
	Band C (£33,001 -£87,000)		£295.00		£295.00		£0.00	0.00%
LICENSING Club Premises - Annual Fee (STATUTORY FEES)	Band D (£87,001 -£125,000)		£320.00		£320.00		£0.00	0.00%
	Band E (£125,000 +)		£350.00		£350.00		£0.00	0.00%
	Grant or renewal of personal licence		£37.00		£37.00		£0.00	0.00%
	Duty to notify change of name or address		£10.50		£10.50		£0.00	0.00%
LICENSING TEMPORARY EVENT NOTICES	Copy		£10.50		£10.50		£0.00	0.00%
	Temporary event notice -New		£21.00		£21.00		£0.00	0.00%
FOOD & SAFETY								
Courses	Level 2 Food Safety & Hygiene Course (One day)	Per candidate	£87.00		£90.00		£3.00	3.40%
	Level 2 Food Safety in Catering Exam-re-sit fee	Per candidate	£50.00		£55.00		£5.00	10.00%
	Level 2 Food Safety - replacement certificate	Each	£102.00		£105.00		£3.00	2.90%
	Level 2 Food Safety & Hygiene Course on clients premises	Each	£973.00		£980.00		£7.00	0.70%
	Level 2 Food Safety & Hygiene Course on clients premises	Each	£1,262.00		£1,270.00		£8.00	0.60%
	Additional candidates for level 2 Course on clients premises	Each	£97.00		£100.00		£3.00	3.10%
	Level 3 Supervising food hygiene & safety (min 6 candidates)	Each	£391.00		£400.00		£9.00	2.30%
	Level 3 Supervising food hygiene & safety (2 or more candidates)	Each	£354.00		£360.00		£6.00	1.70%
	Level 3 Supervising food hygiene & safety (up to 10 candidates)	Each	£3,114.00		£3,200.00		£86.00	2.80%
	Preparation & delivery of bespoke Training	Each	£179.00		£190.00		£11.00	6.10%
Food Hygiene Visits	Fee for missed Food Hygiene premises inspection visit where appointment made	Each	£45.00	£54.00	£50.00	£60.00	£5.00	11.10%
	Food Hygiene Rating Scheme re-inspection	Each	£236.00		£260.00		£24.00	10.20%
Food Hygiene Miscellaneous	Fishery Product Inspections per tonne (set by statute) – 1 Euro/ £0.90	Each	£0.90		£0.90		£0.00	0.00%
	Approved Cold Store inspection per hour per Officer	Each	£92.00		£95.00		£3.00	3.30%
	Export Health Certificate/Endorsement + additional fee based on hourly rate for food inspection	Each	£194.00		£200.00		£6.00	3.10%
	Condemned Food Certificate	Each	£167.00		£170.00		£3.00	1.80%
	Administration Fee/Cancellation Fee	Each	£39.00		£45.00		£6.00	15.40%
	Factual Statement to solicitors & others	Each	£190.00		£200.00		£10.00	5.30%
	Additional documents	Each	£125.00		£130.00		£5.00	4.00%

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/(decrease) Excl. VAT	Increase/(decrease) %
Special treatments	Single treatment Premises (premises +1 operator) One Off payment. (Fee for each treatment - cosmetic piercing, tattooist, acupuncture, electrolysis, cosmetic micro pigmentation)	Per premises +1 operator	£316.00		£325.00		£9.00	2.80%
	Single treatment Operator (Fee for each treatment - cosmetic piercing, tattooist, acupuncture, electrolysis, cosmetic micro pigmentation)	Per operator - One Off payment	£55.00		£60.00		£5.00	9.10%
	Special Treatment Operator/premises Replacement Certificate (no changes)	Per certificate	£37.50		£40.00		£2.50	6.70%
Safety at Sports Ground	Issue of Safety of Sports Grounds Safety Certificate/amendment to safety certificate/issue of Special Safety Certificate + newspaper advert cost + additional fee for risk based system checks. Fee invoiced quarterly.	Certificate	£250.00	£300.00	£260.00	£312.00	£10.00	4.00%
PRIMARY AUTHORITY AND BUSINESS ADVICE								
Primary Authority Business Advice	Commercial property search		£84.00		£90.00		£6.00	7.10%
	Mini Primary Authority fee / minimum annual PA fee	Less than 7 hours advice per year	£678.00		£710.00		£32.00	4.70%
	Medi Primary Authority Fee	Less than 25 hours advice per year	£2,301.00		£2,375.00		£74.00	3.20%
	Pay as You Go standing charge (PAYG)	Per profession	£1,887.00		£1,900.00		£13.00	0.70%
	Primary Authority Advice (Admin Officer)	Per hour	£76.00		£78.00		£2.00	2.60%
	Primary Authority Partnership advice (EHO, TSO, Lice Officer)	Per hour	£92.00		£95.00		£3.00	3.30%
Business Advice - Regulation Services	Primary Authority Set up fee	Per business	£318.00		£330.00		£12.00	3.80%
	Start Up advisory /Reg Services Health Check (Option 2)	Per premises	£186.00	£223.20	£195.00	£234.00	£9.00	4.80%
	Bespoke Service (Option 3) then hourly rate	Per business	£967.00	£1,160.40	£1,000.00	£1,200.00	£33.00	3.40%
Business Advice	Outside a Primary Authority Partnership	Per hour	£92.00	£110.40	£95.00	£114.00	£3.00	3.30%
TRADING STANDARDS & Coroners								
Petroleum Spirits (set by statute)	Up to 2500 litres	Per licence	£48.00		£48.00		£0.00	0.00%
	2500-50,000 litres	Per licence	£65.00		£65.00		£0.00	0.00%
	Over 50,000 litres	Per licence	£137.00		£137.00		£0.00	0.00%
	Transfer of Licence	Per licence	£8.00		£8.00		£0.00	0.00%
	Petroleum Search	Per search	£80.00		£80.00		£0.00	0.00%
Weights and Measures Verification Fees	Technical Officer Hourly Rate	Per Hour	£48.00		£50.00		£2.00	4.20%
	Weights and Measures Inspector Hourly Rate	Per Hour	£80.00		£90.00		£10.00	12.50%
Explosives (Set by statute)	Licence to store explosives no minimum separation							
	1 Year	Per Licence	£113.00		£113.00		£0.00	0.00%
	2 Year	Per Licence	£147.00		£147.00		£0.00	0.00%
	3 Year	Per Licence	£181.00		£181.00		£0.00	0.00%
	4 Year	Per Licence	£215.00		£215.00		£0.00	0.00%
	5 Year	Per Licence	£248.00		£248.00		£0.00	0.00%
	Renewal to store explosives no minimum separation							
	1 Year	Per Licence	£56.00		£56.00		£0.00	0.00%
	2 Year	Per Licence	£90.00		£90.00		£0.00	0.00%
	3 Year	Per Licence	£125.00		£125.00		£0.00	0.00%
Courses British Institute of Inn keeping Awarding Body Courses	4 Year	Per Licence	£158.00		£158.00		£0.00	0.00%
	5 Year	Per Licence	£193.00		£193.00		£0.00	0.00%
	Variation/Transfer/Replacement	Per Licence	£38.00		£38.00		£0.00	0.00%
	Year round to sell fireworks	Per Licence	£500.00		£500.00		£0.00	0.00%
ENVIRONMENTAL PROTECTION								
Environmental Protection & Nuisance Team	Contaminated Land/Environmental Information Request (Residents)	Per hour	£50.00	£60.00	£50.00	£60.00	£0.00	0.00%
	Contaminated Land/Environmental Information Request (Commercial)	Per hour	£71.67	£86.00	£71.67	£86.00	£0.00	0.00%
	Sound check consultancy	Per hour	£71.67	£86.00	£71.67	£86.00	£0.00	0.00%
	Officer charge	Per hour	£71.67	£86.00	£71.67	£86.00	£0.00	0.00%

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/(decrease) Excl. VAT	Increase/(decrease) %
Dog Warden	Statutory Stray Fee	Each	£25.00	£25.00	£25.00	£25.00	£0.00	0.00%
	Dog picked up but not kennelled	Each	£106.67	£128.00	£106.67	£128.00	£0.00	0.00%
	Dog picked up taken to kennels and returned to owner (new fee)	Each	£182.50	£219.00	£182.50	£219.00	£0.00	0.00%
	Daily Kennel charge	Each	At cost		At cost			
	Animal Warden Initial Response fee	Per call out	£144.00	£144.00	£144.00	£144.00	£0.00	0.00%
	Animal Warden Hourly rate	hourly	£72.00	£72.00	£72.00	£72.00	£0.00	0.00%
	Veterinary fees will be charged on a cost basis	Fee	At cost		At cost			
	Kennels & Catteries (exclusive of vets' fees) - New	Per Licence	£751.00	£751.00	£751.00	£751.00	£0.00	0.00%
Animal Establishments	Kennels & Catteries (exclusive of vets' fees) - Renewal	Per Licence	£662.00	£662.00	£662.00	£662.00	£0.00	0.00%
	Pet Shop small annual licence (exclusive of vets' fees) New	Per Licence	£550.00	£550.00	£550.00	£550.00	£0.00	0.00%
	Pet Shop small annual licence (exclusive of vets' fees) Renewal	Per Licence	£426.00	£426.00	£426.00	£426.00	£0.00	0.00%
	Pet Shop large (exclusive of vets' fees) - more than 75m ² New	Per Licence	£751.00	£751.00	£751.00	£751.00	£0.00	0.00%
	Pet Shop large (exclusive of vets' fees) - more than 75m ³ Renewal	Per Licence	£662.00	£662.00	£662.00	£662.00	£0.00	0.00%
	Pet shop/boarding/breeding licence amendment	Per Licence	£115.00	£115.00	£115.00	£115.00	£0.00	0.00%
	small home boarder 1-6 dogs (annual fee) New	Per Licence	£507.00	£507.00	£507.00	£507.00	£0.00	0.00%
	small home boarder 1-6 dogs (annual fee) Renewal	Per Licence	£370.00	£370.00	£370.00	£370.00	£0.00	0.00%
	larger home boarder 7 + Dogs (annual fee) New	Per Licence	£550.00	£550.00	£550.00	£550.00	£0.00	0.00%
	larger home boarder 7 + Dogs (annual fee) Renewal	Per Licence	£426.00	£426.00	£426.00	£426.00	£0.00	0.00%
	Animal Breeding Establishments (exclusive of vets' fees) New	Per Licence	£550.00	£550.00	£550.00	£550.00	£0.00	0.00%
	Animal Breeding Establishments (exclusive of vets' fees) Renewal	Per Licence	£426.00	£426.00	£426.00	£426.00	£0.00	0.00%
	Horse Riding Establishment Licence - New	Per Licence	£751.00	£751.00	£751.00	£751.00	£0.00	0.00%
	Horse Riding Establishment Licence - Renewal	Per Licence	£662.00	£662.00	£662.00	£662.00	£0.00	0.00%
	Keeping or training animals for exhibition (3 year Licence)	Per Licence	£751.00	£751.00	£751.00	£751.00	£0.00	0.00%
	Dangerous Wild Animals Licence or Zoo Licence	Per Licence	Price on Application		Price on Application			
LOCAL AIR POLLUTION PREVENTION AND CONTROL (LAPPC)								
Annual Subsistence Charge	Standard process Low	Per Licence	£772.00	£772.00	£772.00	£772.00	£0.00	0.00%
	Standard process Medium	Per Licence	£1,161.00	£1,161.00	£1,161.00	£1,161.00	£0.00	0.00%
	Standard process High	Per Licence	£1,747.00	£1,747.00	£1,747.00	£1,747.00	£0.00	0.00%
	Permit for Vapour Recovery Part I and Dry Cleaners L	Per Licence	£79.00	£79.00	£79.00	£79.00	£0.00	0.00%
	Permit for Vapour Recovery Part I and Dry Cleaners M	Per Licence	£158.00	£158.00	£158.00	£158.00	£0.00	0.00%
	Permit for Vapour Recovery Part I and Dry Cleaners H	Per Licence	£237.00	£237.00	£237.00	£237.00	£0.00	0.00%
	Permit for Vapour Recovery Part I & II combined L	Per Licence	£113.00	£113.00	£113.00	£113.00	£0.00	0.00%
	Permit for Vapour Recovery Part I & II combined M	Per Licence	£226.00	£226.00	£226.00	£226.00	£0.00	0.00%
	Permit for Vapour Recovery Part I & II combined H	Per Licence	£341.00	£341.00	£341.00	£341.00	£0.00	0.00%
	Vapour Recovery and other Reduced Fees L	Per Licence	£228.00	£228.00	£228.00	£228.00	£0.00	0.00%
	Vapour Recovery and other Reduced Fees M	Per Licence	£365.00	£365.00	£365.00	£365.00	£0.00	0.00%
	Vapour Recovery and other Reduced Fees H	Per Licence	£548.00	£548.00	£548.00	£548.00	£0.00	0.00%

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/(decrease) Excl. VAT	Increase/(decrease) %	
PLANNING									
PLANNING - PRE APPLICATION FEES									
Level 1	Householders advice on house extensions	Each	£180.00	£216.00	£187.00	£224.40	£7.00	3.90%	
	Follow up Meetings	Each	£104.60	£125.52	£110.00	£132.00	£5.40	5.20%	
	Small business and developers: advice on building works and change of use where the floor area involved is up to 200sqm.	Each	£180.00	£216.00	£187.00	£224.40	£7.00	3.90%	
	Follow up Meetings	Each	£104.60	£125.52	£110.00	£132.00	£5.40	5.20%	
	Proposals for local community uses - (Free of charge for up to 200sqm)	Each	£166.00	£199.20	£172.00	£206.40	£6.00	3.60%	
	Follow up Meetings	Each	£104.60	£125.52	£110.00	£132.00	£5.40	5.20%	
	Advertisements	Each	£280.00	£336.00	£300.00	£360.00	£20.00	7.10%	
	Follow up Meetings	Each	£104.60	£125.52	£110.00	£132.00	£5.40	5.20%	
	Telecommunication installations	Each	£280.00	£336.00	£300.00	£360.00	£20.00	7.10%	
	Follow up Meetings	Each	£104.60	£125.52	£110.00	£132.00	£5.40	5.20%	
	Listed Building consent /conservation area consent.	Each	£166.00	£199.20	£172.00	£206.40	£6.00	3.60%	
	Follow up Meetings	Each	£104.60	£125.52	£110.00	£132.00	£5.40	5.20%	
	Trees and Landscaping	Each	£166.00	£199.20	£172.00	£206.40	£6.00	3.60%	
	Follow up Meetings	Each	£104.60	£125.52	£110.00	£132.00	£5.40	5.20%	
	Works to trees covered by tree preservation orders.	Each	£166.00	£199.20	£172.00	£206.40	£6.00	3.60%	
Level 2 Business, commercial or other development of 201 sqm to 1000 or up to 9 dwellings.	Follow up Meetings	Each	£104.60	£125.52	£110.00	£132.00	£5.40	5.20%	
	201 - 499sqm	Each	£462.50	£555.00	£600.00	£720.00	£137.50	29.70%	
	500 - 1000sqm	Each	£862.50	£1,035.00	£1,000.00	£1,200.00	£137.50	15.90%	
	1 - 3 dwellings	Each	£462.50	£555.00	£462.50	£555.00	£0.00	0.00%	
Level 3 Small Major Development > 1,001 sqm or 10+ dwellings or other proposals	4 - 9 dwellings (now charged same fee for 1-9 properties)	Each	£862.50	£1,035.00	£462.50	£555.00	(£400.00)	(46.40%)	
	Pre-application fee minimum. Includes introductory meeting and written advice. Additional advice thereafter by hourly rate. Plus fee per dwelling/floor area. New scheme and fee increase 1/12/25.	Each	£3,750.00	£4,500.00	£4,000.00	£4,800.00	£250.00	6.70%	
	Includes negotiation meeting. Fee for additional advice by negotiation. Officers will advise if PPA appropriate. Plus fee per dwelling/floor area. New scheme and fee increase 1/12/25.	Each	£3,750.00	£4,500.00	£4,000.00	£4,800.00	£250.00	6.70%	
	Planning Performance Agreements - PPA	Each	£3,750.00	£4,500.00	£4,000.00	£4,800.00	£250.00	6.70%	
	Deed of Variation to S106 Requests	Each	£700.00	£840.00	£770.00	£924.00	£70.00	10.00%	
	Development > 1,001 sqm or 20+ dwellings or other proposals	Each	Minimum fee to consider - hourly rate added for complex cases		By Negotiation		By Negotiation		
	Responses to Enquiries Involving Research	Each	e.g. enquiries about legal status of land or property, enforcement notices, planning history, etc., by negotiation based on an estimate of the time needed.		By Negotiation		By Negotiation		
PLANNING ADMINISTRATION CHARGES									
Copies of Planning Decision Notices	Where more complicated or several addresses	Per application	£50.00		£52.00		£2.00	4.00%	
	Copies of Section 106 Agreements	per agreement	£50.00		£52.00		£2.00	4.00%	
	A list given of decision notices required	Per application	£50.00		£52.00		£2.00	4.00%	
	One decision notice from Microfiche slide	Per application	£50.00		£52.00		£2.00	4.00%	
	One decision notice from Microfiche slide plus plans (all on One slide)	Per application	£50.00		£52.00		£2.00	4.00%	
	Scanning more than One slide	Per application	£50.00		£52.00		£2.00	4.00%	
	Plans and documents for an application that need redacting	Per application	£50.00		£52.00		£2.00	4.00%	
	Enquiries for evidence that conditions have been discharged (statutory Fee)	Householders	£43.00		£43.00		£0.00	0.00%	
	All others	Per application	£145.00		£145.00		£0.00	0.00%	
	S106 and Community Infrastructure Levy obligation enquiries	Per application	£160.00		£166.40		£6.40	4.00%	
Returning Invalid		Refunds processed and advice given	Per application	10% - 20%		10% - 20%		£0.00	0.00%

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/(decrease) Excl. VAT	Increase/(decrease) %	
S106 Monitoring fees Non-financial obligation	S106 fees - all below - no VAT	per obligation	£120.00		£135.00		£15.00	12.50%	
S106 Monitoring fees Non-financial scheme for approval (Transport/Waste/Environment/ etc). Tenancy restrictions in perpetuity for hotel/student acc.		per approval stage per obligation	£360.00		£400.00		£40.00	11.10%	
S106 Monitoring fees Defined value contribution (Affordable Housing, Leisure, Transport, etc)		per instalment	£400.00		£450.00		£50.00	12.50%	
S106 Monitoring fees Calculation base contribution (eg, Carbon Offset, Deferred AH contribution – This is also subject to a viability charge).		per calculation	£400.00		£450.00		£50.00	12.50%	
S106 Monitoring fees Affordable housing onsite with Cascade/Default Calculation.		Each	£1,270.00		£1,350.00		£80.00	6.30%	
S106 Monitoring fees Build to Rent (BIR) management/tenancy obligations.		Each	£2,125.00		£2,260.00		£135.00	6.40%	
S106 Monitoring fees Employment and Skills Plans – monitoring charge.	Charge applicable where on site provision is being provided, otherwise see Defined value contribution.	per stage	£120.00		£135.00		£15.00	12.50%	
S106 Monitoring fees Biodiversity Net Gain (BNG) on-site or off-site obligation.		Each	£2,550.00		£2,715.00		£165.00	6.50%	
S106 Monitoring fees Viability based contribution.		Each plus, Reasonable costs of re-assessment.	£400.00		£450.00		£50.00	12.50%	
Tree Preservation Order Documents	No VAT	Per application	£50.00		£52.00		£2.00	4.00%	
LEISURE									
Football	Tennis Prospect Park (Artificial-turf)	Adult Standard	Session	£9.17	£11.00	£9.58	£11.50	£0.41	4.50%
		Junior Standard	Session	£5.00	£6.00	£5.83	£7.00	£0.83	16.60%
		Adult One Off Game Standard	Match	£114.17	£137.00	£117.00	£140.40	£2.83	2.50%
		Adult Block 10+ Games Standard	Match	£98.33	£118.00	£100.00	£120.00	£1.67	1.70%
		Adult Block 5+ Teams Standard	Match	£87.50	£105.00	£90.00	£108.00	£2.50	2.90%
		Junior One Off Game Standard	Match	£62.50	£75.00	£64.00	£76.80	£1.50	2.40%
		Junior Block 10+ Games Standard	Match	£45.00	£54.00	£46.00	£55.20	£1.00	2.20%
		Junior Block 5+ Teams standard	Match	£40.00	£48.00	£41.00	£49.20	£1.00	2.50%
	Australian Rules & Gaelic	One Off	Match	£116.00	£139.20	£119.00	£142.80	£3.00	2.60%
	5-a-side football	Adult Peak - single	Per Hour	£51.67	£62.00	£52.08	£62.50	£0.41	0.80%
MUSEUM		Adult Peak - Block	Per Hour	£42.50	£51.00	£42.92	£51.50	£0.42	1.00%
		Junior Peak - single	Per Hour	£30.00	£36.00	£32.50	£39.00	£2.50	8.30%
		Junior Peak - Block	Per Hour	£25.00	£30.00	£27.50	£33.00	£2.50	10.00%
	School Sessions	(Session, loan, membership, talk etc.)	Per event	£169.00		£175.00		£6.00	3.60%
	School session (virtual)		Per event	£85.00		£85.00		£0.00	0.00%
	Welcome and wow talks (schools)	(Session, loan, membership, talk etc.)	Per event	£45.00		£50.00		£5.00	11.10%
	Membership 1 box per half term		Membership	£110.00		£115.00		£5.00	4.50%
	Membership 5 boxes RBC non academy		Membership	£335.00		£345.00		£10.00	3.00%
	Membership 3 boxes RBC non academy		Membership	£257.00		£270.00		£13.00	5.10%
	Membership 5 boxes academy schools		Membership	£335.00		£345.00		£10.00	3.00%
	Membership 3 boxes RBC academy		Membership	£257.00		£270.00		£13.00	5.10%
	Membership 5 boxes non RBC schools		Membership	£335.00		£345.00		£10.00	3.00%
	Membership 3 boxes non RBC schools		Membership	£257.00		£270.00		£13.00	5.10%
BERKSHIRE ARCHEOLOGY									
Charges for provision of Historic Environment Record data to commercial users		Berkshire Archaeology, DEGNS	Per Hour	£60.00	£72.00	£70.00	£84.00	£10.00	16.70%

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/(decrease) Excl. VAT	Increase/(decrease) %
ARTS VENUES								
Reading Arts - Membership scheme for The Hexagon - Silver Membership	Charged at the discretion of customers, and along the booking pathway.	Per Transaction	£33.33	£40.00	£33.33	£40.00	£0.00	0.00%
Reading Arts - Membership scheme for The Hexagon - Gold Membership	Charged at the discretion of customers, and along the booking pathway. Price corrected to current rate charged	Per Transaction	£41.67	£50.00	£41.67	£50.00	£0.00	0.00%
Reading Arts per ticket fee	Charged on all bookings (excl community use)	Per ticket	£2.92	£3.50	£2.92	£3.50	£0.00	0.00%
Reading Arts - per transaction postage fee for ticket bookings	Across all price points for tickets available from Reading Arts and Venues	Per Transaction	£2.29	£2.75	£2.29	£2.75	£0.00	0.00%
BUSINESS DEVELOPMENT								
Lamp Column Banner Advertising (Broad Street West)	Each	Each			Price on Application			
Roundabout Advertising	Each	Each			Price on Application			
Welcome to Reading Signage	Each	Each			Price on Application			
TOWN HALL								
Concert Hall Room Hire	Room Hire	Day From	£3,870.00	£4,644.00	£4,065.00	£4,878.00	£195.00	5.00%
Concert Hall plus Tech package	Room Hire & Equipment	Day From	£4,450.00	£5,340.00	£4,675.00	£5,610.00	£225.00	5.10%
Victoria Hall Room Hire	Room Hire	Half Day/Day From	£840.00	£1,008.00	£880.00	£1,056.00	£40.00	4.80%
Waterhouse Chamber Hire	Room Hire	Half Day/Day From	£360.00	£432.00	£380.00	£456.00	£20.00	5.60%
Soane Space	Room Hire	Half Day/Day From	£290.00	£348.00	£305.00	£366.00	£15.00	5.20%
Jane Austen/Oscar Wilde	Room Hire	Half Day/Day From	£130.00	£156.00	£135.00	£162.00	£5.00	3.80%
Marcus Adams	Room Hire	Day From	£110.00	£132.00	£115.00	£138.00	£5.00	4.50%
Concert Hall Daily Delegate Rate	Catering & room Hire	Day From	£60.00	£72.00	£65.00	£78.00	£5.00	8.30%
Victoria Hall Daily Delegate Rate	Catering & room Hire	Half Day/Day	£35.00	£42.00	£37.50	£45.00	£2.50	7.10%
Waterhouse Daily Delegate Rate	Catering & room Hire	Half Day/Day	£40.00	£48.00	£42.50	£51.00	£2.50	6.30%
Jane Austen/Oscar Wilde Daily Delegate Rate	Catering & room Hire	Half Day/Day	£40.00	£48.00	£42.50	£51.00	£2.50	6.30%
Soane Space Daily Delegate Rate	Catering & room Hire	Half Day/Day	£34.00	£40.80	£35.00	£42.00	£1.00	2.90%
Lectern PA Hire	Equipment	Day	£115.00	£138.00	£120.00	£144.00	£5.00	4.30%
PA Hire	Equipment	Day	£95.00	£114.00	£100.00	£120.00	£5.00	5.30%
Microphone Hire	Equipment	Day	£85.00	£102.00	£90.00	£108.00	£5.00	5.90%
Tech time	Equipment	Per hour	£40.00	£48.00	£42.50	£51.00	£2.50	6.30%
Monitor Hire	Equipment	Day	£55.00	£66.00	£57.50	£69.00	£2.50	4.50%
Additional Projector Screen	Equipment	Day	£25.00	£30.00	£27.50	£33.00	£2.50	10.00%
LCD Projector	Equipment	Day	£80.00	£96.00	£85.00	£102.00	£5.00	6.30%
Piano Hire	Equipment	Day	£150.00	£180.00	£160.00	£192.00	£10.00	6.70%
Piano Tuned	Equipment	Day	£135.00	£162.00	£140.00	£168.00	£5.00	3.70%
Lectern Hire	Equipment	Day	£25.00	£30.00	£27.50	£33.00	£2.50	10.00%
Flip Chart	Equipment	Each	£22.00	£26.40	£23.00	£27.60	£1.00	4.50%
Display Board	Equipment	Day	£45.00	£54.00	£47.50	£57.00	£2.50	5.60%
Dance Floor	Equipment	Day	£150.00	£180.00	£175.00	£210.00	£25.00	16.70%
Pads & Pens	Equipment	Per Person	£4.50	£5.40	£5.00	£6.00	£0.50	11.10%
Photocopies	Equipment	Each	£0.20	£0.24	£0.25	£0.30	£0.05	25.00%
Late Bar	Equipment	Event	£200.00	£240.00	£225.00	£270.00	£25.00	12.50%
Serving Staff	Equipment	Per hour	£27.50	£33.00	£30.00	£36.00	£2.50	9.10%
Security Staff	Equipment	Per hour	£30.00	£36.00	£32.50	£39.00	£2.50	8.30%
DJ	Equipment	Per event	£550.00	£660.00	£575.00	£690.00	£25.00	4.50%
Stage - Victoria Hall	Equipment	Day	£115.00	£138.00	£125.00	£150.00	£10.00	8.70%
ROYAL BERKSHIRE ARCHIVES								
Copy certificates (baptism, burial, pre 1837 marriage)		Each	£19.00		£20.00		£1.00	5.30%
Reprographics		Each	£2.50	£3.00	£2.50	£3.00	£0.00	0.00%
Digital Photos		Each	£10.83	£13.00	£10.83	£13.00	£0.00	0.00%
Restoration Service		Half Hour	£17.08	£20.50	£19.17	£23.00	£2.09	12.20%
Research		Half Hour	£17.08	£20.50	£19.17	£23.00	£2.09	12.20%
MODERN RECORDS								
Records Storage	Storage of records by box	Per Box	£9.00	£10.80	£9.00	£10.80	£0.00	0.00%
PLAY SERVICES								
School Support	1:1 Support Session	Per hour	£37.00		£38.50		£1.50	4.10%
	Lunchtime Support Session play focused	Per hour	£30.00		£30.00		£0.00	0.00%
	STEPS - Travel Project	Per hour	£61.00		£61.00		£0.00	0.00%
Staff Support	0-5 Staff Support	Per hour	£22.00		£25.00		£3.00	13.60%
	Play in the Park events	Per Session	£5.50		£6.00		£0.50	9.10%
	Mini Kickers or other public sports offer	Per hour	£5.00		£6.00		£1.00	20.00%
Events	Walking Football	Per hour	£6.00		£6.00		£0.00	0.00%
	Holiday events	Per Session	£10.00		£10.00		£0.00	0.00%
	Archery for over 50's	Per Session	£10.00		£12.00		£2.00	20.00%
Discretionary	Bespoke support, Play education attainment sessions	Per session	£75.00		£77.00		£2.00	2.70%
	Tutor Space and Play support for referred students	Per hour	N/A		£25.00		NEW	NEW
	Casual / off peak 3G courts	Per hour	N/A	N/A	£12.50	£15.00	NEW	NEW
	Team building up to 15 or party with room up to 15	Per Session	£90.00		£100.00		£10.00	11.10%

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/(decrease) Excl. VAT	Increase/(decrease) %
Holiday Clubs Age range 4- 12	8:30am to 1pm	Per Session	£15.00	£18.00	£16.67	£20.00	£1.67	11.10%
	1pm to 5:30pm	Per Session	£15.00	£18.00	£16.67	£20.00	£1.67	11.10%
	9am to 3:30pm	Per Session	£21.67	£26.00	£25.00	£30.00	£3.33	15.40%
	8:30am to 5:30pm	Per Session	£28.33	£34.00	£30.00	£36.00	£1.67	5.90%
Prospect Activity	Low Ropes	Per Person	£4.58	£5.50	£5.00	£6.00	£0.42	9.20%
Prospect Activity	Golf Course	Per Person	£4.58	£5.50	£5.00	£6.00	£0.42	9.20%
Community Facility Ancillary Charges								
Security Fee (opening & closing)	Flat Rate	Each	£35.00	£42.00	£35.00	£42.00	£0.00	0.00%
Insurance Fee (11% of hourly room standard booking rate)	Flat Rate	Each	11%	N/A	11%	N/A	£0.00	0.00%
Add-On items	Flat Rate	Each	£20.00	£24.00	£20.00	£24.00	£0.00	0.00%
Booking Deposite	Flat Rate	Each	£100.00	N/A	£100.00	N/A	£0.00	0.00%

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Resources

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/ (decrease) Excl. VAT	Increase/ (decrease) %
BEREAVEMENT SERVICES								
Reading Crematorium								
Cremation Fee	Adult (over 18) - full service	Each	£1,065.00	£1,100.00		£35.00	3.30%	
	Adult (over 18) - direct witness	Each	£495.00	£515.00		£20.00	4.00%	
	Adult (over 18) - early morning	Each	£745.00	£765.00		£20.00	2.70%	
	Adult (over 18) - without service (Direct)	Each	£330.00	£345.00		£15.00	4.50%	
	Double length service in addition to usual cremation or interment fee	Each	£565.00	£565.00		£0.00	0.00%	
	Child (under 18) or stillborn	Each	£0.00	£0.00		£0.00	0.00%	
	Sunday/ Bank Holiday Surcharge	Each	Price on Application		Price on Application			
	Body parts		Price on Application		Price on Application			
	Public Health Fee	Each	£710.00	£750.00		£40.00	5.60%	
	Duplicate Cremated remains certificate	Each	£21.00	£22.00		£1.00	4.80%	
Certified extract from register								
Book of remembrance	Out of England Certificate	Each	£42.00	£42.00		£0.00	0.00%	
	Two-line entry	Each	£73.33	£88.00	£75.00	£90.00	£1.67	2.30%
	Five-line entry	Each	£116.67	£140.00	£120.00	£144.00	£3.33	2.90%
	Five-line entry with illuminated capital	Each	£174.17	£209.00	£175.00	£210.00	£0.83	0.50%
	Five-line entry with floral motif, service badge etc.	Each	£195.83	£235.00	£196.67	£236.00	£0.84	0.40%
	Eight-line entry	Each	£155.83	£187.00	£155.83	£187.00	£0.00	0.00%
	Eight-line entry with illuminated capital	Each	£218.33	£262.00	£218.33	£262.00	£0.00	0.00%
	Eight-line entry with floral motif, service badge etc.	Each	£281.67	£338.00	£281.67	£338.00	£0.00	0.00%
	Full coat of arms 5-8 lines	Each	£359.17	£431.00	£359.17	£431.00	£0.00	0.00%
	Extra Lines up to a maximum of 11	Each	£27.50	£33.00	£27.50	£33.00	£0.00	0.00%
Remembrance card	Copy of a two-line entry	Each	£42.50	£51.00	£44.17	£53.00	£1.67	3.90%
	Copy of a five-line entry	Each	£71.67	£86.00	£72.50	£87.00	£0.83	1.20%
	Copy of a five-line entry with any type of motif	Each	£139.17	£167.00	£139.17	£167.00	£0.00	0.00%
	Copy of an eight-line entry	Each	£100.00	£120.00	£100.00	£120.00	£0.00	0.00%
	Copy of an eight-line entry with any type of motif	Each	£155.00	£186.00	£155.00	£186.00	£0.00	0.00%
Memorial vase and tablet	Purchase of tablet (plaque)	Each	£244.17	£293.00	£244.17	£293.00	£0.00	0.00%
	Renewal for period of 10 years	Each	£320.00		£320.00		£0.00	0.00%
Memorial plaques	Replacement single plaque *Fees are doubled in the case of a 12" x 4" double plaque	Each	£100.00	£120.00	£104.17	£125.00	£4.17	4.20%
	Replacement single plaque with motif *Fees are doubled in the case of a 12" x 4" double plaque	Each	£120.00	£144.00	£121.67	£146.00	£1.67	1.40%
	Lease of single plaque space for 10 years	Each	£210.00		£210.00		£0.00	0.00%
	Lease of double plaque space for 10 years	Each	£380.00		£380.00		£0.00	0.00%
	Renewal of lease for baby plaque	Each	£30.00		£30.00		£0.00	0.00%
Hall of Memory Tree Leaf	Photo Cameo on Plaque additional cost (added to normal plaque cost)	Each	£100.00	£120.00	£100.00	£120.00	£0.00	0.00%
	Lease for 5 years renewal	Each	£80.00		£80.00		£0.00	0.00%
Memorial Tree	Replacement leaf	Each	£65.00	£78.00	£65.00	£78.00	£0.00	0.00%
	Provision of Tree, Surround and stem plaque	Each	£445.00	£534.00	£445.00	£534.00	£0.00	0.00%
Memorial bench	Lease for 10 years	Each	£660.00		£660.00		£0.00	0.00%
	Replacement Bench	Each	£805.00	£966.00	£805.00	£966.00	£0.00	0.00%
	Lease for a 10 years	Each	£750.00		£750.00		£0.00	0.00%
Wall Plaque	Replacement plaque for tree or bench	Each	£155.00	£186.00	£155.00	£186.00	£0.00	0.00%
	Purchase of memorial granite wall plaque	Each	£165.00	£198.00	£155.00	£186.00	(£10.00)	(6.10%)
Relocating plaque	Lease of space for memorial granite wall plaque	Each	£320.00		£320.00		£0.00	0.00%
	Moving of Memorial Plaque to new location	Each	£58.33	£70.00	£58.33	£70.00	£0.00	0.00%
Memorial Bed Garden	Administrative	Each	£58.33	£70.00	£58.33	£70.00	£0.00	0.00%
	Replacement plaque and surround	Each	£445.00	£534.00	£445.00	£534.00	£0.00	0.00%
Birdbath Memorial Plaques	Lease fee for 10 years	Each	£660.00		£660.00		£0.00	0.00%
	Replacement Plaque (row 1)	Each	£105.00	£126.00	£105.00	£126.00	£0.00	0.00%
	Replacement Plaque (row 2)	Each	£153.33	£184.00	£153.33	£184.00	£0.00	0.00%
	Replacement Plaque (row 3)	Each	£210.00	£252.00	£210.00	£252.00	£0.00	0.00%
	Replacement Plaque (row 4)	Each	£285.00	£342.00	£285.00	£342.00	£0.00	0.00%
	Replacement Plaque (row 5)	Each	£355.00	£426.00	£355.00	£426.00	£0.00	0.00%
	Renewal of Lease (10 years)	Each	£320.00		£320.00		£0.00	0.00%
Sanctums	Granite Tablet (no motif)	Each	£410.00	£492.00	£410.00	£492.00	£0.00	0.00%
	Lease for further 25 years	Each	£750.00		£750.00		£0.00	0.00%
Baby Grave Galvanised Sculpture	Plaque for baby grave	Each	£125.00	£150.00	£125.00	£150.00	£0.00	0.00%
	Replacement plaque	Each	£70.00	£84.00	£70.00	£84.00	£0.00	0.00%

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Resources

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/ (decrease) Excl. VAT	Increase/ (decrease) %
Reading Cemetery								
Henley Road, Reading Cemetery, Caversham Cemetery - Exclusive rights of burial in earth graves (including certificates of grant). New graves and interment fees for persons under the age of 18 are charged directly to the CFF (Children's Funeral Fund for England) and not to residents.	For the exclusive right of burial for 75 years in an earth grave 9 feet by 4 feet:							
	Traditional / mounded concrete lined resident	Each	£3,438.00	£3,438.00		£0.00	0.00%	
	Traditional / mounded concrete lined non-resident	Each	£7,040.00	£7,040.00		£0.00	0.00%	
	Traditional / mounded non-resident	Each	£4,980.00	£4,980.00		£0.00	0.00%	
	Traditional / mounded Grave - all sections	Each	£1,660.00	£1,725.00		£65.00	3.90%	
	The lawn or park Cemetery in an earth grave 9 feet by 4 feet	Each	£1,306.00	£1,350.00		£44.00	3.40%	
	Lawn non-resident	Each	£4,023.00	£4,100.00		£77.00	1.90%	
	Baby grave - private resident	Each	£650.00	£675.00		£25.00	3.80%	
	Baby grave - private non-resident	Each	£1,950.00	£2,000.00		£50.00	2.60%	
	Desk Vase Tablet cremated remains plot for 2 set of ashes	Each	£710.00	£740.00		£30.00	4.20%	
	Desk bar non resident cremated remains	Each	£1,935.00	£2,000.00		£65.00	3.40%	
	Please note the following charges payable for exclusive right of burial in any grave or vault will be trebled in the case of any person who was not an inhabitant of the Borough at the time of their death:							
	Extension to lease for exclusive rights of burial for 10yrs period on lawn graves	Each	£260.00	£260.00		£0.00	0.00%	
	Extension to lease for exclusive rights of burial for 15 yrs period on lawn graves	Each	£390.00	£390.00		£0.00	0.00%	
	Extension to lease for exclusive rights of burial for 25yrs period on lawn graves	Each	£650.00	£650.00		£0.00	0.00%	
	Extension to lease for exclusive rights of burial for 10 yrs period on traditional graves	Each	£335.00	£335.00		£0.00	0.00%	
	Extension to lease for exclusive rights of burial for 15 yrs period on traditional graves	Each	£500.00	£500.00		£0.00	0.00%	
	Extension to lease for exclusive rights of burial for 25yrs period on traditional graves	Each	£840.00	£840.00		£0.00	0.00%	
	Extension to lease for exclusive rights of burial for 10 yrs period on Ashes plot for 2 (fee doubled for a plot for 4)	Each	£142.00	£142.00		£0.00	0.00%	
	Extension to lease for exclusive rights of burial for 15 yrs period on ashes plot for 2 (fee doubled for a plot for 4)	Each	£213.00	£213.00		£0.00	0.00%	
	Extension to lease for exclusive rights of burial for 25 yrs period on ashes plot for 2 (fee doubled for a plot for 4)	Each	£355.00	£355.00		£0.00	0.00%	
Vaulted or walled graves								
Burials New graves and interment fees for persons aged under 18 years are charged directly to the CFF (Children's Funeral Fund for England) and not to residents/customers.	Charges to be individually agreed with the Cemeteries Manager according to size and depth of graves where an exclusive right of burial has been purchased for 50 years							
	Dig Fee (including CFF claims) for interment of a Body parts, NVF, Stillborn and child (under 18yrs old)	Each	£335.00	£350.00		£15.00	4.50%	
	If the body is that of a person aged 18 years or over	Each	£1,039.00	£1,075.00		£36.00	3.50%	
	Traditional interment	Each	£1,417.00	£1,475.00		£58.00	4.10%	
	Cremated remains in an existing grave or a cremated remains plot	Each	£200.00	£220.00		£20.00	10.00%	
	Dig Fee to be claimed from CFF for interment of cremated remains stillborn to <5 years old	Each	£30.00	£35.00		£5.00	16.70%	
	Dig Fee to be claimed from CFF for interment of cremated remains of a child aged 5-17yrs old	Each	£45.00	£50.00		£5.00	11.10%	
	Cremated Remains returned from elsewhere for Burial	Each	£65.00	£65.00		£0.00	0.00%	
	For any burial below 6 feet in depth an additional charge will be made per burial	Each	£350.00	£350.00		£0.00	0.00%	
	Additional service time where overrun affects next service or requires overtime working.	Each	£200.00	£200.00		£0.00	0.00%	
Common grave								
Common grave	In a grave where an exclusive right of burial has not been granted: (Please note the charge payable will be doubled in the case of any person who was not an inhabitant of the Borough)							
	If the body is that of a stillborn child or NVF	Each	£0.00	£0.00		£0.00	0.00%	
	If the body is that of a person under 18 years of age.	Each	£335.00	£345.00		£10.00	3.00%	
Monuments, Gravestones, Tablets and Stone kerbs								
Monuments, Gravestones, Tablets and Stone kerbs	For the right to erect any gravestone or monument on a grave space:							
	Traditional	Each	£335.00	£335.00		£0.00	0.00%	
	Lawn, Park and Mayfield Cemetery	Each	£230.00	£230.00		£0.00	0.00%	
	Park cremated remains section flat stone, baby graves & DVT's	Each	£90.00	£90.00		£0.00	0.00%	
	Cremated Remains Headstone Section	Each	£90.00	£90.00		£0.00	0.00%	
Additional works/inscription								
	Additional works/inscription	Each	£78.00	£78.00		£0.00	0.00%	

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Resources

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/ (decrease) Excl. VAT	Increase/ (decrease) %
Other fees and charges	Transfer of grant of exclusive right of burial	Each	£100.00	£120.00	£100.00	£120.00	£0.00	0.00%
	Search Fee - up to 4 records per enquiry	Each	£18.00	£21.60	£18.00	£21.60	£0.00	0.00%
	Search Fee - for 1 record	Each	£5.50	£6.60	£5.50	£6.60	£0.00	0.00%
	Exhumation of Cremated Remains	Each	£300.00		£300.00		£0.00	0.00%
	Use of chapel prior to burial for stillborn child or a child under 18 years old	Each	£100.00		£100.00		£0.00	0.00%
	Chapel Fee Prior to a Burial for person over 18 years old (including overrun)	Each	£565.00		£590.00		£25.00	4.40%
	Administration Fee for Public Health Funeral	Each	£300.00	£360.00	£325.00	£390.00	£25.00	8.30%
	Charge for provision of a Quran grave	Each	Price on Application		Price on Application			
	Bench Maintenance (Powerwash and treatment with teak oil)	Each	£80.00	£96.00	£80.00	£96.00	£0.00	0.00%
	Grave Maintenance	Each	Price on Application		Price on Application			
Webcast Services	Live+On-Demand Webcast for up to 28 days	Each	£50.00	£60.00	£50.00	£60.00	£0.00	0.00%
	Digital download when ordered alongside service recording	Each	£8.33	£10.00	£8.33	£10.00	£0.00	0.00%
	Keepsake digital download or recorded service when ordered as standalone	Each	£41.67	£50.00	£41.67	£50.00	£0.00	0.00%
	Keepsake Physical copy of Webcast recording on DVD, USB memory stick also available on Blue-ray & audio cd	Each	£50.00	£60.00	£50.00	£60.00	£0.00	0.00%
	Additional Keepsake Physical copy CD, DVD, Blu-ray or USB	Each	£26.67	£32.00	£26.67	£32.00	£0.00	0.00%
Visual Tributes	Single Photo	Each	£12.50	£15.00	£12.50	£15.00	£0.00	0.00%
	Slideshow (up to 25)	Each	£43.33	£52.00	£43.33	£52.00	£0.00	0.00%
	Photo Tribute (up to 25)	Each	£65.00	£78.00	£65.00	£78.00	£0.00	0.00%
	Additional 25 photos	Each	£23.33	£28.00	£23.33	£28.00	£0.00	0.00%
	Self Build Checking	Each	£20.00	£24.00	£20.00	£24.00	£0.00	0.00%
	Family supplied Tribute	Each	£28.33	£34.00	£28.33	£34.00	£0.00	0.00%
	Late fees	Each	£18.33	£22.00	£18.33	£22.00	£0.00	0.00%
	Additional Time for tributes etc:							
	Downloadable copy of Pro Photo tribute	Each	£11.67	£14.00	£11.67	£14.00	£0.00	0.00%
	Extra Work required on tributes/Personalisation	Each	£23.33	£28.00	£23.33	£28.00	£0.00	0.00%
Other fees and charges	Themed Tribute	Each	£82.50	£99.00	£82.50	£99.00	£0.00	0.00%
	Video Book	Each	£79.17	£95.00	£83.33	£100.00	£4.16	5.30%
	Additional Memory Box	Each	£62.50	£75.00	£62.50	£75.00	£0.00	0.00%
	Memory Box	Each	£108.33	£130.00	£108.33	£130.00	£0.00	0.00%
	Additional Memory Box	Each	£83.33	£100.00	£83.33	£100.00	£0.00	0.00%
Reading Cemetery	Retention of Ashes after 2 month	Each	£73.33	£88.00	£73.33	£88.00	£0.00	0.00%
	Bronze Plaque refurbish single (in situ)	Each	£25.00	£30.00	£25.00	£30.00	£0.00	0.00%
	Bronze Plaque refurbish double (in situ)	Each	£41.67	£50.00	£41.67	£50.00	£0.00	0.00%
	Memorial Service Only in chapel	Each	£565.00		£565.00		£0.00	0.00%
	Service over run charge (if affects next service or incurs overtime)	Each	£565.00		£585.00		£20.00	3.50%
Reading Cemetery	NO NEW GRAVE SPACES AVAILABLE. Charges for burials into existing graves and all other fees and charges are the same as for Henley Road Cemetery.							
Caversham Cemetery	NO NEW GRAVE SPACES AVAILABLE. Charges for burials into existing graves and all other fees and charges are the same as for Henley Road Cemetery.							
REGISTRATION SERVICE								
Registration Service	Notice of marriage or partnership	Per Person	Statutory	Statutory				
	Registrar's attendance at Register Office marriage or civil partnership (First Tuesday of the month)	Per couple	Statutory	Statutory				
	Registrar's attendance at outside church	Per couple	Statutory	Statutory				
	Attendance at place of detention or house for notice of marriage or partnership	Per couple	Statutory	Statutory				
	Attendance at place of detention or house for notice of marriage or partnership (higher fee if referral to Home Office Immigration is required)	Per couple	Statutory	Statutory				
	Notice of No Impediment (Marriage)	Per couple	Statutory	Statutory				
	Notice of No Impediment (Civil Partnership)	Per couple	Statutory	Statutory				
	Out of Hours pre-arranged appointment fee	Per booking	Statutory	Statutory				
	Civil Partnership Conversion to Marriage - Standard Procedure (Reading Register Office)	Per booking	Statutory	Statutory				
	Registration Certificate	Per Certificate	Statutory	Statutory				
Certificates	Express Service Certificate	Per Certificate	Statutory	Statutory				
	Presentation Wallet	Per Wallet	£3.33	£4.00	£3.33	£4.00	£0.00	0.00%
	Celebratory Certificate	Per Certificate	£6.67	£8.00	£7.08	£8.50	£0.41	6.10%
	Correction completed by Register office	Per correction	Statutory	Statutory				
Statutory Correction Application Fee	Correction referred to General Register Office	Per correction	Statutory	Statutory				
	Amendment to birth record with 12 months of registration (space 17 amendment)	Per correction	Statutory	Statutory				
	The administration of foreign divorces when giving notice of marriage or CP.	Per Person	Statutory	Statutory				
Citizenship Ceremonies	Individual Citizenship Ceremony at The Town Hall (up to max of 10 people)	Per Person	£131.67	£158.00	£145.83	£175.00	£14.16	10.80%
	Friday & Saturday Individual Citizenship Ceremony at the Town Hall (up to max of 10 people)	Per Person	£155.83	£187.00	£171.67	£206.00	£15.84	10.20%
	Monday to Thursday (9am to 5pm)	Per Couple	£367.50	£441.00	£385.83	£463.00	£18.33	5.00%
Approved Premises Marriages - (9am to 5pm)	Friday & Saturday (9am to 5pm)	Per Couple	£422.50	£507.00	£444.17	£533.00	£21.67	5.10%
	Sunday & Bank Hols (9am to 5pm)	Per Couple	£455.00	£546.00	£479.17	£575.00	£24.17	5.30%

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Resources

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/ (decrease) Excl. VAT	Increase/ (decrease) %
Approved Premises Marriages - After 5pm	Venue: Monday to Thursday	Per Couple	£394.17	£473.00	£414.17	£497.00	£20.00	5.10%
	Venue: Friday & Saturday	Per Couple	£428.33	£514.00	£450.00	£540.00	£21.67	5.10%
	Venue: Sunday & Bank Hols	Per couple	£458.33	£550.00	£481.67	£578.00	£23.34	5.10%
Forbury Room (was SR Office)	Mondays only	Per couple	N/A	N/A	£100.00	£120.00	NEW	NEW
Main Ceremony Room: Reading Museum & Town Hall (Marriages / Civil Partnerships)	Monday - Thursday	Per Couple	£197.50	£237.00	£206.67	£248.00	£9.17	4.60%
	Friday & Saturday	Per Couple	£266.67	£320.00	£280.00	£336.00	£13.33	5.00%
	Sunday & Bank Hols	Per Couple	£455.00	£546.00	£477.50	£573.00	£22.50	4.90%
Renewal of Vows & Baby Naming (1 member of staff required)	Monday to Thursday	Per Ceremony	£156.67	£188.00	£156.67	£188.00	£0.00	0.00%
	Friday & Saturday	Per Ceremony	£183.33	£220.00	£183.33	£220.00	£0.00	0.00%
	Sunday & Bank Hols	Per Ceremony	£211.67	£254.00	£211.67	£254.00	£0.00	0.00%
	Any Venue	Per Ceremony	£249.17	£299.00	£249.17	£299.00	£0.00	0.00%
Approval of venues for marriages or Civil Partnerships (up to 2 rooms)	Renewal of marriage or Civil Partnership licence	Per Venue	£1,666.67	£2,000.00	£1,666.67	£2,000.00	£0.00	0.00%
Change of Name Deed	Standard Adult Name Deed	Per Person	N/A	N/A	£62.50	£75.00	NEW	NEW
	Additional Copy of Deed at time of appointment	Per copy	N/A	N/A	£8.33	£10.00	NEW	NEW
	Replacement Copy of Deed	Per copy	N/A	N/A	£20.83	£25.00	NEW	NEW
Administrative fee	For services offered on a Saturday such as Notices of Marriage	Per Person	£22.50	£27.00	£23.75	£28.50	£1.25	5.60%
	Changes to booking	Per Person	£44.17	£53.00	£45.83	£55.00	£1.66	3.80%
	Changes to appointment	Per Person	£22.50	£27.00	£23.75	£28.50	£1.25	5.60%
	Booking Deposit Fee	Per Venue	£46.67	£56.00	£46.67	£56.00	£0.00	0.00%
GIS - MAPPING								
Street Naming & Numbering	New addresses	Each	£54.17	£65.00	£56.34	£67.60	£2.17	4.00%
	New streets	Each	£310.83	£373.00	£323.26	£388.00	£12.43	4.00%
LEGAL SERVICES								
Right to Buy	Engrossment Fee (Freehold)	Per Transfer	£81.67	£98.00	£81.67	£98.00	£0.00	0.00%
	Engrossment Fee (Leasehold)	Per Lease	£93.33	£112.00	£93.33	£112.00	£0.00	0.00%
Requisition (LLC1) Postal	Search using LLC1 form only	Per search	£36.67	£44.00	£37.00	£44.00	£0.33	0.90%
Standard Enquiries (CON29) Postal	Search using CON29 form only	Per search	£95.00	£114.00	£97.50	£117.00	£2.50	2.60%
Full Search (LLC1 & CON29)	Search using LLC1 and CON29 form	Per search	£125.83	£151.00	£128.35	£154.00	£2.52	2.00%
CON290 (questions 4 - 21)	Search using CON290 form	Per question	£12.00	£14.40	£12.00	£14.40	£0.00	0.00%
CON290 (question 22)	Search using CON290 form	Per question	£14.00	£16.80	£14.00	£16.80	£0.00	0.00%
CON290 admin/flat fee (if requesting CON290 questions only with no LLC1 and CON29)	Search using CON290 form	Per search	£15.00	£15.00	£15.00	£15.00	£0.00	0.00%
Additional Parcel Fee (LLC1)	Search using LLC1 & CON29 form	Per additional parcel	£5.00	£5.00	£5.00	£5.00	£0.00	0.00%
Additional Parcel Fee (CON29)	Search using LLC1 & CON29 form	Per additional parcel	£15.00	£18.00	£15.00	£18.00	£0.00	0.00%
Copy documents	Copy document	Per document	£28.33	£29.00	£29.00	£29.00	£0.67	2.40%
Personal Search	Search	Per property	£4.00	£4.00	£4.00	£4.00	£0.00	0.00%
Deferred Payment Agreement	Flat fee and hourly rate (pay rate)	Per Agreement	£595.83	£650.00	£541.17	£650.00	£54.17	9.10%
Legal Fees (Commercial)	Legal Services Manager	Per Hour	£330.83	£344.00	£330.83	£344.00	£13.17	4.00%
	Principal Lawyer / Team Leader	Per Hour	£305.00	£317.00	£305.00	£317.00	£12.00	3.90%
	Senior Lawyer	Per Hour	£278.33	£289.00	£278.33	£289.00	£10.67	3.80%
	Lawyer	Per Hour	£220.83	£230.00	£220.83	£230.00	£9.17	4.20%
	Trainees and Paralegals (Grade 6+)	Per Hour	£141.67	£147.00	£141.67	£147.00	£5.33	3.80%
Legal Fees (Community - voluntary organisations, charities providing services to residents in Reading)	Trainees and Paralegals (Grade 4-5)	Per Hour	£105.00	£109.00	£105.00	£109.00	£4.00	3.80%
	Legal Services Manager	Per Hour	£185.00	£192.00	£185.00	£192.00	£7.00	3.80%
	Principal Lawyer / Team Leader	Per Hour	£160.00	£166.00	£160.00	£166.00	£6.00	3.80%
	Senior Lawyer	Per Hour	£139.17	£145.00	£139.17	£145.00	£5.84	4.20%
	Lawyer	Per Hour	£110.84	£115.00	£110.84	£115.00	£4.16	3.80%
Civil Penalties Housing Benefits	Trainees and Paralegals (Grade 6+)	Per Hour	£75.00	£78.00	£75.00	£78.00	£3.00	4.00%
	Trainees and Paralegals (Grade 4-5)	Per Hour	£55.00	£57.00	£55.00	£57.00	£2.00	3.60%
INCOME & RECOVERY								
Council Tax Summons Cost		Per Summons issued	£100.00	£100.00	£100.00	£100.00	£0.00	0.00%
Council Tax Liability Order Cost		Per Liability Order issued	£43.00	£43.00	£43.00	£43.00	£0.00	0.00%
Business Rates Summons Cost		Per Summons issued	£107.00	£107.00	£107.00	£107.00	£0.00	0.00%
Business Rates Liability Order Cost		Per Liability Order issued	£70.00	£70.00	£70.00	£70.00	£0.00	0.00%
Civil Penalties Housing Benefits		Per case identified	Statutory	Statutory	Statutory	Statutory		
Civil Penalties Council Tax		Per case identified	Statutory	Statutory	Statutory	Statutory		
DEMOCRATIC SERVICES								
Admission Appeals - Charge per appeal		Per admission appeal heard	£250.00	£300.00	£260.00	£312.00	£10.00	4.00%
School Exclusion Review Hearing		Per review heard	£1,083.33	£1,300.00	£1,126.66	£1,352.00	£43.33	4.00%
Admission Appeals - Admin Charge	Withdrawn/Settled (W/S) Appeals	Per admission appeal W/S after papers circulated	£67.50	£81.00	£70.20	£84.24	£2.70	4.00%

Appendix 9 - Proposed Fees and Charges from 1st April 2026 - Directorate of Resources

Service	Category	Charge Unit	Current Fee	Current Fee including VAT	New Fee from April 2026	New Fee including VAT	Increase/ (decrease) Excl. VAT	Increase/ (decrease) %
CUSTOMER SERVICES								
Blue Badges (New & Renewals)	Disabled Parking Badge	Each	£10.00	£10.00	£10.00	£0.00	0.00%	
COMMUNICATIONS								
Event pitch fee	Charity	Per event	£35.00	£42.00	£36.40	£43.68	£1.40	4.00%
Event pitch fee	Charity with 10% early bird discount	Per event	£31.67	£38.00	£32.94	£39.52	£1.27	4.00%
Event pitch fee	RBC affiliated charity	Per event	£11.67	£14.00	£12.14	£14.56	£0.47	4.00%
Event pitch fee	RBC affiliated charity with 10% early bird discount	Per event	£10.83	£13.00	£11.26	£13.52	£0.43	4.00%
Event pitch fee	Community	Per event	£46.67	£56.00	£48.54	£58.24	£1.87	4.00%
Event pitch fee	Community with 10% early bird discount	Per event	£42.50	£51.00	£44.20	£53.04	£1.70	4.00%
Event pitch fee	Commercial	Per event	£117.50	£141.00	£122.20	£146.64	£4.70	4.00%
Event pitch fee	Commercial with 10% early bird discount	Per event	£105.83	£127.00	£110.06	£132.08	£4.23	4.00%
Event pitch fee	Food trader	Per event	£176.67	£212.00	£183.74	£220.48	£7.07	4.00%
KENNET DAY NURSERY								
3 yrs and over - RBC	AM or PM Sessions are charged at half the daily rate. Siblings are entitled to a £2 per day reduction.	Daily rate (2 sessions)	£63.20		£66.40		£3.20	5.10%
Under 3 yrs - RBC		Daily rate (2 sessions)	£65.20		£68.50		£3.30	5.10%
3 yrs and over - Non RBC		Daily rate (2 sessions)	£69.30		£72.80		£3.50	5.10%
Under 3 yrs - RBC		Daily rate (2 sessions)	£71.30		£74.90		£3.60	5.00%
LEARNING AND WORKFORCE DEVELOPMENT								
Training	Places on training for school staff (1 day)	Per place	£74.00	£78.00	£78.00	£4.00	5.40%	

Appendix 10 – Summary of Equality Impact of Budget Business Cases			
Business Case Reference	Business Case Title	Proposal (preferred option)	Summary of initial Equality Impact Assessment (NB: Services will complete further assessments, where required)
Revenue			
BFFC-2627-02	SEND Team Capacity	Expand the team in a way that creates an effective, sustainable SEND service for Reading. It is proposed that the SEND team be reorganised and increased by two members of staff (£110k) and with commissioned new tools for EHCP completion and annual reviews (£15k).	Positive impact on children with disabilities by enhancing support available to them in Reading.
BFFC-2627-04	Participation of young people in education, employment or training	Explore potential for employer contributions to help fund service delivery, alongside the development of IT systems to improve the efficiency and accuracy of tracking EET (Education, Employment, and Training) destinations.	The current service supports disabled children. However, the preferred option does not involve any changes or reduction to the service delivered to young people.
BFFC-2627-05	Children with Disabilities Revenue	Development of children's homes including looking for properties on the open market which has not yet been identified and carry out the associated works to develop into 4 bed children with disabilities home.	This initiative is expected to have a positive impact on Reading's disabled children in care who would be able to remain living locally.
BFFC-2627-06	Fostering, Kinship, Permanence & Adoption - capacity and demand	Merging BFFC's Kinship, Permanence & Adoption and IFA Team to create one combined RBC Kinship, Fostering & Adoption Service. This will increase the number of our cared for children who are able to live locally, in cost efficient family homes. In total this option proposes 5.29 FTE new posts. This option requires an investment of £392k to support kinship placements (avoiding costly fostering and residential care).	Care experience is a protected characteristic identified by the Council to be considered in EIAs and this proposal is likely to have a positive impact on this group through improving the resourcing of the service.
BFFC-2627-07	Charging policy for children in care	This proposal explores introducing a formal charging policy for parents whose children are voluntarily accommodated under Section 20 of the Children Act 1989. This policy proposes to recoup a contribution from parents, towards their child's maintenance when accommodated under section 20 of the Children Act 1989 where it is considered reasonable to do so.	The proposal includes some exemptions, including where parents are claiming Income Support, Family Credit or Disability Allowance. Consideration will be given to groups of parents that will be affected differently and mitigating actions that maybe required.

Appendix 10 – Summary of Equality Impact of Budget Business Cases			
Business Case Reference	Business Case Title	Proposal (preferred option)	Summary of initial Equality Impact Assessment (NB: Services will complete further assessments, where required)
BFFC-2627-14	Education Psychology Service	Additional income generation to the sum of £96k by efficient planning of traded support in quieter period of statutory provision and cease delivery of Primary Mental Health services, following loss of funding from the Integrated Care Board (ICB).	The proposal would reduce the capacity in the Educational Psychology Service to provide non-traded services. However, the risks are assessed as low impact and mitigations will be put in place. The ICB are completing an Equality Impact Assessment regarding the reduction in Primary Mental Health services and are confident that the needs of children will be met through alternative routes.
BFFC-2627-17	Review of Market Supplements - Children's Social Care	Market forces allowances (MFAs) are awarded to social workers, fostering social workers, assistant team managers, team managers and service managers of social work teams and OTs. The proposal is to Review MFA allocation for Team Managers and Fostering Social Workers.	This proposed review would affect pay for some members of staff and further work will be undertaken to understand the full equality impacts and any mitigating actions that may be required.
DCASC-2627-13	Homelessness Support Services	10% (£93,200 per annum) reduction in funding across Homelessness Support Services from September 2027.	The initial assessment suggests that there is no evidence or reason to believe that some groups may be affected differently than others. A reconfigured service could impact single people, couples and potentially households (including families) at risk of homelessness; however, it will not have a disproportionate effect on any specific groups with protected characteristics, nor is there public concern about potentially discriminatory practices/impact on the cohort that accesses Homelessness Support Services.
DEGNS-2627-26	Simpler Recycling –	This proposal concerns how the council will implement the “Simpler recycling” legislation to collect flexible plastics (including bags, wrappers, foil-lined packaging, film lids, bubble	Some groups may be affected differently to others. Older people may struggle to get to hubs to pick up bags, or to order these online. Mitigations will likely

Appendix 10 – Summary of Equality Impact of Budget Business Cases			
Business Case Reference	Business Case Title	Proposal (preferred option)	Summary of initial Equality Impact Assessment (NB: Services will complete further assessments, where required)
	Flexible Plastics	wrap and cling film) from all the kerbside of all households by 31st March 2027.	include encouraging family and friends to obtain bags on behalf of those for whom this is difficult.
DEGNS-2627-27	Simpler Recycling - Glass Collection	This proposal outlines plans to introduce a kerbside collection of glass from all domestic properties as part of the Simpler Recycling government initiative to standardise and simplify household and business recycling services across England, ending confusion over what can and cannot be recycled by implementing a common set of recyclable materials for all homes and workplaces.	Potential negative impacts (relating to physical handling challenges due to age, disability, pregnancy, or storage limitations) will be mitigated effectively with: <ul style="list-style-type: none"> ○ Assisted collections ○ Provision of alternative or additional containers ○ Accessible information and communication channels
DEGNS-2627-29	Enhanced Power Reduction/ Dimming of Streetlights	Reducing power / dimming streetlighting from the current 70% at 'dusk' to 9pm, then reduce power to 50% between 9pm and 5.30am, then back up to 70% to 'Dawn' in selected residential streets.	For the preferred option the service is delivered to all residents of Reading, and no changes are proposed in this service delivery.
DEGNS-2627-16	Allotment Full Cost Income	After consultation and notice period (1 year), to apply in April 2027 at the latest, a reform of tenancy rental charging and revision of tenancy agreement to facilitate full cost recovery of associated rental, water use and waste disposal.	Increased rents and service charges could disproportionately affect residents on low incomes, including pensioners, disabled people, and those in receipt of means-tested benefits. As administration moves to digital systems, there is a risk that some residents, particularly older tenants or those without digital access, may face barriers in managing their tenancy or accessing information. An EIA is therefore required.

Appendix 10 – Summary of Equality Impact of Budget Business Cases			
Business Case Reference	Business Case Title	Proposal (preferred option)	Summary of initial Equality Impact Assessment (NB: Services will complete further assessments, where required)
HRA-2627-03	Service Charge Review	Increase existing service charges to align with the cost of services.	Increased charges will have an impact on tenants. Approximately 70% of tenants currently receive full/partial housing benefit or universal credit. The increase may put added financial pressure on some of our tenants, however, the specialist income recovery teams are well versed in responding and supporting tenants whose income and expenditure change on a regular basis due to changes of circumstance. The officers will look at each tenant situation and provide tailored assistance to ensure that priority bills are paid.
HRA-2627-01	Awaab's Law Damp & Mould - Additional Resourcing	Provide additional staffing resource to ensure the Housing Service can fulfil the Law requirements and ensure tenants are provided with support and updates. This investment in the staffing levels will provide the resources we need to fulfil the new duties as well as being in a position to continue to provide advice and guidance to tenants to also prevent damp and mould occurring.	Change likely to have a positive impact on tenants. All residents that require a Damp & Mould service will receive it therefore no negative impact identified under the Public Sector Equality.
Capital & Revenue			
DEGNS-2627-CAP02 (DEGNS-2627-EOI02)	Hexagon Investment	This proposal is seeking match funding of £115,250 in the event we are successfully awarded a capital grant from Arts Council England of £2,068,000 for new seating, drainage and fire stopping works at the Hexagon. This capital business case is to underwrite the £115,250 needed if we are unsuccessful with the fundraising by the time the funds are needed.	No negative impact identified under the Public Sector Equality. New seats will provide better access for customers with disabilities or who have mobility difficulties.

Appendix 10 – Summary of Equality Impact of Budget Business Cases			
Business Case Reference	Business Case Title	Proposal (preferred option)	Summary of initial Equality Impact Assessment (NB: Services will complete further assessments, where required)
DEGNS-2627-CAP07 (DEGNS-2627-EOI07)	Safe and People-Friendly Streets and Spaces	Changes to public realm to enhance movement through the town centre for pedestrians will involve consideration of access and mobility issues for different user groups through design development. The design will also consider safety mitigations for residents and visitors.	No negative impact identified under the Public Sector Equality Duty at this stage, but some mitigations may affect access to pedestrianised areas at which point further consideration of equalities will be needed.
Capital			
DEGNS-2627-CAP12	180 Place SEND school across Whitley Park and Ridgeway	Refurbishment and extension on both school sites to provide 180 SEN places.	Likely to have a positive impact on children with disabilities as defined under the Equality Act through expanded service provision.
DEGNS-2627-CAP13	Children's Homes Refurbishment Works	Three homes require extra safeguarding, anti-ligature and security features to enable them to meet OFSTED's requirements to sign them off prior to being occupied by staff and children	Care experience is a protected characteristic for Reading Borough Council, and this would have a positive impact on Reading's children in care.

This page is intentionally left blank

Appendix 11 – Summary of the Response to the Budget Engagement 2026/27

Introduction

The engagement ran from 19th December 2025 to 17th January 2026. The survey was available online via the Council's consultation platform (GoVocal). Paper copies were also made available at each of the Council's libraries.

285 responses were received. This compares with 178 responses last year.

The engagement was promoted via the following channels:

- residents' weekly email
- online citizens' panel
- RBC social media
- a number of the Council's working groups and forums
- voluntary sector partners
- South Reading newsletter
- Community Health Champions bulletin
- head teachers briefing
- RVA newsletter

Posters were also sent to services for display in:

- libraries
- museum
- community centres
- leisure centres
- cultural venues
- Whitley Community Café
- supermarkets
- Broad St Mall

Summary

- Residents were split over whether to increase Council Tax by the proposed amount. 50.5% of respondents were opposed, while 49.5% were in favour. This compares with 39.3% opposed and 60.1% in favour last year.
- Residents were most comfortable with reducing spending on central services (customer services, human resources, finance, legal, digital and technology) and executive management team and communications. Around two-thirds of residents placed these areas in their top 3 areas for reducing spending.
- Residents were much more divided in their opinions about where they would be least comfortable reducing spend.
- 84.2% of respondents supported a 4.8% increase in social housing rents.
- The free text comments elicited a wide range of suggestions.

Results

1. Should the Council look to increase Council Tax by 2.99% plus 2.00% Adult Social Care precept (an increase of £2.03 per week for a Band D property) to reduce the financial gap for 2026/27?

285/285 - Multiple choice - choose one - required

No 50.5% (144 choices)



Yes 49.5% (141 choices)



2. Which 3 areas, shown in the list below, would you be MOST comfortable with the Council reducing spending on?

285/285 - Multiple choice - choose many - required

(Net budget for 2026/27 shown in brackets.)

Central services (customer services, human resources, finance, legal, digital and technology) (£24.6 million) 70.2% (200 choices)



Executive management team and communications (£1.6 million) 67.4% (192 choices)



Adult social care (home care, residential care, occupational therapy, carer support) (£72.9 million) 35.4% (101 choices)



Property (including community facilities), assets, and sustainability (£1.3 million) 30.5% (87 choices)



Children's social care (child protection, fostering, adoption, family support) (£58.0 million) 26% (74 choices)



Culture (libraries, leisure centres, Hexagon) (£2.5 million) 18.9% (54 choices)



Education (school admissions, SEND support, school transport) (£5.5 million) 15.8% (45 choices)



Housing, homelessness, and community safety (£5.9 million) 12.6% (36 choices)



Planning, transport, and public protection (food safety, licensing, trading standards) (£1.6 million) 11.6% (33 choices)



Environmental services (roads, parking, waste management, street cleaning, parks) (£16.3 million) 11.6% (33 choices)



3. Which 3 areas, shown in the list below, would you be LEAST comfortable with the Council reducing spending on?

285/285-Multiple choice -choose many -required

(Net budget for 2026/27 shown in brackets.)

Children's social care (child protection, fostering, adoption, 49.8% (142 family support) (£58.0 million) choices)



Environmental services (roads, parking, waste management, 47.7% (136 street cleaning, parks) (£16.3 million) choices)



Adult social care (home care, residential care, occupational therapy, carer support) (£72.9 million) 40.4% (115 choices)



Housing, homelessness, and community safety (£5.9 million) 37.5% (107 choices)



Education (school admissions, SEND support, school transport) (£5.5 million) 36.5% (104 choices)



Planning, transport, and public protection (food safety, licensing, trading standards) (£1.6 million) 33.7% (96 choices)



Culture (libraries, leisure centres, Hexagon) (£2.5 million) 31.2% (89 choices)



Property (including community facilities), assets, and sustainability (£1.3 million) 9.8% (28 choices)



Central services (customer services, human resources, finance, legal, digital and technology) (£24.6 million) 7% (20 choices)



Executive management team and communications (£1.6 million) 6.3% (18 choices)



4. Are there any other service areas you think the Council should consider reducing spend on?

Area	No. of responses
Transport schemes/ road changes/ public transport	6
Housing & homelessness	4
Equality & diversity initiatives	4
Management/ pay	3
Climate change/ net zero	3
Benefits	2
Road maintenance	2
Consultancy fees and agency staff	2
Catering/travel costs	2
SEND	2
Housing in hotels	2
Car park fines & enforcement	2
Central services	1
Car park fines & enforcement	1
Pensions	1
Translation	1
Digital platforms	1
Outdoor gyms	1
New library	1
Red route enforcement	1
Bus services	1
Public safety	1
Homelessness and drug addiction is an issue	1
Maintaining empty RBC assets which have been put up for sale	1
Office buildings	1
Food banks	1
Other suggestions/comments:	
Categories too broad	2
Accelerate the "Lilli" sensor pilot to reduce residential care costs	1
Introduce automated facility management system	1
Manage contracts better	1
Road design poor	1
Roads and pavements badly maintained	1
Library does not have digital newspapers	1
Reduce length of Council reports	1
Consider longer term approaches	1
Clean parks, paths and keep the town tidy by encouraging community action	1

5. Listed below are a selection of capital projects over the next 5 years that are not fully funded by grants from central government and have a net funding requirement of over £1 million. Of the projects in this list, are there any that you would stop or scale back?

272/285-Multiple choice-choose many -optional

(Net funding requirement over the next 5 years shown in brackets.)

Gypsy and traveller accommodation (£3.5 million) 57.9% (165 choices)



Replacement vehicles (£8.9 million) 36.1% (103 choices)



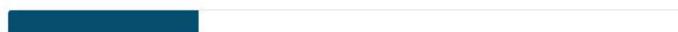
Corporate and community buildings (£10.1 million) 29.8% (85 choices)



Cemetery land acquisition (£2.5 million) 28.4% (81 choices)



Additional burial space (£3.1 million) 28.1% (80 choices)



Corporate solar panel programme (£1.6 million) 24.6% (70 choices)



Maintenance and enhancement of Council properties (£8.7 million) 22.8% (65 choices)



Highway traffic signals (£1.1 million) 16.1% (46 choices)



Private sector renewals -funding repairs and improvements to the private residences of vulnerable people (£1.5 million) 16.1% (46 choices)



Delivery fund (invest to save projects) (£7.5 million) 15.1% (43 choices)



ICT tech refresh (£2.5 million) 11.9% (34 choices)



Streetlighting investment (£2.3 million) 10.5% (30 choices)



Local traffic management and road safety schemes (£1.3 million) 10.2% (29 choices)



Highways infrastructure programme (£3.7 million) 8.1% (23 choices)



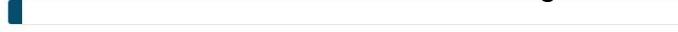
Sheltered housing and day opportunities/respite facility for people with profound and multiple learning disabilities (£1.8 million) 4.9% (14 choices)



No answer 4.6% (13 choices)



Children's home for children with disabilities (£1.1 million) 2.1% (6 choices)



6. The Government has announced a maximum increase of 4.8% on social housing rents, equivalent to £6.16 per week on the average social housing property. Do you support the Council opting for a 4.8% increase in social housing rents?

285/285 - Multiple choice - choose one - required

Yes 84.2% (240 choices)

No 15.8% (45 choices)

7. Are there any other comments you would like to make about the Council's Medium Term Financial Strategy Update?

78/285 - Long answer - optional

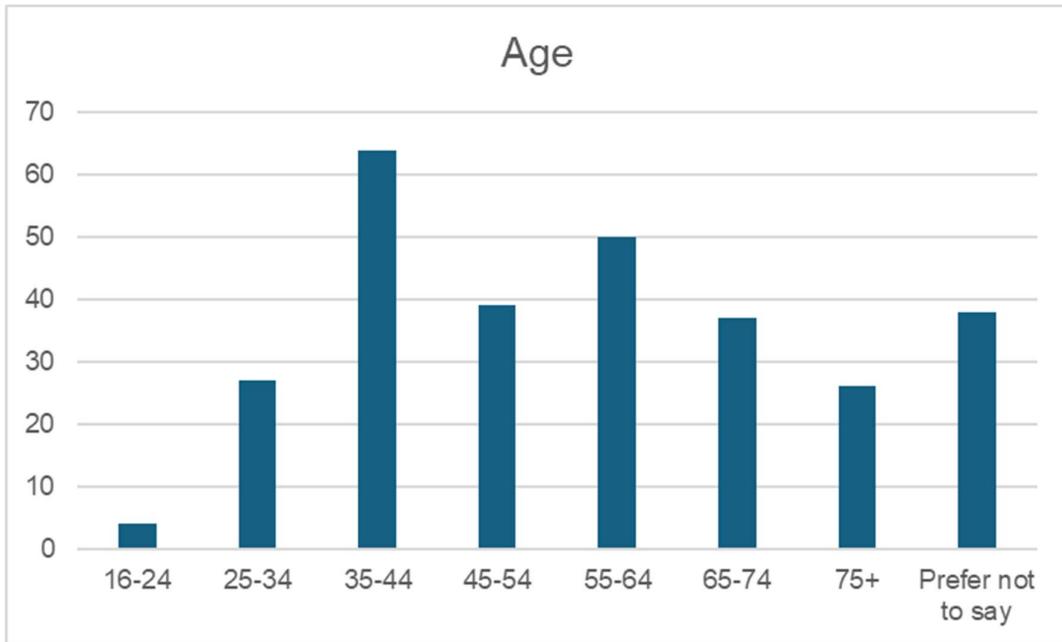
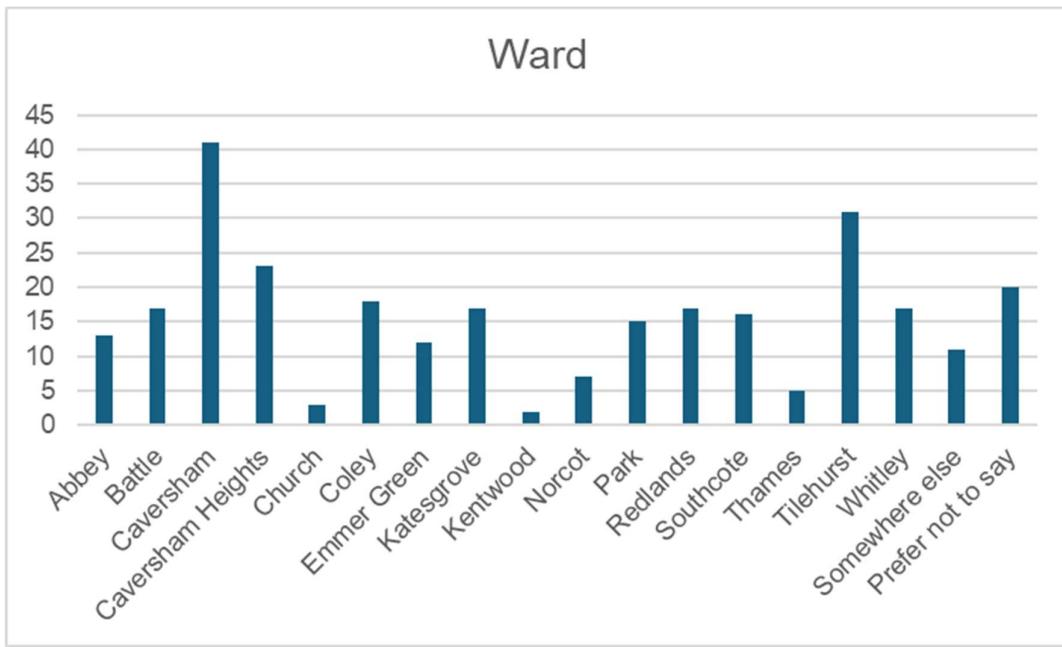
...

Topic	No of responses
Be more efficient and not waste money	5
Council tax should not be increased	4
Cut 'novelty' / 'vanity' projects	4
Focus on the vulnerable and the majority of people not minority groups	3
Info provided too limited/ MTFS doesn't include details of specific savings proposals	3
Reduce benefits for working age/ those who can work	3
Review/ reduce number of Council jobs/ management	2
Roads and footpaths have been badly maintained	2
Road safety schemes taken forward/ zero road deaths	2
Remove/ don't spend on cycle lanes	2
Don't increase social housing rents	2
Central govt need to resolve funding issues	2
Get developers to make greater contributions to the town's funds/ support the local services	2
Permanent maintenance and repair staff instead of using contractors	1
Establish robust reporting processes	1
Optimise office spaces	1
Digitise physical records	1
Does the council have an internal business improvement team?	1
Use local providers	1
Commission an asset capture and condition process	1
Improve maintenance operations	1
Concern budget gap is being addressed too heavily through reserve drawdowns rather than structural modernisation.	1
Prioritise 'Invest to Save' initiatives	1
Utilise grant schemes	1
Encouraging to see investment in publicly owned assets	1
Increase revenues not through taxation	1
Deposit Return Scheme will mean cost reductions in waste collections and recycling should be possible	1

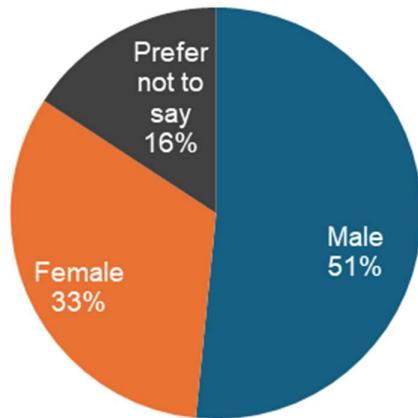
Topic	No of responses
Invest more in flytipping	1
Invest in repainting road markings	1
Ensure bins emptied and the streets clean	1
Reduce spending on highways	1
Reduce pollution	1
Reduce the per capita per night expenditure on accommodation for young adults in care	1
Stop funding drug rehab programs	1
Focus on drug rehabilitation for homelessness	1
Reduce ASC costs	1
Ring-fence a portion of the proposed 2% Adult Social Care Precept to accelerate the full-scale rollout of the 'Lilli' preventative sensor technology.	1
Cut spending on taxis for SEND children	1
Congestion in Reading is terrible	1
Maintain older vehicles instead of replacing them	1
Stop spending on traffic projects	1
Convert some of vehicle fleet into active travel	1
Road design poor	1
Improvements to public transport services should be prioritised	1
Reduce transport-related waste	1
Further encourage sustainable transport	1
Allow residents to pay for parking permits to increase revenue	1
Introduce bridge toll charge for non residents/ lorries	1
New bus lanes are causing chaos	1
The town centre has been destroyed by bad planning	1
Reduce business rates and parking rates to encourage more businesses and shoppers into Reading	1
Invest in revitalising the high street	1
Skip all the plans to impose Urban Vehicle Access Regulations (UVARs) into Reading town.	1
Ensure derelict buildings in central Reading are converted into housing	1
Proposed reduction to Culture budget is disproportionate and avoidable and undermines the civic fabric and place identity.	1
Reduce libraries	1
Library still does not have access to digital newspapers	1
Re-look at/ increase social housing costs	1
Increase council tax by more than 5%	1
CT payers are struggling	1
Invest in support to communities to take action in their local area	1
Get people struggling to get into work to give back to their community	1
Use community service for some services	1
Invest in more EVs and solar panels. Seek Corporate Power Purchase Agreements	1
Abandon any environmental initiatives.	1
Reduce spending on hotels for migrants	1
Stop travellers camping	1
Abandon any inclusivity initiatives.	1
Suggest a public reading of MTFS so that it is better understood	1

Topic	No of responses
Publish your annual reports broken down by service area	1
Make residents aware of the budget situation	1
Create citizens assemblies to discuss savings	1
Reduce budget on homelessness and housing	1
Don't invest in outdoor gyms; invest in proper gyms	1
Invest in our children	1
Invest on preventing antisocial behaviour, homelessness etc	1
Increase business rates for gambling establishments and slot machine venues.	1
Don't delete the Staff Club Administrator post	1
No noticeable improvement for council tax paying citizens	1

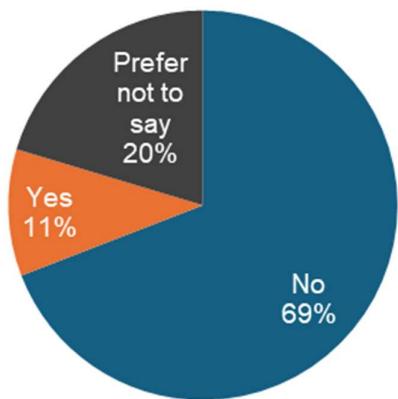
Demographic profile of respondents



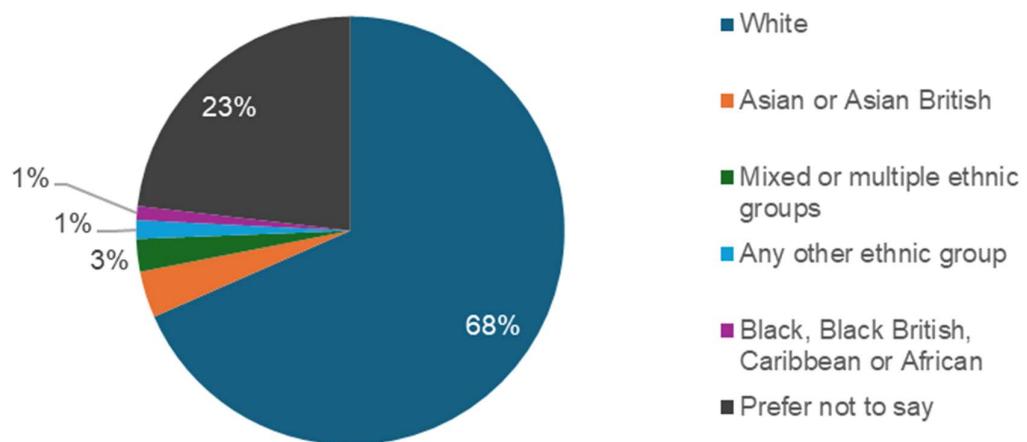
Sex



Disability



Ethnic group



Policy Committee

16 February 2026



Reading
Borough Council
Working better with you

Title	Capital Strategy 2026/27
Purpose of the report	To make a recommendation to Council
Report status	Public report
Report author	Darren Carter, Director of Finance
Lead Councillor	Councillor Terry, Leader of the Council
Corporate priority	Our Foundations
Recommendations	<ol style="list-style-type: none"> That Policy Committee recommend to Council the adoption of the Capital Strategy attached as Appendix 1; That Policy Committee note the updated Action Plan that forms Annex D of the Capital Strategy (Appendix 1) together with the associated financial implications.

1. Executive Summary

- 1.1. The Chartered Institute of Public Finance and Accountancy' (CIPFA) revised Prudential Code for Capital Finance in Local Authorities 2021 requires local authorities to produce a Capital Strategy on an annual basis which must be approved by Council.
- 1.2. The Capital Strategy 2026/27 attached at Appendix 1 meets the statutory requirements and has been updated where required. However, there are no material changes from the Capital Strategy 2025/26.

2. Policy Context

- 2.1. The aim of the Capital Strategy is to support the delivery of the Council's Strategic Plan, the Council Plan, which sets out the Council's agreed priorities.

3. The Proposal

- 3.1. The CIPFA 2021 Prudential and Treasury Management Codes require the Council to prepare a Capital Strategy report which sets out the Council's capital requirements arising from policy objectives, as well as the associated governance procedures and risk appetite of the Council.
- 3.2. The Capital Strategy provides a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services; along with an overview of how associated risk is managed and the implications for future financial sustainability. It shows how revenue, capital and balance sheet planning are integrated.
- 3.3. The Strategy is informed by the Council's priorities and links to other key strategy documents notably the Council Plan, Medium Term Financial Strategy (MTFS), Treasury Management Strategy, Asset Management Strategy, Land and Property Asset Disposal Policy, and Carbon Reduction Strategy.

- 3.4. The Capital Strategy sets out among other things, the Council's approach to asset management planning, development, and monitoring of the Capital Programme's delivery.
- 3.5. The figures in the various tables within the Capital Strategy, most particularly the Capital Programme itself, have been updated to reflect the latest position consistent with the MTFS report elsewhere on this agenda. Also, the Action Plan at Appendix 1 Annex D has been refreshed. The Director of Finance will keep this under review during the year and will bring forward any changes that may be required.
- 3.6. The Capital Programme Board, chaired by the Director of Finance, was introduced in December 2022 to increase oversight of the Capital Programme and its delivery. Terms of Reference for the Board are included at Appendix 1 Annex B.
- 3.7. The proposed Action Plan at Appendix 1 Annex D of the Strategy identifies two areas of ongoing work required for the Council to remain compliant with the CIPFA code requirements. These are:
 - Identifying what assets we need in the future;
 - Developing and implementing new systems and processes to enable the transition;
- 3.8. Progress against actions still outstanding are reported on the face of the Action Plan along with revised target completion dates. Work to understand the existing General Fund property asset base has been completed and a three-year rolling programme of review has been implemented to keep the knowledge up to date. In addition, work has been undertaken to carry out stock condition surveys on the Council's residential housing assets within the HRA. The Capital Programme Board under the leadership of the Director of Finance has met regularly throughout the year to progress the programme of work identified in the Action Plan. The Action Plan is updated annually as part of the production of this Strategy. This includes the identification of any new actions, which need to be undertaken to develop the Strategy and the programme of capital works to be carried out.

4. Contribution to Strategic Aims

- 4.1. The Council Plan 2025-2028 was adopted by Council in March 2025. Full details of the Council Plan and the projects which will deliver these priorities are published on the Council's website ([Council Plan- 2025 to 2028 - Reading Borough Council](#)). These priorities and the Council Plan demonstrate how the Council meets its legal obligation to be efficient, effective, and economical. A 2026-2027 update to the Council Plan will be presented to Council in March 2026.
- 4.2. The Capital Strategy provides a link between the Council Plan and the development of the Capital Programme as well as setting out the approach taken to asset management to ensure that these fit with the Council's priorities.

5. Environmental and Climate Implications

- 5.1. There are no environmental or climate implications arising directly from this report; these are set out in the 2026/27 Budget and Medium Term Financial Strategy 2026/27 – 2028/29 Report which appears elsewhere on the agenda.

6. Community Engagement

- 6.1. The public was consulted as part of the 'Budget Engagement', which ran from 18th December 2025 until 17th January 2026. The feedback from this engagement, alongside the feedback from the Residents' Survey 2025 is set out in the main body and appendices

of the 2026/27 Budget and Medium Term Financial Strategy 2026/27 – 2028/29 Report which appears elsewhere on the agenda.

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 initial Assessment of the proposals as set out in the MTFS (including the Capital Programme) has been undertaken and Appendix 10 to the 2026/27 Budget & Medium Term Financial Strategy 2026/27-2028/29 Report, which appears elsewhere on the agenda, sets out the individual budget proposals where specific equality impact assessments will need to be undertaken prior to implementation.
- 7.3. Additionally, when considering changes to service provision, local authorities are under a duty to consult representatives of a wide range of local stakeholders. Authorities must consult representatives of council tax payers, those who use or are likely to use services provided by the authority and those appearing to the authority to have an interest in any area within which the authority carries out functions. The consultation on the MTFS Update proposals assists with this requirement.
- 7.4. There are no equality implications arising directly from this report.

8. Other Relevant Considerations

- 8.1. There are none.

9. Legal Implications

- 9.1. This report assists the Council in fulfilling its statutory obligation to prepare a Capital Strategy report which sets out the Council's capital requirements arising from policy objectives along with associated governance procedures and the Council's risk appetite.

10. Financial Implications

- 10.1. The Council's capital expenditure requirements are set out within the Strategy attached at Appendix 1. The financial implications of the Council's Capital expenditure plans are set out in the 2026/27 Budget and Medium Term Financial Strategy 2026/27 – 2028/29 Report and Treasury Management Strategy Statement which appear elsewhere on the agenda.
- 10.2. All schemes included in the approved Capital Programme over £2.5m, including those planned to start in 2026/27, require spend approval from the responsible Committee or Council, with the exception of expenditure on rolling programmes of routine capital expenditure.

11. Timetable for Implementation

- 11.1. Not applicable.

12. Background Papers

12.1. There are none.

Appendices

1. Capital Strategy 2026/27

Appendix 1 – Capital Strategy 2026/27

February 2026

Contents

1. Introduction
2. Context
3. Approach to Capital Investments
4. Asset Management Planning
5. Capital Programme (2026/27 – 2030/31)
6. Financing the Capital Programme
7. Governance
8. Risk Management
9. Treasury Management
10. Action Plan

Annex A - Schedule of Properties Available for Disposal

Annex B - Capital Programme Board Terms of Reference (ToR)

Annex C – Prioritisation Matrix

Annex D - Action Plan

1. Introduction

- 1.1. The Prudential Code for Capital Finance in Local Authorities (2021), published by the Chartered Institute of Public Finance and Accountancy (CIPFA), requires each Local Authority to produce a Capital Strategy on an annual basis. This Capital Strategy document is aimed at meeting those requirements.
- 1.2. As well as meeting the requirements of the Prudential Code, this Strategy also has regard to the statutory guidance on Local Government Investments issued by the Ministry of Housing, Communities and Local Government (MHCLG) in February 2018, and the statutory guidance on the Minimum Revenue Provision (MRP). The purpose of the statutory guidance and the Prudential Code is to ensure that capital investments made by Local Authorities are affordable, prudent and sustainable.
- 1.3. Under the legislative framework the Capital Strategy is one of a suite of four linked strategies, the others being: The Annual Investment Strategy (treasury management), the Treasury Management Strategy and the Minimum Revenue Provision Policy.
- 1.4. In practice the main purpose of the Capital Strategy is to define how Reading Borough Council will maximise the impact of its limited capital resources to support the delivery of its key aims and objectives.

2. Context

- 2.1. The Council's Capital Strategy provides an overview of where and how the Council intends to deploy its capital resources to support delivery of its strategic aims as set out in the Council Plan 2025-2028 ([Council Plan- 2025 to 2028 - Reading Borough Council](#)). The Capital Strategy will help shape Reading's future and facilitate the delivery of the Council's agreed priorities, which are:
 - Promote more equal communities in Reading;
 - Secure Reading's economic and cultural success;
 - Deliver a sustainable and healthy environment and reduce Reading's carbon footprint;
 - Safeguard and support the health and wellbeing of Reading's adults and children; and
 - Ensure Reading Borough Council is fit for the future
- 2.2. The Capital Strategy also needs to be read in conjunction with other strategic documents such as the Medium-Term Financial Strategy, the Council's Asset Management Plans and the Treasury Management Strategy Statement (TMSS).

Legislative Changes

- 2.3. The Government has been concerned about local authorities investing in the property market purely for financial return for some time and have steadily tightened the rules to restrict such actions. In 2020 the Government announced that it would prevent any local authority which has such investments in its Capital Programme from borrowing from the Public Works Loans Board (PWLB). In response to this the Council's Policy Committee at its meeting on 14th December 2020 removed this activity from its 2020/21 Capital Programme onwards.

Demographic Changes

- 2.4. Demographic growth is one of the key drivers of demand for Council services and consequently cost pressures. Whilst general central government funding has seen real

terms decreases over the last decade, service demand and demographic pressures have risen.

- 2.5. According to the Office of National Statistics' 2021 census, since 2011 Reading's total population has risen by 11.9% to 174,200, one of the highest percentage increases in the South East. However, its demographic composition has changed, shifting towards an older population, with increases of 17.2% of residents aged 65+, 11.7% aged 15-64, and 8.6% aged under 15, which includes a decrease of 14.2% in the 0-4 age category. The next census will take place in 2031.
- 2.6. The Government's Plan for Change, published in December 2024, included a target to increase home building in England by 1.5 million homes during the course of this Parliament. Indicative targets also published in December 2024, as part of the outcome of a consultation on proposed reforms to the National Planning Policy Framework and other changes to the planning system, included a target for Reading of an additional 1028 homes to be built per annum, which has now changed to 997 per annum, which the Council will need to monitor against until an updated Local Plan can be adopted. However the Council's own published Draft Local Plan ([Local Plan - Reading Borough Council](#)) includes a target for 825 additional homes to be built per annum between 2023 to 2041, based on analysis of the capacity to deliver. This is currently at public examination and is potentially subject to change.
- 2.7. The consultation outcome also announced a change to place even stronger emphasis on the value of brownfield redevelopment. This has clear implications for the centre of Reading, where substantial flatted development has already taken place and more is planned, with losses of office space reflecting not only shifting work patterns post-Covid but also wider changes in retail activity and current market conditions.

Technological Changes

- 2.8. The pace of change in technological advancement gets ever faster. The Council has changed the way it uses its office space as a consequence of staff continuing to work flexibly post Covid. We have also invested in technology to change the way in which we engage with the public and deliver services. Examples include the new library app enabling residents to reserve or renew books remotely as well as conveniently manage multiple library accounts and family library 'cards' in one place and the new 'My Reading Account' single sign on solution, allowing residents to access multiple services in one place with one set of credentials. In addition, the Council is in the process of exploring and implementing the use of Artificial Intelligence (AI) and Robotics to enhance service delivery and improve individual service performance. Within the Social Care Service AI-driven monitoring, machine-learning analytics, and technology-enabled care (TEC) innovations are being used to support independence, prevention, and better targeting of care resources.
- 2.9. The Council also has a role in facilitating change in the wider community. Examples of this might be in providing charging points for electric vehicles, or even providing street furniture which facilitates the use of self-driving vehicles.

Environmental and Climate Change

- 2.10. The Council has declared a Climate Emergency and set a policy objective of making Reading a carbon-neutral town by 2030. While significant progress has been made, current national policy changes and rising costs mean that achieving the 2030 target is challenging. For the Council itself, the greatest challenge lies in decarbonising its ageing housing stock and wider estate, which will require substantial investment in

green technologies. Across the broader Borough, further support and infrastructure will also be needed to enable the wider transition to low-carbon living.

- 2.11. Improvements made to date and underway include enhancements to encourage the use of sustainable transport, walking and cycling as attractive alternatives to the private car and reduce resulting congestion, carbon emissions and other air quality issues. Examples include the implementation of the Bus Service Improvement Plan, including a bus rapid transit scheme, new bus lanes, improvements to park and ride facilities and a package of town centre public transport enhancements, bus signal priority measures and improvements for passengers at bus stops. Further examples include working with partners to construct and improve train stations and multi-modal interchanges, working with Reading Transport Ltd to purchase vehicles and related infrastructure to enable the operation of electric bus services, and Active Travel initiatives to improve walking and cycling networks.
- 2.12. Further carbon neutral initiatives include the generation of solar energy, the use of air source heat pumps to provide leisure centre heating, the use of ground source heat pumps for heating/cooling the new theatre development, electrification of the Council's in-house vehicle fleet, provision of Electric Vehicle (EV charging points) and improved home insulation, etc.
- 2.13. There may also be a need for investment to mitigate the impacts of climate change such as flood defence or increased planting to either absorb water or provide a cooling effect in highly urban areas. The Council is committed to a tree planting programme to increase canopy cover, improve biodiversity and reduce localised flooding.
- 2.14. On 15th October 2019 the Council formally adopted the 'Unite Construction Charter' where the Authority supports the 'Get Britain Building' campaign, which is aimed at supporting and sustaining the British construction industry. As a result, all relevant construction contracts are required to comply with the Authority's Sustainable Buying Standard for Highways and Construction Materials, which requires structural steel and other relevant materials to be covered by BES 6001 Responsible Sourcing of Construction Product certification, or equivalent.

3. Approach to Capital Investments

- 3.1. The key objectives of capital investment are to:
 - Support service delivery in line with the Council's strategic objectives and any statutory requirements;
 - Enhance existing assets to appropriately fulfil their intended function, or maximise their value if they are surplus to requirements and intended for disposal;
 - Facilitate the generation of income from Council Services;
 - Enhance value for money through reducing or avoiding costs;
 - Support regeneration and economic development.
- 3.2. Capital investments will also have regard to the following:
 - Be affordable and financially sustainable;
 - Seek to maximise the use of Government grants to support the Capital Programme;
 - Improve environmental impact wherever possible;
 - Maximise wider community benefits, working in partnership with other agencies if appropriate;
 - Be forward looking in terms of technological developments and social trends;

- Seek to minimise the risk profile of the investment within the limitations imposed by meeting other criteria.

3.3. Any capital bids that do not meet the above objectives will not be supported.

3.4. Existing capital assets that do not contribute towards the above objectives will be considered for disposal. However, the Council has a statutory responsibility, under Section 123 of the Local Government Act 1972, to achieve the “best consideration reasonably obtainable”, from any such disposal and as a consequence, may continue to hold assets awaiting favourable market conditions. Where this is the case the reason for retaining the asset will be made explicit and an action plan/criteria for disposal agreed.

3.5. To ensure that capital investment is conducted in line with this Strategy the Council has put in place governance arrangements set out in more detail in Section 7 of this document.

4. Asset Management Planning

4.1. The Council has a typical local authority asset portfolio. This consists of operational assets, investment assets and assets held for specific community or regeneration purposes as set out below:

- Operational Assets – supporting core business and service delivery;
- Investment Assets – to provide a financial return to the Council;
- Community Assets – to support specific community benefits;
- Regeneration Assets – enabling strategic place shaping and economic growth.

Operational Assets

4.2. The Council holds a wide range of operational assets such as land and buildings, highways infrastructure, vehicles and ICT Hardware and Software.

Land and Buildings

4.3. The purchase, on-going management and disposal of General Fund land and buildings is governed by the Asset Management Strategy 2024-2034, which includes the Asset Management Action Plan and the Asset Management Policy, and the Land and Property Asset Disposal Policy.

4.4. The Council has historical data on its property portfolio to assess building condition and backlog maintenance which is updated through a rolling programme of condition surveys. The Council retains an annual building maintenance programme funded from revenue. This is primarily a responsive repairs and specific statutory compliance budget.

4.5. There is a specific budget within the Capital Programme that relates to the enhancement and improvement of corporate and community buildings. In the period 2026/27-2030/31, the original rolling budget allocation is £1.000m per annum. It is primarily directed at operational buildings (non-Housing) and excludes ring fenced funding. This is in addition to specific projects detailed in the Capital Programme.

4.6. Under the Council’s Asset Management Strategy 2024-2034, any surplus properties are prioritised to be used to maximise revenue or capital resources which can be done in a number of ways on a case by case basis. For example, the Council may choose to seek offers on a freehold, or commercial leasehold basis. Alternatively, surplus land

may be suitable to be transferred to the HRA to facilitate the development of affordable housing.

- 4.7. The Council's housing stock, within the Housing Revenue Account (HRA), is subject to a programme of major repairs in order to ensure the stock is maintained at a suitable standard. The HRA Capital Programme also contains New Build & Acquisition schemes to provide more affordable housing within Reading and a scheme to purchase homes currently owned by the Council's wholly owned housing company, Homes for Reading Ltd. The Council also has plans to build new sheltered homes alongside adult day care services to meet the needs of older people and vulnerable adults.
- 4.8. In addition, in line with the Regulator for Social Housing (RSH) recommendations following the recent inspection, all current non-decent properties need to be brought up to Decent standard by the end of 2027/28. Condition surveys were implemented to get an accurate record of the properties and their position against the Decent Homes Standard. Although investment was factored into the previous Business Plan, further resources have been focussed into this area to deliver the outcomes required. Overall, the new HRA business plan includes approximately £52m more spend on housing repairs over 30 years than the previous iteration which includes £16.7m to bring all properties up to decent homes standard over the next two years up to March 2028.

Highways Infrastructure

- 4.9. Highways infrastructure is maintained and developed in line with the [Highway Asset Management Policy](#). This aims to secure highways assets in a manner which allows the delivery of services to an agreed standard. The Policy is underpinned by the Highways Asset Management Plan and Strategy (HAMPS) which defines the management strategies to be adopted throughout the life cycle of assets in order for them to facilitate the delivery of those service standards. The HAMPS has been developed in line with the Well-managed Highway Infrastructure: A Code of Practice.
- 4.10. In support of the HAMPS the highways network is regularly surveyed to determine the condition of assets and thus identify the need to repair or replace those assets. This is summarised and updated in the Annual Status Options Report (ASOR) produced for the highways network.
- 4.11. Delivery of the HAMPS is overseen by the Highways Asset Management Board which meets regularly throughout the year.

Transport

- 4.12. Since 2001, all local transport authorities have been required to produce a Local Transport Plan (LTP) and to keep this under review. The LTP contains the objectives, policies and schemes intended to improve transport in an area, contributing to wider social economic and environmental benefits. The LTP also contains a Strategy Plan and Implementation Plan.
- 4.13. Reading's fourth Strategy Plan (LTP4) [Reading-Transport-Strategy-2040.pdf](#), published in June 2024, sets out the long term policy approach from 2024 to 2040 and is subject to regular review.
- 4.14. Reading's Implementation Plan (published separately) sets out an indicative delivery programme and mechanisms for Reading's transport schemes. A detailed delivery programme is published on an annual basis, to allow for adaptation to changing technologies, budgets and development proposals.

Vehicles

4.15. Since 2016/17 the Council has adopted a multi-year Vehicle Replacement Programme to ensure the best value in procuring new vehicles and to minimise service risk from vehicle failure. In addition, the Vehicle Replacement Programme allows a clear path to be plotted for the electrification of the fleet in order to contribute towards the Council's ambition of a carbon neutral Reading by 2030, so far 13 Electric Refuse Vehicles have been rolled out. However, the associated revenue costs with early adoption of electric vehicle technology have been higher than originally estimated. Also, where electric vehicles are deemed to not meet the needs of the service, it has been necessary to consider alternative vehicles. This includes where electric vehicles have been found to be less reliable than traditional vehicles, so currently efficient Diesel vehicles are in the next phase of vehicle replacements.

ICT Assets

4.16. The Council's approach to Information & Communication Technology (ICT) is set out in the [ICT Future Operating Model](#) agreed by Policy Committee in June 2020 and its broader Digital Transformation Strategy was agreed by Policy Committee in July 2021. The Council will very shortly commence the refresh of the IT Strategy.

4.17. Both for financial reasons and in order to provide more responsive services in line with customer expectations the Council has adopted a large-scale transformation programme. Much of this transformation is underpinned by new digital infrastructure in order to facilitate new ways of working. The Covid-19 pandemic has both illustrated the importance of this approach and accelerated the pace of change.

4.18. ICT needs to be agile, responsive and reliable, but at the same time secure. The rapidly evolving ICT market provides a range of options which will need careful consideration to strike the right balance in meeting these requirements. However, there is a clear trend towards solutions being provided on an as used basis which may mean that the Council will require a smaller asset base in this area of activity in the future. This may require some funding adjustments from capital to revenue to support this changed environment. However, given the capitalisable costs associated with the acquisition and implementation of the solutions satisfying the transformation strategy, the effect of this trend is likely to be a medium-long term rather than short term one.

4.19. The Digital Transformation Strategy is due to be updated. Whilst the direction of travel will remain largely the same it will aim to uplift technology to the next level by introducing Artificial Intelligence and Robotics as an example.

4.20. As part of the Capital Programme 2026/27 to 2030/31 an ICT Technology Refresh scheme is included to refresh the Council's computer estate and equip staff with technology to maximize performance and efficiency.

Investment Assets

4.21. Investment assets can be broken down into two main categories: financial investment assets e.g. bank deposits, and non-financial investment assets, e.g. property.

4.22. Financial investments can fall into three categories, as defined by the Statutory Guidance issued under section 15(1)(a) of the Local Government Act 2003: Specified Investments; Non-Specified Investments and Loans. Specified and Non-Specified investments are only likely to be undertaken as part of managing the Council's cash flows and are therefore covered by the Treasury Management Strategy.

4.23. Loans may also be used as part of cash flow management processes but may also be used in support of specific service objectives. Loans provided by the Council are subject to the Council's Loans Policy and Minimum Revenue Provision (MRP) Policy. Where loans are provided to support service objectives there may be other social, economic, or environmental issues involved which impact on the nature of the loan provided. These will need to be considered on a case by case basis but may mean that loans are provided on terms that are not fully commercial, although anti-competitive legislation will always need to be taken into account. Even if not established on a fully commercial basis such loans may yield a financial return to the Council.

4.24. Reading Borough Council has provided a number of loans to its wholly owned companies as set out in Table 1 below. The portfolio includes loans made to Homes for Reading Ltd where principal repayments, including the £7.000m due in March 2029, are now scheduled to be repaid over the next few years following the planned sale of properties to the Housing Revenue Account (HRA) to facilitate the closure of the company. The £5.000m loan to Brighter Futures for Children Ltd (BFFC) is expected to be repaid before the end of the 2025/26 financial year.

Table 1. Service Investments - Loans to Wholly Owned Companies

	Principal due to be outstanding at 31/03/2026 (£m)	2026/27 Interest due (£m)	Interest rate (%)
Brighter Futures for Children Ltd	0.000	0.000	n/a
Reading Transport Ltd*	4.106	0.434	5.00
Homes for Reading Ltd	7.000	0.131	3.75
Homes for Reading Ltd	0.285	0.001	6.35

* Values above do not include lease agreements with Reading Transport Ltd.

4.25. The Council also holds an equity stake in some of these wholly owned companies and other bodies which support the service objectives of the Council. These are set out in Table 2 below.

Table 2. Service Investments - Equity Investments

	Fair Value as at 31/03/2025 (£m)
Homes for Reading Ltd	5.151
Reading Transport Ltd	3.974
Municipal Bonds Agency (MBA)*	0.000
Reading Community Energy Society Ltd	0.060

*The Council's £0.064m investment in the MBA has been valued on a Fair Value basis at £nil in the Council's 2024/25 Financial accounts due to the companies reported negative net worth as at November 2024.

4.26. Non-financial investments are non-financial assets held by the Council partly or primarily to generate a financial return. This might be through an appreciation in the capital value of the asset or by delivering a regular income stream in excess of the costs of owning the asset, or both. Although other opportunities might be considered it is likely that such investments will involve the holding of property assets.

4.27. In line with many other councils, Reading Borough Council has a historic and small portfolio of investment properties created primarily to generate a regular income stream to off-set significant reductions in funding from Government.

4.28. Traditionally property as an investment class has offered relatively high yield and less volatility than financial investments. However, it is an illiquid asset and as such carries the risk of being unable to respond quickly to changes in market conditions.

4.29. In response to concerns, in November 2020 HM Treasury announced changes to the rules in respect of borrowing from the Public Works Loans Board (PWLB). Councils purchasing investment assets primarily for yield (PIAPY) no longer have access to borrowing from the PWLB, either for those specific assets, or the rest of their Capital Programme. In addition, updated statutory guidance on the Minimum Revenue Provision (MRP) was issued in April 2024. This guidance confirms the duty to make MRP when the acquisition of an investment property results in an increase to the Capital Financing Requirement (CFR).

4.30. The Council last purchased an investment property asset in 2019/20, prior to the November 2020 rule changes on borrowing set out above and has no plans to purchase further property for investment purposes at this time. This does not preclude investment in regeneration schemes the primary purpose of which is to improve the economic, environmental, or social welfare of the borough. In such cases some income may be derived from the regeneration, but it will not be the primary reason for investment. The existing investment property portfolio has been reviewed by an external partner, who has provided guidance regarding the best course of action for the future, with interim lease events or asset opportunities being assessed on a case by case basis to retain/increase value and reduce cost/risk. Assumptions built into the Medium Term Financial Strategy (MTFS) include capital receipts from the disposal of the Albury Close and 160 – 163 Friar Street assets.

4.31. In addition the Prudential Code states that 'Authorities with commercial land and property may also invest in maximising its value, including repair, renewal and updating of the properties'

4.32. The commercial investment portfolio held by the Council as at 31st March 2025 is set out in Table 3 below.

Table 3. Commercial Investment Portfolio

	Annual Rental Yield 2024/25 (£m)	Capital Value as at 31 st March 2025 (as per draft accounts) (£m)	Purchase Price including costs (£m)	Net Annual Income after Financing Cost (£m)
Kennet Wharf, Queens Road	0.689	9.530	21.276	(0.007)
Adelphi House, Friar Street	0.688	7.530	12.116	0.292
160 - 163 Friar Street Office	0.744	6.710	11.884	0.355
Four 10 TVP	2.274	24.850	39.968	0.966
Acre Business Park	0.183	2.000	N/A	0.183
Albury Close	0.050	0.730	N/A	0.050
16 Bennett Road	0.052	0.960	N/A	0.052
Total	4.680	52.310	85.244	1.891

4.33. It is still possible that the Council will make a financial return from its ownership of property or other assets where yield is not the main purpose for holding them. An example of this would be the land on which the Oracle Shopping Centre is located; the Council earns a financial return from its ownership of the land however the primary purpose of owning this land was to facilitate re-generation of Reading town centre.

Community and Regeneration Assets

4.34. Assets held for community or regeneration purposes will tend to be land and property held by the Council for wider community benefit beyond services delivered directly by the Council, but where the main purpose is not to make a return.

Asset Types Defined by the Prudential Code

4.35. The 2021 Prudential Code requires investments to be analysed between investments for treasury management, service or commercial purposes. These three categories are defined as:

- Investments for treasury management purposes, or treasury management investments, are those investments that arise from the organisation's cash flows or treasury risk management activity and ultimately represent balances that need to be invested until the cash is required for use in the course of business;
- Investments for service purposes, or service investments are held primarily and directly for the delivery of public services (including housing, regeneration and local infrastructure), or in support of joint working with others to deliver such services;
- Investments for commercial purposes, or commercial investments, are taken or held primarily for financial return and are not linked to treasury management activity or directly part of delivering services.

4.36. The 2021 Prudential Code states that assets should be clearly separated into these categories as each type of investment has very different objectives, criteria and risk characteristics.

4.37. In Reading treasury management investments are addressed in the Treasury Management Strategy Statement (TMSS) and therefore not dealt with in any detail in this Capital Strategy, although are recognised as part of the wider Capital Strategy environment.

4.38. The focus of this Capital Strategy is on service assets as defined by the Prudential Code 2021. However, as the umbrella strategy document it is important that the Capital Strategy recognises the importance of other capital investments and the governance arrangements that apply to them.

5. Capital Programme (2026/27 – 2030/31)

5.1. The Capital Programme sets out the Council's proposed capital expenditure. It facilitates the delivery of Council priorities by:

- Providing investment to improve access to decent housing to meet local needs and help combat homelessness, as well as maintaining existing council dwellings;

- Supporting delivery of sustainable, local social care services through investment to enable independent and supported living in the local community for both children and adults;
- Working in partnership with Reading Transport, Network Rail, and others in seeking funding and delivering an improved transport network, whilst being mindful of environmental factors;
- Building schools to meet the future needs of the population and ensuring access to education;
- Providing investment to deliver low carbon living, reduce pollution and increase recycling;
- Providing investment in community and leisure provision to meet Reading's needs;
- Addresses inequality, for example by investing in community safety;
- Facilitating transformation schemes, ensuring that the Council is fit for the future.

5.2. The General Fund and HRA Capital Programmes set out the Council's plan of capital expenditure for future years, including details on the funding of the schemes. The Capital Programme 2026/27 – 2030/31 is set out as part of the 2026/27 Budget and Medium Term Financial Strategy (MTFS) 2026/27-2028/29 Report for Member approval. It identifies £373m to improve the infrastructure, asset base and effectiveness of service provision for the residents of Reading. The Programme has a borrowing requirement of £163m after external contributions such as grants, section 106 contributions and Community Infrastructure Levy funding have been applied.

5.3. The financing of the Capital Programme is set out in section 6.

Table 4. Capital Expenditure (2025/26 – 2030/31)

	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m	2028/29 Estimate £m	2029/30 Estimate £m	2030/31 Estimate £m
Community & Adult Social Care Services	9.875	2.122	2.486	5.388	1.522	1.522
Childrens Services	1.698	1.338	0.000	0.000	0.000	0.000
Economic Growth & Neighbourhood Services	47.682	23.078	22.596	11.739	7.796	4.342
Economic Growth & Neighbourhood Services – Education Schemes	11.002	17.678	4.730	7.812	2.619	0.000
Resources	2.992	3.389	2.413	2.038	0.675	0.575
Corporate	3.505	3.600	1.600	1.600	1.600	1.600
General Fund	76.754	56.205	33.825	28.577	14.212	8.039
HRA	64.483	67.310	74.736	62.584	17.011	10.500
Total	141.237	123.515	108.561	91.161	31.223	18.539

5.4. Highlights of the Capital Programme 2026/27 to 2030/31 include:

- £32m on works to schools including £16m to increase the provision of high needs placements in the borough;
- £10m on remodelling provision at the Hexagon Theatre;
- £2m on the re-provisioning of social care facilities;
- £15m investment in the Council's local highways infrastructure (including Bridges) addressing feedback from the residents' survey;
- £6m on local traffic management and road safety measures;
- £10m investment in corporate and community buildings, including works to conserve the Town Hall;
- £2m on schemes to help reduce Reading's carbon footprint;
- £1m on the provision of children's homes;
- £70m on retro-fitting carbon reduction measures and improvements to existing Council dwellings (HRA);
- £16m to purchase properties from Homes for Reading Ltd (HRA);
- £146m on the provision of more affordable housing and sheltered homes to meet the needs of older people and vulnerable adults (HRA).

5.5. As set out above, appropriate due diligence will be undertaken prior to the acquisition of any asset with the extent and depth reflecting the level of additional risk being considered. Due diligence processes and procedures will include:

- Effective scrutiny of proposed acquisitions;
- Identification of the risk to both the capital sums invested and any returns;
- Understanding the extent and nature of any external underwriting of those risks;
- The potential impact on the financial sustainability of the Council if those risks come to fruition;
- Identification of the revenue liabilities/costs of holding the asset;
- Identification of the assets being held for security against debt and any prior charges on those assets; and
- Where necessary independent and expert advice will be sought.

6. Financing the Capital Programme

6.1. Financing for the Capital Programme comes from the following main sources:

- External Sources (Government/Non-Governmental/Private Sector)
 - Capital Grants
 - Developer Contributions
 - Section 106 Contribution
 - Community Infrastructure Levy (CIL)
- Internal Sources (Council Resources)
 - Capital Receipts
 - Revenue Contributions
- Prudential Borrowing
 - Borrowing from the Public Work Loans Board (PWLB)
 - Borrowing from Private Sector

6.2. **Capital Grants** – Grant funding is one of the largest sources of financing for the Capital Programme. The majority of grants are awarded by Central Government departments, but some are received from other external bodies. Grants can be specific to a scheme and have conditions attached (such as time and criteria restrictions), or for general use.

6.3. Developer Contributions

- **(Section 106)** – A mechanism which mitigates the impact of the development on the locality and is used to improve existing or build new infrastructure in the local area.
- **(CIL)** – is a levy on new developments the proceeds of which are used to support development in the local area by funding infrastructure or refurbishment of existing provision to alleviate the additional burden a new development places on both local and strategic infrastructure. The Council has agreed a protocol for using CIL as follows:
 - 80% of CIL receipts will be used to support the Capital Programme;
 - 15% will be allocated to areas in which CIL liable development is taking place; and
 - 5% will be allocated to cover administrative costs.

6.4. **Capital Receipts** – money exceeding £10,000, which is received from the sale of an asset. The Council's general policy is that capital receipts are pooled and used to finance future capital expenditure and investment according to priorities, although they may be used to repay outstanding debt on assets financed from loans, as permitted by regulations.

6.5. The Council's Land and Property Asset Disposal Policy ([Appendix 1-RBC Assets Disposal Policy 2025.pdf](#)) was recently approved by Policy Committee in December 2025. A schedule of properties anticipated to be available for disposal during the MTFS period is included at Annex A.

6.6. Although capital receipts would not usually be spent on revenue, under the current [Flexible use of Capital Receipts](#) Direction (updated March 2025) it is permissible to treat certain costs as capital expenditure provided these costs are funded from capital receipts received by the Council during the period specified within the Direction and meet the definition therein, i.e. "costs must generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners". In addition, local authorities applying this direction must send details of their planned use to the Secretary of State, for each financial year in which the direction is used.

6.7. The Council's use of Flexible Capital Receipts has been refreshed as part of the proposed 2026/27 – 2028/29 MTFS. The MTFS includes an allocation of capital receipts to support transformation and savings delivery (the Delivery Fund). The Director of Finance has oversight of the Delivery Fund and approves any changes to the allocations within the approved capital budget allocation. Regular monitoring takes place as part of the monthly Performance Monitoring process to the Corporate Management Team with quarterly reports to Committee.

6.8. **Revenue Contributions** – The Council can choose to use revenue, from the approved revenue budget or use earmarked reserves to fund capital expenditure. Given significant decreases in government revenue funding and continuing pressures on the provision of critical demand led services, this type of funding is anticipated to be minimal relative to other capital funding sources. Members will continue to weigh the relative priorities of capital and revenue projects in allocating revenue resources.

6.9. **Prudential Borrowing** – relates to borrowing from either the PWLB or private sector lenders or internal borrowing to fund capital expenditure. This has historically been the

main source of financing for capital expenditure. The Council is guided by the CIPFA Prudential Code when determining the level of borrowing that is sustainable.

- 6.10. Prudential borrowing to fund capital projects brings with it the need to make a charge to revenue to reflect the cost of borrowing. The basis for this charge, known as Minimum Revenue Provision (MRP) is set out within the Council's Treasury Management Strategy and MRP Policy Statement.
- 6.11. A summary of how the Capital Programme is to be financed is detailed below.

Table 5 - Summary of Capital Programme Funding

General Fund & HRA	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m	2028/29 Estimate £m	2029/30 Estimate £m	2030/31 Estimate £m
Capital Expenditure	141.237	123.515	108.561	91.161	31.223	18.539
Capital Receipts (GF & HRA)	(7.285)	(11.150)	(4.767)	(2.900)	(2.900)	(1.500)
Capital Grants & Other Contributions	(64.265)	(44.541)	(32.294)	(24.698)	(11.504)	(4.011)
Capital Reserves (HRA)	(11.999)	(26.354)	(11.894)	(10.500)	(10.500)	(10.500)
Revenue Contributions	(0.120)	(0.169)	0.000	0.000	0.000	0.000
Net Borrowing Requirement	57.568	41.301	59.606	53.063	6.319	2.528

7. Governance

Capital Scheme Approval

- 7.1. During 2022/23, a Capital Programme Board chaired by the Director of Finance was introduced to increase oversight of the Capital Programme and its delivery. Terms of Reference for the Board are included at Annex B.
- 7.2. All schemes included in the approved Capital Programme over £2.5m, including those planned to start in 2026/27, require spend approval from the responsible Committee or Council, with the exception of expenditure on rolling programmes of routine capital expenditure.
- 7.3. Any additional schemes that arise during the year will be added to the agreed Capital Programme once the relevant approvals have been obtained.
- 7.4. The Corporate Management Team considers and recommends service bids for capital resources as part of the annual budget setting process and provides strategic direction as to the development and use of property assets. The Capital bids are then considered by Policy Committee and formally approved by Council.
- 7.5. The Land, Property & Development Board (LPDB) provides oversight and direction in relation to the management of the Council's property assets. The LPD Steering Group, which sits below the LPDB, is an operational group responsible for managing property asset and estate strategy work streams and reporting on the gateway and monitoring position to the LPDB.

Performance Monitoring and Evaluation

- 7.6. Monitoring of the Capital Programme sits alongside the Council's revenue monitoring process with the submission of monthly reports to the Corporate Management Team for review. Detailed project oversight is provided by the Capital Programme Board as set out in Annex B.
- 7.7. Member oversight is achieved through lead Councillor briefings and quarterly reporting to Policy Committee.
- 7.8. All schemes within the Programme have a named project manager. It is the responsibility of individual project managers with support from their finance business partner to review and update expenditure and project delivery forecasts each month.
- 7.9. A gateway process has been developed through the Capital Programme Board to be used for all major capital schemes to allow stakeholders to assess the on-going case for the scheme prior to progress to further stages in the cycle. The gateway review process will allow early identification of areas that may require corrective action and provide validation that a project is ready to progress to the next stage. The Gateway stages are as follows:
 - Initial proposal
 - Feasibility
 - Business Case
 - Project initiation
 - Final design/Procurement
 - Contract Award
 - Project Review

Prioritisation & Affordability

- 7.10. Due to competing demands for limited resources, the Council prioritises capital investment based on its overall objectives and a number of different factors including:
 - Essential Health and Safety works;
 - Availability of external funding, full or match funding;
 - Invest to save opportunities;
 - Maintenance of the essential infrastructure of the organisation, such as buildings and IT; and
 - The outcome of feasibility studies.
- 7.11. Capital bids for new or amended schemes are submitted as part of the Council's annual budget review process. Business cases are quality assured by the Capital Programme Board and subsequently Corporate Management Team (CMT) prior to being recommended to Members for inclusion in the Capital Programme.
- 7.12. The overall affordability of the Capital Programme is reported on by the Council's Section 151 officer as part of the Council's budget setting process.
- 7.13. The Council has limited capital resources. Therefore, to help in determining how they are utilised, capital bids are assessed against a prioritisation matrix (see Annex C). This process helps to highlight risks and opportunities on a case by case basis and is used to rank projects against a set of agreed criteria.

Treasury Management Governance

- 7.14. The Council follows the requirements of The Local Government Act 2003 (the Act) and supporting regulations in managing its Treasury Management activities.
- 7.15. Audit & Governance Committee is the body responsible for overseeing the governance of the treasury management function within the Council. The Act requires that an annual Treasury Management Strategy be presented to Council for approval. Members also receive quarterly reports, to include an outturn report, in line with the revised Treasury Management Code.
- 7.16. The Council employ MUFG Corporate Markets as its treasury management advisors. Other specialist advice is taken on an ad/hoc basis dependant on the nature of the particular project and issue under review. Treasury Management is also subject to regular internal audit.

8. Risk Management

- 8.1. The Council needs to ensure that it has clear ways of mitigating the risks that are inherent in acquiring, managing and disposing of its assets.
- 8.2. In general, the Council seeks to minimise its exposure to risks that are unwanted and unrewarded. The Council's cash position is managed centrally to ensure that there is enough liquidity in the short and medium term to meet cashflow requirements including the Council's running costs, as well as meeting long-term solvency and funding requirements.
- 8.3. The Council is exposed to a range of risks when undertaking capital investment:
 - **Financial risks** relate to risk arising from the investment in the Council's assets, cash flow, market volatility, currency etc.
 - **Macroeconomic risks** relate to risk around the growth or decline of the local economy, interest rates, inflation and to a lesser degree, the wider national and global economy amongst others.
 - **Credit and counterparty risks** relate to risk arising from investments, loans to institutions and individuals and counterparties in business transactions.
 - **Operational risks** relate to operational exposures within the organisation, its counterparties, partners and commercial interests.
 - **Strategic risks** relate to key initiatives undertaken by the Council such as significant purchases, new ventures, commercial interests and other areas of organisational change deemed necessary to help the Council meet its goals.
 - **Reputational risks** relate to risks around the Council's dealings and interests, and the impact of adverse outcomes on the Council's reputation and public perception.
 - **Environmental and social risks** relate to the environmental and social impact of the Council's strategy and interests.
 - **Governance risks** relate to ensuring that prudence and careful consideration sit at the heart of the Council's decision-making, augmented by quality independent advice and appropriate checks and balances that balance oversight and efficiency.
- 8.4. The Council aims to minimise and balance its exposure to risk through a range of mitigation strategies to the extent that it is cost-effective to do so. Specifically, the Council has no appetite for reputational risk, governance risk and currency risk and where possible would avoid these risks.

8.5. The Council's appetite for these risks is set out below.

Table 6. Council's Risk Appetite

Risk	Appetite
Financial	<p>Moderate appetite for a range of asset classes, property and longer-term investments, subject to careful due diligence and an emphasis on security as well as matching with the Council's required liquidity profile. Low appetite for capital growth oriented investments versus income generating investments.</p> <p>No appetite for currency risk, emerging markets and high volatility investments.</p>
Macroeconomic	<p>Moderate appetite for exposure to national and global growth.</p> <p>High appetite for exposure to local economic growth.</p> <p>Low appetite for interest rate risk, and inflation risk.</p>
Credit and Counterparty	<p>High appetite for investment grade or secured credit risk, as well as exposure to highly rated counterparties and financial institutions with strong balance sheets.</p> <p>Low appetite for unsecured non-investment grade debt. All subject to careful due diligence and an assessment of the transaction versus the Council's resources, capacity, funding needs, broader goals and cash flow requirements.</p>
Operational	<p>Low appetite for 'business as usual' operational risks such as pricing errors, errors in administration, IT, cybersecurity etc. No appetite for fraud, regulatory breaches and exceeding risk tolerances.</p>
Strategic	<p>High appetite for strategic initiatives, where there is a direct gain to the Council's revenues; deliver strategic objectives in the Council Plan; or the ability to deliver its statutory duties more effectively and efficiently.</p>
Environmental and Social	<p>No appetite for environmentally negative risks. Low appetite for social risks, especially in the local region and always subject to full due diligence</p>

Relationship with Other Processes

8.6. Risk management is not a stand-alone discipline. In order to maximise risk management benefits and opportunities, it is integrated with existing business processes.

8.7. Some of the key business processes with which risk alignment exists are:

- Capital Strategy
- The Council Plan
- Medium Term Financial Strategy
- Internal Audit Plan
- Business Planning
- Performance Management
- Treasury Management
- External Audit Review

- 8.8. From a risk management perspective, and in order to ensure the Council's investments are as safe as possible, officers employ a range of due diligence techniques, including: evaluation of tenants by external property advisers; modelling the impact of tenant failure and where necessary securing guarantees.
- 8.9. Under the Council's Constitution, risk management is overseen by the Audit and Governance Committee, which reviews the Strategic Risk Register at its meetings. Risk management is an integral aspect of the Council's project management methodology, with projects required pre-initiation to identify risks and how they will mitigate them. The approach to risk management includes planning and identification, monitoring and review for all risks and projects throughout their lifecycle. Risk will always exist in some measure and cannot be removed in its entirety. Therefore, risks need to be considered both in terms of threats to the Council as well as opportunities.
- 8.10. The Public Accounts Committee supports well-managed risk taking across government, recognising that innovation and opportunities to improve public services requires risk taking, providing that the ability, skills, knowledge and training to manage those risks well exist within the organisation or can be brought to bear. As well as having the requisite skills and knowledge to manage its Capital Programme, the Council can access any shortfall in expertise from partners and external advisers when required.

Knowledge and Skills

- 8.11. The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure and investment decisions (including treasury management decisions).
- 8.12. The Capital Programme and Treasury Management Strategy are managed by a team of professionally qualified accountants with extensive local government finance experience. They all follow a Continuous Professional Development (CPD) Plan and attend courses on an ongoing basis to keep abreast of new developments in their field. The Council's Section 151 Officer is the officer with overall responsibility for capital and treasury activities.
- 8.13. The Council will ensure that the resources required to manage the Council's assets and regeneration aspirations are available. Where necessary knowledge and skills are not available internally, the Council will use external advisers and consultants that are specialists in their field such as legal, asset management/valuation, treasury management, credit quality assessment, etc.

9. Treasury Management

- 9.1. The Council's Treasury Management Strategy Statement (TMSS) is approved by Council annually as part of the budget setting process.
- 9.2. There are close links between the Capital Strategy and TMSS. Treasury management sets out the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer term cash flow surpluses.
- 9.3. The Council makes provision for the repayment of debt over the life of the asset that the borrowing is funding. The proposed provision for the repayment of debt over the period 2026/27 – 2028/29 is forecast to be £54m. The Council's Minimum Revenue Provision Policy is published as part of the Council's Treasury Management Strategy.

- 9.4. Treasury Management Prudential Indicators including the Operational Boundary and Authorised Limits relating to external borrowing are approved by Council annually as part of the Treasury Management Strategy; and are monitored throughout the year by officers and reported quarterly to Audit & Governance Committee.

10. Action Plan

- 10.1. The Council continues to review its processes to ensure compliance with the Prudential Code, Statutory Guidance and other relevant legislative requirements. To this end an Action Plan (attached as Annex D) is maintained that outlines actions, owners of those actions and timelines for delivery.

Annex A - Schedule of Properties Identified for, or in the Process of Disposal

The capital receipts assumptions included in the MTFS are planned to be delivered from the sale of the following assets that are considered to be surplus and available to be sold over the period of the MTFS. Some of the assets below would require further approval before sales could be realised.

Site	Further Information
Central Library	1980s purpose built library
Market Passageway	Right or way reserved within existing building
Cemetery Arch	Vacant Grade 2 Listed Building
Gosbrook Rd Caversham Nursery	Cleared and vacant former nursery school site
Minster Quarter/Hosier Street	Former civic offices cleared site and environs
Land at Bridge St/Church St, Caversham	Vacant land behind advert hoarding
Coley Place	Joint development opportunity
Crown St / Southampton St	Vacant cleared site in multiple ownership. Advert hoarding on part of RBC land
Southside – Island Road	Landfill site – former speedway/greyhound stadium
The Keep	Grade 2 Listed building
1-4 Links Drive - land rear of	Former garage site with rights of way
Palmer Park Lodge	Residential property located within Palmer Park
Caversham Court offices	Grade 2 Listed building former offices/outbuildings
10 Oak Tree Road	Strip of land between site boundary and highway
4-6 Broad Street	Long lease extension/variation
41 Bolton Road	Freehold land
Broad Street Mall Car Park	Leasehold disposal
Land at Portland Gardens	Council estate amenity land and semi derelict garage block
Palmer Park WC block	Derelict toilet block
2-4 Buttermarket	Zone A retail
Callington Road	Vacant site. Council estate amenity land
Reading Road, Woodley	Vacant site. Council estate amenity land
Albury Close	Freehold of terrace of industrial units
Micro Centre, Gillette Way	Freehold of terrace of industrial units
Bowman House 2-10 Bridge Street	Freehold subject to long lease
160-163 Friar Street	Commercial property
Acre Business Park., Acre Road	Commercial property
Acre Road Long Leasehold Site (Units 1-5)	Long lease
Richfield Avenue Petrol Station	Long lease
Emmer Green Community Centre	Community building
Grove Road Shops	Standalone block
188 Whitley Wood Lane	Adult Services centre (service relocating)
Strathy Close day Care Centre	Day Centre
Focus House, 14-16 Castle Crescent	Victorian houses
Beacontree Plaza	Long lease
Land rear of 76 Bath Road	Surplus garden land

Annex B – Capital Programme Board Terms of Reference (ToR)

Overall Responsibilities of the board

- To advise on the Council's Capital Strategy in line with Council's priorities.
- To ensure the effective development and delivery of the Capital Programme in line with the Council's Capital Strategy and Council's priorities.
- To develop, implement and review the effectiveness of the gateway process for the Capital Programme.
- To identify and monitor the resources available to fund the Capital Programme in the most efficient way.
- To monitor the progress of the Capital Programme against plan and performance, identifications of risk and issues.
- To ensure capital project and programme managers across the Council have the appropriate training, skills and capacity to effectively deliver capital projects.
- To develop toolkits for Project and Programme Managers, including the use of post project reviews.
- To drive value for money.
- To report progress of Capital Programme delivery together with associated risks and mitigations to the Corporate Management Team on a quarterly basis.
- To act as a clearing house for any issues/blockers which Boards have not been able to resolve.

Priority Outcomes from the Board

- An effective Capital Strategy and Capital Programme that optimise the resources available to deliver the Council's priorities.
- To ensure continuous improvement in the development and delivery of the Capital Programme.
- To ensure strategic capital investment is planned and delivered in the most efficient and effective way.
- To improve the management of capital projects, in line with best practice, ensuring benefits are realised.
- To ensure effective bidding for external capital funding.
- To enhance cross-service working and partnerships with other organisations on the development and management of capital projects.
- To ensure the Capital Strategy and Programme is funded in the most efficient way and fully integrated into the Medium Term Financial Strategy of the Council.
- To embed lessons learnt from capital projects undertaken by the Council.
- To monitor and realign the Capital Programme to ensure there is accurate forecasting and less pressure on borrowing.
- Appropriately addressing and reporting any risk to the programme.

Membership of the Board

Chair	Darren Carter	Director of Finance
Members	Emma Gee (Deputy Chair)	Executive Director Economic Growth & Neighbourhood Services
	Melissa Wise	Executive Director Communities & Adult Social Care
	Gavin Handford	Director Policy, Change & Customer Services
	Emily Chomicz	Head of Procurement
	Anna Barefoot	Capital and Treasury Lead
	Charan Dhillon	Director Property & Asset Management
	Susan Jones	Capital Projects Delivery & Business Improvements Manager
	Zoe Hobbs	Strategic Lead for Change
Additional Attendance	Directors/ Programme & Project Managers/leads	Attendance is driven by the focus of the agenda

Frequency of the Board

- Quarterly (more frequently may be required in the lead up to budget setting).

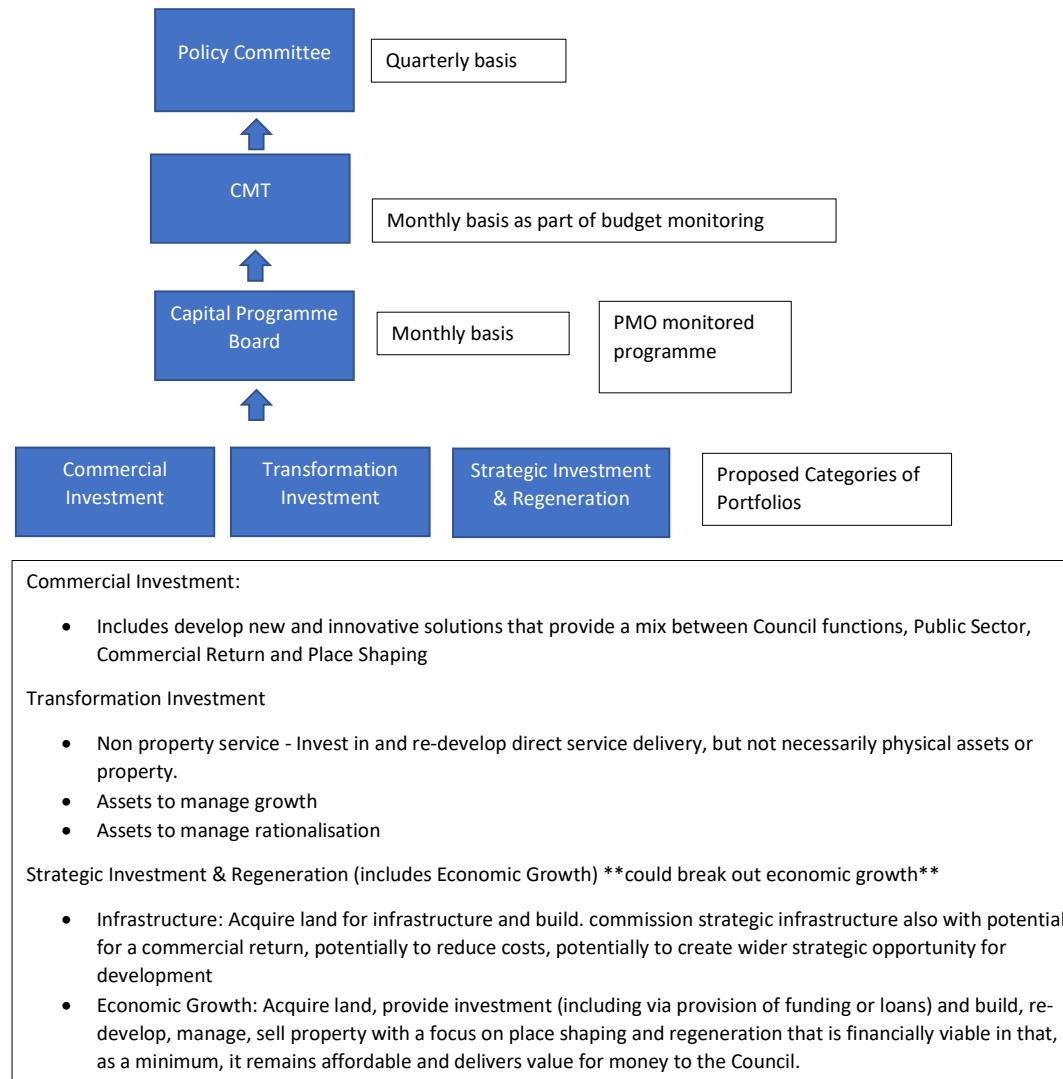
Inputs of the Board – collaborative environment/ use of materials

- Agenda, actions and decisions agreed.
- Highlight reporting for projects and programmes reporting directly into the board.
- Financial spend & monitoring against the programme.
- Monitoring of resource and capacity management against the programme.
- New Business Cases/projects for consideration.

Outputs of the Board

- Actions and decisions agreed.
- Communications/messages.
- Reports to CMT.
- Training and Learning opportunities.
- Toolkits.
- Prioritised schedule of business cases for review as part of the budget setting process.
- Update programmes for approved/rejected activities.

Annex B Part 2 – Capital Monitoring through Capital Programme Board



Annex C – Prioritisation Matrix

Budget Prioritisation - Scoring Guidance for Capital Bids				
Criteria	Scoring Method			
Strategic Impact	1. Strategic Fit	Score assesses contribution to each of the Council's corporate plan and other policy objectives (Local Plan, Tackling Inequality Strategy, Local Transport Plan, etc , where:		
		3	Specifically identified in Corporate Plan	
		2	Identified as a key Project/Activity in the Corporate Plan or directly supports a number of specific outcomes	
		1	Low (Indirectly supports at least 1 key outcome)	
	2. Statutory Implications (Risk of NOT doing)	0	Will not deliver any identified outcomes	
		Score assesses Capital Bids based on a risk to statutory service provision without investment		
		3	High Risk (Complete loss of statutory service or inability to respond to impending legislative requirement) (Risk Score 17+)	
		2	High Risk (Partial loss of statutory service, complete loss of discretionary service) Risk Score (11-16)	
	3. Environmental Impact	1	Medium Risk (Partial loss of discretionary service, worsening statutory service) Risk Score (6-10)	
		0	No Risk (No discernible impact foreseen, low levels of complaint continue) Risk Score (0-5)	
		Score assesses Capital Bids regarding whether the investment will support the delivery of the Council's climate policy commitments and other environmental goals. The score is defined by climate impact assessment on the following areas 1. Carbon Saving. 2. Improving organisational/community resilience to climate impacts. 3. Environmental Gains. 4. Reduction in noise light or other forms of pollution		
		3	Investment has a major positive environmental impact. Scoring in climate impact assessment "deliver significant decrease or high" in one of the four criteria	
Investment Readiness	4. Social Impact	2	Investment has a minor positive environmental impact. Scoring in climate impact assessment "low/medium/moderate" in one of the four criteria	
		1	Investment has no climate or environmental impact or minor positive impacts are cancelled out by minor negative impacts on environmental factors	
		0	Investment has a minor negative environmental impact on environmental factors. Scoring a low/medium/moderate increase and/or reduced resilience.	
		-1	Investment has a major negative environmental impact on environmental factors. Scoring a significant increase and/or reducing resilience in one of the four categories	
	5. Economic Impact	This score assesses the Capital Bids in regard to whether the investment will support delivery of equality, social value and public health goals		
		3	Investment has a major positive impact on social and equality factors	
		2	Investment has minor positive impact on social and equality factors	
		1	Investment has no impact on social and equality factors	
	6. Condition, H&S risk and Strategic Importance of Asset	0	Investment has a negative impact on social and equality factors	
		Score assesses the Capital Bids in regard to whether the investment will support delivery of Reading Economic goals		
		3	Investment has a major positive impact on economic factors	
		2	Investment has minor positive impact on economic factors	
		1	Investment has no impact on economic factors	
		0	Investment has a negative impact on economic factors	
	7. Fundability	3	Expenditure on asset will reduce impact of at least 3 issues - risk to life etc (Risk score 17+)	
		2	Expenditure on asset will reduce impact of at least 1 issue (Risk Score 11-16)	
		1	Expenditure will have a possibility of reduced impact in at least 1 issue (Risk Score 6-10)	
		0	No demonstrated impact on any issues (Risk Score 0-5)	
	8. Long Term Affordability	Score assesses level of funding available and/ability to attract external funding/or generate capital receipt:		
		3	100% external funding is available (does not necessarily mean scheme will proceed)	
		2	50- 99% external funding is available	
		1	>0-49% external funding is available	
		0	No funding has been identified	
	9. Viability (Risk of DOING)	Score assesses the Capital Bids in regard to whether there are any resulting revenue implications:		
		3	Ongoing revenue savings/income generation repays investment within 3 years or less	
		2	Ongoing revenue savings/income generation repays investment within over 3 to 5 years	
		1	Ongoing revenue savings/income generation repays investment over the lifetime of asset	
		0	No revenue savings/income generation	
	10. Deliverability/Feasibility	Additional on going resources required over existing budgets		
		Score assesses bids based on inherent and mitigated risk, likelihood of necessary approvals and permissions, procurement implications and other barriers incl. legal. Should be linked to high level risk assessment		
		3	Low Risk (Score 0-5)	
		2	Medium Risk (6-10)	
		1	High Risk (11-16)	
	10. Deliverability/Feasibility	0	Very High Risk (17+)	
		Score assesses bids based on consideration given to resourcing availability (skills and capacity) reliance on partners and timescale for delivery (to inform financial year project falls into)		
		3	Includes detailed Project Plan (including resources required, project team and risk matrix)	
		2	Includes high-level Project Plan (including resources required, project team and risk matrix)	
		1	Project Plan (potential idea of the resources, project team and risk matrix)	
		0	No Project Plan	

Annex D – Action Plan

- Objective** – To develop a Corporate Asset Management Plan that clearly explains how we move from the existing asset base to the assets we will need across the short, medium and long term in order to achieve the Council's Vision.

There are two areas where further work is required:

- Identifying what assets we need in the future
- Develop and implement new systems and processes to enable the transition

2. Identifying what assets we need in the future

Action	Lead	Progress update	Deadline
Carry out a review of a third of the Council's Non-Domestic Land & Property Assets as per the rolling three-year cycle set out in the Asset Management Strategy 2024-34.	Director Property & Asset Management	Complete as part of the Asset Strategy development. This task now forms part of ongoing workloads.	31/12/2025
Undertake work to develop a longer-term capital programme moving from a five year to a ten year programme.	Director of Finance/ Director Property & Asset Management	New action	31/12/2026

3. Develop and implement new systems and processes to enable the transition

The following areas have been identified where work is required:

- Skills and knowledge

Action	Lead	Progress update	Deadline
Ensure service and finance staff receive appropriate training to carry out their roles. This will include training on the capital investment process itself, project management, capital fundamentals, financial regs and the procurement framework	Director of Finance	Work is currently being undertaken to develop a capital handbook. Work to update the Financial Regulations within the Constitution was completed during 2025. Training on the Financial Regulations will follow during 2026.	31/12/2026

- Governance

Action	Lead	Progress update	Deadline
Update the Constitution and related documents to provide clarity around the capital investment process (approval monitoring, virements, slippage)	Director of Finance	Complete	30/06/2025
Review corporate governance arrangements for Capital across the organisation, including post project review and scheme monitoring arrangements.	Director of Finance	<p>The Capital Programme Board (CPB) was established in December 2022. The Board meets regularly throughout the year (usually quarterly) and has an ongoing programme of work that includes</p> <ul style="list-style-type: none"> • Review of this Capital Strategy • Review of capital bids submitted as part of the annual budget build process • Review of the overall capital programme • Deep dive sessions into particular capital scheme areas • Review the revenue impact of capital decisions 	ongoing
Review budgets for 2025/26 agreed as part of the 2025/26 to 2027/28 MTFS, and compare to the final 2025/26 outturn figures. Identify where significant slippage/overspends have occurred and seek explanations to better understand why these have occurred.	Director of Finance	New action	31/12/2026
Implement The Council's Land and Property Asset Disposal Policy	Director Property & Asset Management	New action	31/12/2026
Review and update the Commercial Investment Strategy in the light of new restrictions on borrowing from the PWLB	Director Property & Asset Management/Director of Finance	Complete. An external partner has carried out a review of the existing portfolio of investment properties with suggested actions being implemented to de-risk the assets. Since the Council has made the decision to not purchase any further investment properties, it has been decided that information relating to the existing investment properties, will be	30/06/2025

Action	Lead	Progress update	Deadline
		included in the annual Capital Strategy. Therefore, the Commercial Investment Strategy is no longer required.	
Update the Asset Management Policy	Director Property & Asset Management	Ongoing work. The Action Plan is regularly being monitored at Steerco and Land and Property Development (LPD) Board meetings.	In line with the Council Plan

4. On-going work

- a. In addition, there are areas where on-going work will also be required. This includes:
 - i. Implementation of a rolling-programme of asset surveys across the entire asset base.
 - ii. On-going training to ensure new staff have the skills and knowledge to carry out their roles.
 - iii. Regular review of service plans, asset management plans etc to ensure any changes are captured.
 - iv. Carrying out actions identified in the Asset Management Action Plan, which forms part of the Asset Management Strategy 2024-34. Actions are prioritised using a scoring mechanism.

Policy Committee

16 February 2026



Title	Treasury Management Strategy Statement (TMSS) 2026/27
Purpose of the report	To make a recommendation to Council
Report status	Public report
Report author	Darren Carter, Director of Finance
Lead Councillor	Councillor Terry, Leader of the Council
Corporate priority	Not applicable, but still requires a decision
Recommendations	<p>That the Policy Committee endorse and recommend that Council approve:</p> <ol style="list-style-type: none"> 1. The Treasury Management Strategy Statement for 2026/27 as set out in Appendix 1 Section 2; 2. The Capital Prudential Indicators as set out in Appendix 1 Section 3; 3. The Minimum Revenue Provision (MRP) Policy for 2026/27 as set out in Appendix 1 Section 4; 4. The Borrowing Strategy for 2026/27 as set out in Appendix 1 Section 5; 5. The Annual Investment Strategy for 2026/27 as set out in Appendix 1 Section 6; 6. The Prudential and Treasury Management Indicators as set out in Appendix 1 Annex 1. <p>That the Policy Committee notes:</p> <ol style="list-style-type: none"> 7. The change to the calculation of apportioning interest to the HRA as set out in Appendix 1 Section 6.24 to 6.28

1. Executive Summary

- 1.1. The Council's Treasury Management Strategy Statement (TMSS) 2026/27, attached at Appendix 1, sets out the parameters for the Council's planned treasury activity during 2026/27 under which the Council's Treasury Team will manage day to day activity. The TMSS reflects the Council's Capital Programme 2026/27 – 2028/29.
- 1.2. The successful identification, monitoring and control of financial risk are central to the Strategy.
- 1.3. The CIPFA 2021 Prudential Code also requires the Council to prepare a Capital Strategy report which sets out the Council's capital requirements arising from policy objectives, as well as the associated governance procedures and risk appetite.
- 1.4. The Capital Strategy is reported separately from the Treasury Management Strategy Statement and includes non-treasury investments. The CIPFA Treasury Management Code 2021 further breaks down non-treasury investments into:

- “**Investments for service purposes** (or service investments) are taken or held primarily for the provision and for the purposes of delivering public services (including housing, regeneration, and local infrastructure), or in support of joint working with others to deliver such services”.
- “**Investment for commercial purposes** (or commercial investments) are taken or held primarily for financial return and are not linked to treasury management activity or directly part of delivering services”.

2. Policy Context

2.1. In accordance with the Chartered Institute of Public Finance and Accountancy’s Treasury Management in the Public Services: Code of Practice 2021 and the CIPFA Prudential Code for capital finance in local authorities (2021), the Council is required to approve a Treasury Management Strategy before the start of each financial year. This report fulfils that obligation.

3. Economic Background

3.1. The Bank of England’s Monetary Policy Committee (MPC) decreased its base interest rate several times throughout the year, from 4.50% to 4.25% on 8th May 2025, to 4.00% on 7th August 2025 and to 3.75% on 18th December 2025. The next projected cut to base rate of 0.25% is forecast to occur during quarter one of 2026/27.

3.2. The annual inflation rate in the United Kingdom as measured by the Consumer Price Index (CPI) stood at 3.4% as at December 2025, up from 2.5% in December 2024. The Consumer Prices Index including owner occupiers' housing cost (CPIH) stood at 3.6% as at December 2025, up from 3.5% in December 2024.

4. Borrowing

4.1. Under the Prudential Code, the Council can borrow to fund capital expenditure if such borrowings are sustainable, affordable, and prudent. In order to comply with the Prudential Code, an authority must not borrow to invest primarily for financial return.

4.2. The underlying need to borrow (the net borrowing requirement) for capital purposes is measured by the Capital Financing Requirement (CFR). Usable reserves and working capital are the underlying resources available for investment.

4.3. Historically the Council has borrowed to pay for new assets including schools, roads, housing and community facilities etc. The value of the Council’s non-current assets is circa £1.3bn. As at 31st December 2025, the Council had £529.500m of loans outstanding in respect of General Fund and Housing Revenue Account (HRA) assets.

4.4. The Council has not taken out any long-term borrowing in 2025/26 to 31st December 2025 but has utilised the temporary borrowing market when required in line with the 2025/26 Borrowing Strategy. As at 31st December 2025, the Council had an outstanding temporary borrowing portfolio of £170.000m as set out in Appendix 1 Annex 3. This includes two £50.000m loans taken from the PWLB utilising the HRA certainty rate, both of which have one year terms.

4.5. Market projections, per Table 11 in Appendix 1, indicate that long-term borrowing costs will reduce further but at a slower pace than the already implemented and forecast decreases to the Bank of England Bank Rate. Consequently, the Council intends to continue with the strategy of utilising lower cost temporary borrowing in the coming year where required. This strategy will be kept under review with the Council’s Treasury Management Advisors. Longer term borrowing will not be taken out until necessary, or until it makes sense to borrow in advance of need. This strategy will thereby avoid the

“cost of carry” (the difference between the cost of borrowing and return on investing the funds.

- 4.6. The Capital Programme 2026/27-2028/29 totals £323.237m (£118.607m General Fund and £204.630m HRA) as set out in Table 1 of Appendix 1. The Programme aims to improve the infrastructure, asset base and effectiveness of service provision for the residents of Reading.
- 4.7. After accounting for specific grants, s106 contributions and capital receipts, the total borrowing requirement is £153.970m per Table 2 of Appendix 1 (£55.590m General Fund and £98.380m HRA). The cost of borrowing together with any associated revenue savings is included within the Council’s Medium-Term Financial Strategy 2026/27 – 2028/29.
- 4.8. After reducing the borrowing requirement by a total Minimum Revenue Provision charge of £53.524m across the period, the Council has a projected increase in its CFR of £100.446m, as set out in Table 3 of Appendix 1.
- 4.9. The Director of Finance has been delegated responsibility for borrowing and works closely with the Council’s Treasury Management Team and advisors, Mitsubishi UFJ Group (MUFG) Corporate Markets, on borrowing decisions taking into account several factors including:
 - The cost of borrowing short or long-term;
 - Anticipated changes in the cost of borrowing;
 - The level of cash balances held under investment;
 - The return on invested balances.
- 4.10. The Council’s long-term borrowing (loans over 12 months in length) is from two sources: The Public Works Loans Board (PWLB) and private banks for debt relating to Lender Option Borrower Option loans (LOBO). The Council has recently taken their option to repay the outstanding £5.000m LOBO following the lenders proposed change in interest rate. For short term borrowing the Council will continue to use other sources of finance, e.g. loans from other local authorities that it can borrow from at lower rates of interest than PWLB.
- 4.11. The framework for taking borrowing decisions in the coming year is set out within the Borrowing Strategy contained with the Council’s TMSS, attached at Appendix 1 Section 5. As set out in paragraph 4.5, the Council intends to continue with the strategy of utilising lower cost temporary borrowing in the coming year where required.
- 4.12. Included within the Borrowing Strategy, is the Council’s Policy on borrowing in Advance of Need, where the Council may increase its longer term borrowing to cover new capital project expenditure in advance of need to minimise the risk of interest rate fluctuations. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully as part of the overall Borrowing Strategy to ensure that value for money can be demonstrated, that the costs of borrowing can be met and that the Council can ensure the security of such funds.
- 4.13. The Council’s self-imposed limits on sustainable, affordable and prudent borrowing and investment, the Prudential and Treasury Management Indicators that need to be approved by Council are set out in Appendix 1.

5. Investments

- 5.1. The Council’s investments for Treasury Management purposes seek to manage fluctuations in cash-flow. Treasury investments can be called on at short-notice and in the main are held in Money Market Funds or short-term fixed rate/fixed term deposits. These are low-risk investments and give higher rates of interest compared to leaving balances

in the Council's bank account. The long-term treasury investments held by the Council are in the CCLA property fund.

5.2. The level of investments fluctuates throughout the year dependent on cash balances. The balance of treasury investments was £81.876m at the end of December 2025 (per Table 6 in Appendix 1). The average interest rate (simple average interest rate earned on all investments to 31st December 2025) was 4.054% and the average weighted rate of return (weighing the simple average interest rates based on the principal invested) was 4.365%.

5.3. The Council can legally invest in the following funds and instruments:

- Fixed Term Deposits (Government, public sector bodies, Banks and Building Societies)
- Callable deposits (Banks and Building Societies)
- Money Market Funds
- Certificates of Deposit (tradable term deposits)
- Government Gilts and Treasury Bills
- Corporate Bonds
- Derivatives (where used for risk management)

5.4. Government issued updated guidance on investments in February 2018. The previous edition covered treasury investments only, but the latest edition focuses on non-treasury investments. These are commercial investments such as the purchase of investment properties, investments in subsidiaries or investments for service objectives including regeneration.

5.5. Revised PWLB borrowing terms announced in November 2020 prevent Local Authorities from borrowing from the PWLB for any purpose should their ongoing Capital Programme contain commercial schemes that are primarily investments to generate a financial yield. Consequently, Policy Committee approved the removal of the Capital budget for the Purchase of Commercial Property from its Capital Programme at its meeting in December 2020.

6. Approved Investments and Counterparties

6.1. The counterparty criteria are kept under regular review and are detailed in section 6 of Appendix 1 to this report. The criteria set out the value and duration limits which are applied in the day to day investment of the Council's cash balances.

6.2. The value and duration limits as well as the minimum credit ratings required of individual institutions seek to minimise the Council's exposure to counterparty risk, i.e. limit any potential loss due to the failure of any single institution or group.

6.3. The credit ratings agencies' criteria are relative measures of financial strength, any changes are notified to the Council's Treasury Team on the same day by our treasury advisors, MUFG. Over recent years the agencies have downgraded many financial institutions by removing the implied sovereign support. However, financial institutions have responded by improving their capital ratios to meet new regulatory standards to enable them to withstand market shocks like that experienced during the financial crisis in 2008. This requirement for increased resilience is designed to give higher assurance that institutions will be going concerns in the medium to long term.

6.4. In addition, central banks such as the Bank of England and European Central Bank provide financial support to financial institutions through Term Funding Schemes (TFS) that ensure they have access to enough liquidity at low rates. The TFS was launched in 2016 and provides funding to banks and building societies at rates close to Base Rate.

- 6.5. CIPFA's Treasury Management Code (2021) requires the Council to set out its policies and practices relating to environmental, social and governance (ESG) investment considerations within its credit and counterparty policies. The framework for taking investment decisions in the coming year is set out in the Council's TMSS, attached at Appendix 1 Section 6 and includes the use of credit rating agencies' criteria, which incorporate Environmental, Social & Governance (ESG) risks alongside more traditional financial risk metrics, and the application of the Freedom House Global Freedom rating system.
- 6.6. The Freedom House Global Freedom rating system is a scored assessment of people's access to political rights and civil liberties in 210 countries and territories. In its annual Freedom in the World report, Freedom House assigns a numerical score and a Free/Partly Free/Not Free status to each country. The Council will only invest in organisations from countries with a 'Free' rating. Ratings will be regularly monitored to determine if ratings have changed.

7. Risk Controls

Investment Risk

- 7.1. The main risk of investing is that the borrower or counterparty defaults on the loan and cannot repay it.
- 7.2. The main controls on investment risk are the application of counterparty criteria which limit the amount and duration of investments with both individual and groups of related counterparties. The criteria are generally based on rating agency evaluations as detailed in Appendix 1 Section 6.

Borrowing Risk

- 7.3. The main risk when deciding to borrow is around the timing of the decision and ensuring affordability. There is a risk that interest rates will increase before any planned borrowing is taken. The Council receives regular interest rate forecasts which are used to inform decisions on the timing of external borrowing.
- 7.4. The latest guidance requires the use of other information as well as rating agency evaluations. When ratings change, the Treasury Team are notified on the same day by our treasury advisors. There are regular internal and external meetings the Treasury Team attend to keep abreast of latest topics. The monthly updates from MUFG include other market sources of information, such as the prices of financial instruments and shares. In addition, professional publications and sector specific reports are reviewed by the Team to ensure that any decision to borrow is based a broad array of available information.
- 7.5. The Treasury Management Policies deal with risk controls, decision making and reporting processes, along with high level administration of the Treasury Management activities.

8. Contribution to Strategic Aims

- 8.1. Full details of the Council Plan and the projects which will deliver these priorities are published on the Council's website. These priorities and the Council Plan demonstrate how the Council meets its legal obligation to be efficient, effective, and economical.
- 8.2. The TMSS is essential to ensuring the Council meets its strategic aims and remains financially sustainable going forward.

9. Environmental and Climate Implications

- 9.1. There are no environmental implications arising directly from this report.
- 9.2. As set out in the Council's Annual Investment Strategy (Appendix 1 paragraph 6.18), the Council will not knowingly invest directly in businesses whose activities and practices pose a risk of serious harm to individuals or groups, or whose activities are inconsistent with the Council's Corporate Plan and values. This would include institutions with material links to environmentally harmful activities (e.g. pollution, destruction of habitat, fossil fuels).

10. Community Engagement

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

11. Equality Implications

- 11.1. 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.
- 11.2. There are no equality implications arising directly from this report.

12. Other Relevant Considerations

- 12.1. There are none.

13. Legal Implications

- 13.1. This report assists the Council in fulfilling its statutory obligation to set out its Treasury Strategy for borrowing and to prepare an Annual Investment Strategy for the coming year setting out the Council's policies for managing its borrowing and investments and giving priority to the security and liquidity of those investments.

14. Financial Implications

- 14.1. The financial implications are set out within the main body and Appendix 1 of this report and have been factored into the 2026/27 Budget & Medium Term Financial Strategy 2026/27-2028/29 Report which appears elsewhere on the agenda.

15. Timetable for Implementation

- 15.1. Not applicable.

16. Background Papers

- 16.1. There are none.

Appendices

1. Treasury Management Strategy Statement (TMSS) 2026/27

Appendix 1 - Treasury Management Strategy Statement (TMSS) 2026/27

February 2026

Contents

1. Introduction
2. Treasury Management Strategy 2026/27
3. Capital Prudential Indicators 2026/27 – 2028/29
4. Minimum Revenue Provision (MRP) Policy Statement 2026/27
5. Borrowing Strategy 2026/27
6. Annual Investment Strategy 2026/27
7. Annexes
 - Annex 1 – The Capital Prudential and Treasury Indicators 2026/27 – 2028/29
 - Annex 2 – Treasury Management Scheme of Delegation
 - Annex 3 – Debt Portfolio as at 31st December 2025
 - Annex 4 - Investment Portfolio as of 31st December 2025
 - Annex 5 – List of Approved Countries for Investment

1. Introduction

Background

- 1.1 The Council is required to set a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in counterparties or instruments commensurate with the Council's risk appetite, providing adequate liquidity before considering investment return.
- 1.2 The second main function of the treasury management service is the funding of the Authority's capital plans. These capital plans provide a guide to the borrowing need of the Authority, essentially the longer-term cash flow planning, to ensure that it can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet risk or cost objectives.
- 1.3 The contribution the treasury management function makes to the Authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either for day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.
- 1.4 Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from the day-to-day treasury management activities.
- 1.5 The Chartered Institute of Public Finance and Accountancy (CIPFA) defines treasury management as: *"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."*

Reporting Requirements

- 1.6 The CIPFA 2021 Prudential and Treasury Management Codes require all local authorities to prepare a number of treasury management related strategies and policies for approval by Council.

Treasury Management

- 1.7 The Council is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals, including:
 - a. A forward looking report (this report) covering:
 - the Council's capital plans, (including prudential indicators);
 - a Minimum Revenue Provision (MRP) Policy, (how residual capital expenditure is charged to revenue over time);

- the Treasury Management Strategy (TMSS), (how investments and borrowing are to be organized), including treasury indicators; and
- an Annual Investment Strategy, (the parameters within which investments are to be managed).

b. A mid-year treasury management report, delegated to Audit & Governance Committee, this is primarily a progress report and updates Members on the Investment and capital position.

c. An annual treasury outturn report, delegated to Audit & Governance Committee, this is a backward-looking review and compares actual prudential and treasury indicators and operations to the estimates within the Strategy.

1.8 In addition to the three major reports detailed above, from 2023/24 quarterly reporting (end of June/end of December) is also required by the Prudential Code. However, these additional reports do not have to be reported to Council but are required to be adequately scrutinised. As Council have delegated scrutiny of the mid-year and outturn reports to the Audit and Governance Committee, these additional reports are also reported to Audit and Governance Committee.

Capital Strategy

1.9 The CIPFA Code also requires the Council to prepare a Capital Strategy Report which includes the following:

- A high-level long term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;
- An overview of how the associated risk is managed;
- The implications for future financial sustainability.

1.10 The Capital Strategy is reported separately from the Treasury Management Strategy; non-treasury investments will be reported through the former. This ensures the separation of the core treasury function under security, liquidity and yield principles, and the policy and commercial investments usually driven by expenditure on an asset.

Non-Treasury Investments

1.11 Where the Council has borrowed to fund any non-treasury investment, there should be an explanation of why borrowing was required.

1.12 If any non-treasury investment is found to have sustained a loss during the preparation of the final accounts or audit process, the implications will be reported through the procedure set out in the Capital Strategy.

1.13 To demonstrate the proportionality between the treasury operations and the non-treasury operation, high-level comparators are shown throughout this report.

1.14 The Council has no plans to undertake new investment in property primarily for yield in the period 2026/27-2028/29. However, the Council's expenditure plans include a capital scheme for the Maintenance & Enhancement of Council Properties. It is anticipated that this capital expenditure will include works to the existing portfolio of commercial properties. The Capital Programme also includes a scheme in respect of the regeneration of Minster Quarter. These types of expenditure remain allowable under the revised PWLB borrowing terms announced in November 2020.

2. Treasury Management Strategy for 2026/27

2.1 The Strategy for 2026/27 covers two main areas:

a. Capital Issues

- the capital expenditure plans and the associated prudential indicators;
- the Minimum Revenue Provision (MRP) Policy.

b. Treasury Management Issues

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy
- creditworthiness policy; and
- the policy on use of external service providers.

2.2 These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, Ministry of Housing, Communities, and Local Government (MHCLG) (formerly known as Department for Levelling Up, Housing and Communities (DLUHC)) MRP Guidance, the CIPFA Treasury Management Code and MHCLG Investment Guidance.

Training

2.3 The CIPFA Treasury Management Code requires that the responsible officer (Section 151 Officer) ensures that Members with responsibility for treasury management receive adequate training in treasury management. This especially applies to Members responsible for scrutiny.

2.4 Furthermore, pages 47 and 48 of the Code state that they expect “all organisations to have a formal and comprehensive knowledge and skills or training policy for the effective acquisition and retention of treasury management knowledge and skills for those responsible for management, delivery, governance and decision making. The scale and nature of this will depend on the size and complexity of the organisation’s treasury management needs.”

2.5 Further “Organisations should consider how to assess whether treasury management staff and board/ council members have the required knowledge and skills to undertake their roles and whether they have been able to maintain those skills and keep them up to date.”

2.6 This Council recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. The Council therefore seeks to appoint individuals who are both capable and experienced and provides training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skill. The Section 151 Officer will recommend and implement the necessary arrangements, including the specification of the expertise, knowledge and skills required by each post holder.

- 2.7 The Section 151 Officer will ensure that Members tasked with treasury management responsibilities, including those responsible for scrutiny, have access to training relevant to their needs and those responsibilities.
- 2.8 The Section 151 Officer will have regular communication with officers and Members, encouraging them to highlight training needs on an ongoing basis.
- 2.9 During 2025/26 a Member training session was delivered by the Council's Treasury Management advisors, Mitsubishi UFJ Group (MUFG) Corporate Markets. Appropriate training will continue to be made available to members with sessions being offered as appropriate.
- 2.10 The training needs of treasury management officers are periodically reviewed and a record of training received by officers central to the Treasury function is maintained by the Capital and Treasury Lead.

Treasury Management Consultants

- 2.11 The Council uses MUFG as its external treasury management advisors.
- 2.12 The Council recognises that responsibility for treasury management decisions remains with the organisation at all times. All decisions will be made with due regard to all available information, including, but not solely, that provided by our treasury advisers.
- 2.13 The Council also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value is assessed are properly agreed and documented, and subject to regular review.

3. The Capital Prudential Indicators 2026/27 – 2028/29

3.1 The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators below.

Capital Expenditure

3.2 This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle as set out in Table 1 below.

Table 1. Capital Expenditure (2025/26 – 2028/29)

	Estimate		2025/26-2028/29 Estimate		
	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	Total £m
Community & Adult Social Care Services	9.875	2.122	2.486	5.388	9.996
Children's Services	1.698	1.338	-	-	1.338
Economic Growth & Neighbourhood Services	47.682	28.078	22.596	11.739	62.413
Economic Growth & Neighbourhood Services – Education Schemes	11.002	17.678	4.730	7.812	30.220
Resources	2.992	3.389	2.413	2.038	7.840
Corporate	3.505	3.600	1.600	1.600	6.800
Non-HRA	76.754	56.205	33.825	28.577	118.607
HRA	64.483	67.310	74.736	62.584	204.630
Total	141.237	123.515	108.561	91.161	323.237

3.3 Table 2 below summarises how the above capital expenditure plans are expected to be financed by capital or revenue resources. Any shortfall results in a borrowing need (Net Borrowing Requirement).

Table 2. Financing of Capital Expenditure (2025/26 – 2028/29)

General Fund & HRA	Estimate	2025/26-2028/29 Estimate			
	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	Total £m
Capital Expenditure	141.237	123.515	108.561	91.161	323.237
Capital receipts	(7.285)	(11.150)	(4.767)	(2.900)	(18.817)
Capital grants & other contributions	(64.265)	(44.541)	(32.294)	(24.698)	(101.533)
Capital reserves (HRA)	(11.999)	(26.354)	(11.894)	(10.500)	(48.748)
Revenue contributions	(0.120)	(0.169)	0.000	0.000	(0.169)
Net Borrowing Requirement	57.568	41.301	59.606	53.063	153.970

Capital Financing Requirement

3.4 The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is the Council's underlying need to borrow, or Net Borrowing Requirement.

3.5 The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each assets life, and so charges the economic consumption of capital assets as they are used.

3.6 The CFR includes other long-term liabilities (e.g. PFI schemes and finance leases). Whilst these increase the CFR and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility by the PFI, PPP lease provider and so the Council is not required to separately borrow for these schemes.

3.7 The CFR projections are set out in Table 3 below:

Table 3. CFR Projections

Capital Financing Requirement	Estimate 2025/256 £m	2026/27-2028/29 Estimate			
		2026/27 £m	2027/28 £m	2028/29 £m	Total £m
CFR – General Fund	399.053	397.775	406.169	404.772	
CFR – HRA	261.066	278.526	316.498	355.793	
Total CFR	660.119	676.301	722.667	760.565	
Movement in CFR	32.401	16.182	46.366	37.898	100.446
Movement in CFR represented by:					
Net financing need for year	58.154				
Less MRP/VRP and other financing movements	(25.753)	(25.119)	(13.240)	(15.165)	(53.524)
Movement in CFR	32.401	16.182	46.366	37.898	100.446

*Voluntary Revenue Provision

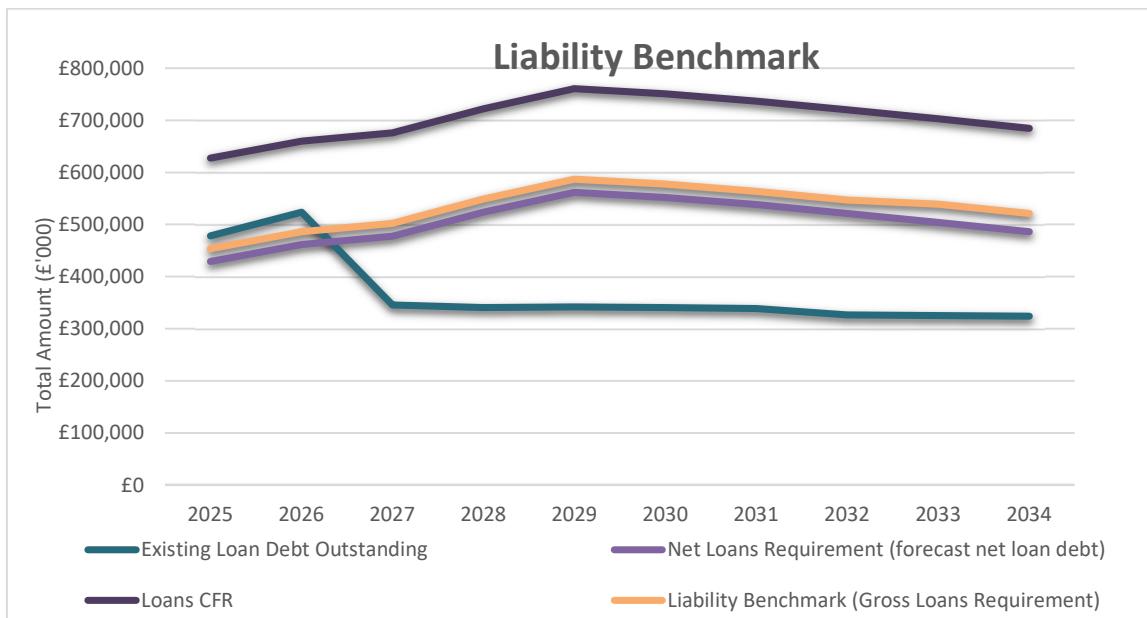
Liability Benchmark

3.8 A third prudential indicator is the Liability Benchmark, which provides a comparison of the existing loan portfolio against the committed borrowing needs. In future periods where external loans are less than the Liability Benchmark this indicates a borrowing requirement and where external loans exceed the Liability Benchmark this indicates excess cash requiring investment. The Authority is required to estimate and measure the Liability Benchmark for the forthcoming financial year and the following two financial years, as a minimum.

3.9 There are four components to the Liability Benchmark: -

1. **Existing loan debt outstanding:** the Council's existing loans that are still outstanding in future years.
2. **Loans CFR:** this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP.
3. **Net loans requirement:** this will show the Council's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.
4. **Gross loans requirement:** this equals net loans requirement plus short-term liquidity allowance.

3.10 The Liability Benchmark graph below shows that at the end of 2024/25 the Council was in a surplus position where actual loans exceeded the benchmark. A similar position is forecast at the end of 2025/26. This is the result of short-term cashflows where grants and other funding had been paid to the Council in advance of expenditure being incurred. The forecast for 2027/28 shows the benchmark overtaking the actual loans position. This represents a future borrowing requirement for the Council, which is as expected due to the Council's actual level of borrowing being significantly lower than the Council's projected Capital Financing Requirement, which is projected to increase as outlined above.



4. Minimum Revenue Provision (MRP) Policy Statement

- 4.1 The Council is required to annually set aside revenue funds for the prudential repayment of outstanding capital borrowing in accordance with provisions set out in CIPFA's Prudential Code and MHCLG Statutory Guidance on Minimum Revenue Provision. The setting aside of revenue funds for the future repayment of outstanding borrowing is referred to as a Minimum Revenue Provision (MRP) charge. The Council is also allowed to make additional voluntary payments if it chooses.
- 4.2 As part of the regulatory framework, Council is required to approve its Minimum Revenue Provision (MRP) Policy annually.
- 4.3 The MRP Policy, in accordance with proper practice, considers outstanding capital borrowing to be the Council's Capital Financing Requirement (CFR) rather than external loans taken out to finance capital expenditure. Accordingly, any reference in this Policy to the repayment of capital borrowing relates to the setting aside of resources to reflect movements within the Council's CFR rather than to the physical repayment of external debt.
- 4.4 In April 2024, the MHCLG published a new Statutory Instrument with amended Statutory Guidance on MRP, which applies to accounting periods from 2025/26 onwards. The main intent of the changes were to make explicit that capital receipts may not be used in place of the revenue charge and that excluding debt associated with certain types of assets is not allowed. The changes to the Regulations included an exemption for non-commercial capital loans to third parties, unless an expected credit loss (ECL) or impairment is recognised in the current or any previous financial year. Regulation 27(4) allows a local authority to exclude qualifying capital loans from the requirement to make MRP.
- 4.5 The Council has revised its MRP policy to ensure compliance with the regulations and guidance, with the main changes relating to MRP policy with respect to loans to third parties.

General

- 4.6 Provision for the repayment of outstanding capital borrowing will be made in accordance with guidance and regulations to reflect the estimated life over which the capital assets acquired are anticipated to provide useful economic benefit. A schedule setting out expected lives of standard categories of assets is provided below. However, this may be adjusted on an individual asset by asset basis depending on the specific circumstances. The Council's statutory Section 151 officer will, as necessary determine individual asset lives for MRP purposes (in accordance with the overriding requirement to allow for the prudent provision for repayment of debt).

Table 4. Standard Expected Asset Lives

Asset Type	Expected Life (Years)
Major New Builds	40-50
Freehold Land	50
Major Extensions	20-40
Major Refurbishments	20
Major Transport Infrastructure / Regeneration	30
Other Transport Schemes	20
Other Small Capital Schemes	10
Large Vehicles (Refuse Freighters/Buses etc.)	7-10

Other Vehicles	5
Software Licenses	Length of License
Share Capital	20
Capital Grants / Loans to Others	Expected Life of Asset Held by Third Party

4.7 Of the four standardised methods set out as examples in the statutory regulations for the calculation of MRP, the Council has adopted the “Asset Life Method - Annuity” as the one which best allows for the prudent repayment of capital borrowing over the life of individual capital assets. MRP is the principal element for the repayment of borrowing. The annuity is the repayment profile determined by the useful life of the asset and an appropriate interest rate.

4.8 Assets acquired before 31st March 2011, and with a notional outstanding capital borrowing balance, will continue to have an annual MRP charge levied at 2% of the identified capital debt balance as at 31st March 2011.

4.9 Assets under construction including regeneration sites undergoing development, which have yet to fully deliver their expected benefits will not be subject to MRP charges to the Revenue Account until such time as they become operational for a full accounting year. Accordingly, on becoming operational, the charge for MRP will not commence until the following financial year.

4.10 Any prior error or change in assumption as to expected future asset life may be adjusted for in the current (or future) financial year, subject to any constraints on such adjustment as set out in the Prudential Code or Statutory Regulations.

4.11 Whilst the above sets out the Council’s general MRP principles and Policy, a number of specific instances and circumstances require separate treatment with regard to MRP in order to ensure the charge to revenue is both prudent for the repayment of debt and accurately reflects the economic benefits being realised. These are set out below:

Specific MRP Cases

4.12 Capital expenditure financed by finance lease or other service concessions (including Private Finance Initiative schemes) include within their annual payments both an interest and principal repayment element. The principal element included within these payments will be used to represent the MRP charge in accordance with the contractual agreement rather than separately calculating an MRP charge under the usual annuity method.

4.13 Capital loans to wholly-owned subsidiaries which are classed as non-commercial and have not been subject to a recognised credit loss, will not be subject to MRP charges in circumstances where the net worth of the subsidiary is (or is reasonably expected to be in the short to medium term) in excess of the loan and as such a disposal of those assets would provide sufficient funds to fully repay the outstanding capital borrowing of the Council.

4.14 If the Council grants any commercial loans, MRP will be charged in the year after the loan is granted and each year thereafter until the loan matures.

4.15 For Council loans granted prior to 7 May 2024, where those loans have been subject to an actual or expected credit loss in the current or any previous financial year then a prudent MRP charge will be made in each financial year.

4.16 For Council loans granted on or after 7 May 2024 where those loans are subject to an expected or actual credit loss, then the MRP charge will be at least the amount of the

recognised credit loss for the financial year, after adjusting for any previous MRP or capital receipts applied to the loan.

- 4.17 Charges for the provision to repay capital debt relating to share capital for group holdings will be subject to a prudent MRP charge.
- 4.18 Where the Council has outstanding borrowing relating to historic individual and specific investment in property assets, a prudent MRP charge will be made in each financial year.
- 4.19 Surplus assets will be subject to an MRP charge even when there is a likely expectation of generating a capital receipt in the short to medium term.
- 4.20 The Housing Revenue Account (HRA) is not subject to the same statutory annual requirement to make an MRP charge as the General Fund. It is however required to make provision for the repayment of capital debt over the longer term (broadly over the thirty year life of the HRA Business Plan). The HRA Business Plan provides for significant investment in modernising its existing holdings as well as new housing stock, the application of a more flexible and long term strategy for debt repayment eases pressure on HRA balances and enables greater provision of decent homes whilst still allowing the overall level of debt to be repaid over the long term. The Council's Section 151 Officer will continue to ensure that the HRA Business Plan provides for the prudent repayment of debt over the longer term.
- 4.21 Subject to affordability and the sustainability of the budget and Medium Term Financial Strategy, the Council's Section 151 Officer will continue to explore opportunities for the earlier reduction of outstanding debt for both the General Fund and HRA, and where appropriate and subject to available resources, reserve the power to make supplementary MRP contributions over and above the minimum required, where longer term financial benefits may be derived.

Capital Receipts

- 4.22 Capital receipts may ordinarily be applied to fund capital expenditure or be set aside for the repayment of debt. An exemption currently applies until 31st March 2030 (an extension from 31st March 2025 was announced as part of the Local Government Finance Policy Statement on 28th November 2024) which allows capital receipts to be used to fund revenue expenditure which generates future and ongoing savings and service transformation – referred to as the Flexible Use of Capital Receipts.
- 4.23 The Council's Section 151 Officer will apply General Fund capital receipts so as to optimise the benefit to the Revenue Account whilst being mindful of the long term need to prudently repay capital debt.
- 4.24 To the above end, all capital receipts (unless statutorily or contractually ring-fenced to specific purposes) will be applied to their most beneficial purpose. Where capital receipts are applied to repay debt, such repayments will be applied against the remaining borrowing identified on an asset by asset basis and the MRP liability adjusted accordingly.

MRP Overpayments

- 4.25 Under the MRP guidance, any charges made in excess of the statutory MRP are known as voluntary revenue provision (VRP). VRP can be reclaimed in later years if deemed necessary or prudent. In order for these amounts to be reclaimed for use in the budget, this Policy must disclose the cumulative overpayment made each year. Up until 31st

March 2025 nil overpayments were made, and there is no expectation that any VRP contributions will be made in the period 2025/26-2028/29.

5. Borrowing Strategy 2026/27

5.1 The capital expenditure plans set out in section 3 of this report summarise the Council's proposed service capital expenditure activity. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Council's Capital Strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The Strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the Annual Investment Strategy.

Current Treasury Management Portfolio Position

5.2 The overall treasury management portfolio as at 31st March 2025 and the position as at 31st December 2025 are shown below for both borrowing and investments.

Table 5. Treasury Portfolio (Net Debt)

General Fund & HRA	31 st March 2025		31 st December 2025	
Debt Portfolio	Principal	Average Rate	Principal	Average Rate
		%		%
	(£m)		(£m)	
Fixed Rate Loans				
PWLB	350.500	3.281	449.500	3.326
Local Authorities	117.500	4.979	70.000	4.016
Market	10.000	4.090	10.000	4.090
Variable Rate Loans				
PWLB	0.000	0.000	0.000	0.000
Total Debt	478.000	3.874	529.500	3.395
Total Investments	49.073	3.140	81.876	4.089
Net Debt	428.927		447.624	

5.3 The Council's investment portfolio summary as at 31st March 2025 together with the position as at 31st December 2025 is summarised below:

Table 6. Investment Portfolio Summary

	31 st March 2025 (£m)	31 st March 2025 (%)	31 st December 2025 (£m)	31 st December 2025 (%)
Treasury Investments				
Banks	0.423	0.861	0.326	0.398
Fixed Term Deposits (LA's)	0.000	0.000	45.000	54.961
Money Market Funds (MMF)	33.650	68.572	21.550	26.320
Total Managed In-house	34.073	69.433	66.876	81.680
Total Managed Externally - Property Funds	15.000	30.567	15.000	18.320
Total Treasury Investments	49.073	100.000	81.876	100.000

5.4 The Council's forward projections for borrowing are summarised in Table 7 below which shows actual external debt compared to the underlying need to borrow (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

Table 7. Borrowing Estimates

External Debt	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
Debt at 1st April	478.000	518.500	558.298	616.984
Net Change in Debt	45.500	39.798	58.686	53.666
Debt at 31st March	518.500	558.298	616.984	670.650
PFI Liabilities at 1st April	20.479	19.204	17.655	16.032
Net Change in PFI Liabilities	(1.275)	(1.549)	(1.623)	(2.287)
PFI Liabilities at 31st March	19.204	17.655	16.032	13.745
Total Gross Debt at 31st March	537.704	575.953	633.016	684.395
Capital Financing Requirement	660.119	676.301	722.667	760.565
(Under)/Over Funding of CFR	(122.415)	(100.348)	(89.651)	(76.170)
(Under)/Over Borrowing (exc PFI)	(141.619)	(118.003)	(105.683)	(89.915)

5.5 Within the above figures the level of debt relating to historic (pre 1st April 2020) commercial property investment activity / non-financial investment is:

Table 8. Analysis of Non-Financial Investment Borrowing

	2025/26 Forecast £m	2026/27 Estimate £m	2027/28 Estimate £m	2028/29 Estimate £m
External Debt for Non-Financial Investments				
Actual Debt at 31 March	67.693	67.693	67.693	67.693
Percentage of Total External Debt	12.93%	12.02%	10.88%	10.02%

5.6 Within the range of prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of its CFR in the preceding year plus the estimates of any additional CFR for 2026/27 and the subsequent two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes.

5.7 The Council has complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this report.

Treasury Indicators: Limits to Borrowing Activity

5.8 **The operational boundary.** This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may

be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

Table 9. Operational Boundary

	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m	2028/29 Estimate £m
Capital Financing Requirement	660.119	676.301	722.667	760.565
Headroom	20.000	20.000	20.000	20.000
Total	680.119	696.301	742.667	780.565

5.9 The authorised limit for external debt. This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.

5.10 The Authorised Borrowing limits are set out below:

Table 10. Authorised Limit

	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m	2028/29 Estimate £m
Operational Boundary	680.119	696.301	742.667	780.565
Headroom	40.000	40.000	40.000	40.000
Total	720.119	736.301	782.667	820.565

Prospects for Interest Rates

5.11 The Council has appointed MUFG as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. MUFG provided the following forecasts on 22nd December 2025. These are forecasts for Bank Rate, average earnings and PWLB certainty rates, gilt yields plus 80 bps.

Table 11. Interest Rate Projections (%)

MUFG Corporate Markets Interest Rate View 22.12.25													
	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28	Dec-28	Mar-29
BANK RATE	3.75	3.50	3.50	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25
3 month ave earnings	3.80	3.50	3.50	3.30	3.30	3.30	3.30	3.30	3.30	3.30	3.30	3.30	3.30
6 month ave earnings	3.80	3.50	3.50	3.40	3.30	3.30	3.30	3.40	3.40	3.40	3.40	3.40	3.40
12 month ave earnings	3.90	3.60	3.60	3.50	3.40	3.50	3.50	3.50	3.50	3.60	3.60	3.60	3.60
5 yr PWLB	4.60	4.50	4.30	4.20	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10
10 yr PWLB	5.20	5.00	4.90	4.80	4.80	4.70	4.70	4.70	4.60	4.60	4.60	4.60	4.70
25 yr PWLB	5.80	5.70	5.60	5.50	5.50	5.40	5.30	5.30	5.20	5.20	5.20	5.20	5.20
50 yr PWLB	5.60	5.50	5.40	5.30	5.30	5.20	5.10	5.10	5.00	5.10	5.00	5.00	5.00

5.12 The forecast reflects a view that monetary policy is sufficiently tight at present to cater for some further moderate loosening, the extent of which, however, will continue to be data dependent. MUFG forecast the next reduction in Bank Rate to be made in the first quarter of 2026/27 with one further cut at the end of the 2026 calendar year. They do not foresee the rate dropping below 3.25%.

Borrowing Strategy

- 5.13 The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need, (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Authority's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as medium and longer dated borrowing rates are forecast to remain high. Overall, better value can be obtained at the shorter end of the curve (less than 5 year PWLB maturity and less than 10 year PWLB EIP) and the short dated fixed LA to LA market.
- 5.14 The most cost effective borrowing currently is internal borrowing which involves running down cash balances and foregoing interest earned (at historically low rates), in lieu of taking out new borrowing at a higher rate. The Council will look to utilise temporary and short term borrowing, if a borrowing need arises, as this is a cheaper option than long term borrowing at present. However, in view of the overall forecast for long term borrowing rates to remain at high levels over the next few years, consideration will also be given to weighing the short term advantage of internal, temporary and short term borrowing against potential longer term costs if the opportunity is missed for taking loans at rates which will be higher in future years.
- 5.15 Against this background and the risks within the economic forecast, the Treasury Team will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances. If during the period there was a significant risk of a sharp rise in borrowing rates than that currently forecast, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years. If it was felt that there was a significant risk of a sharp fall in borrowing rates, then borrowing may be postponed.
- 5.16 Any decisions will be reported subsequently to the Audit & Governance Committee.

Policy on Borrowing in Advance of Need

- 5.17 The Council will not borrow more than or in advance of its needs purely to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.
- 5.18 Risks associated with any borrowing in advance will be subject to prior appraisal and subsequent quarterly reporting.

Debt Rescheduling

- 5.19 Rescheduling of current borrowing in our debt portfolio may be considered whilst premature redemption rates remain elevated but only if there is surplus cash available to facilitate any repayment, or rebalancing of the portfolio to provide more certainty is considered appropriate.
- 5.20 Any rescheduling will be reported to Members in a treasury report at the earliest meeting following its action.
- 5.21 As at 31.12.25 the Authority held £5.000m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Authority has the option to either accept the new rate or to

repay the loan at no additional cost. On 23.01.26 the lender, Dexia, took the option to propose a new increased rate of 6.26%. The Council has taken the option to repay the LOBO loan as it is financially beneficial to do so.

Approved Sources of Long and Short-term Borrowing

5.22 The list of approved lenders and types of funding that can be secured with each entity is set out below:

	Fixed	Variable
PWLB	●	●
UK Municipal Bond Agency	●	●
Local Authorities	●	●
Banks	●	●
Pension Funds	●	●
Insurance Companies	●	●
Market (long-term)	●	●
Market (temporary)	●	●
Overdraft		●
Finance leases	●	●

6. Annual Investment Strategy 2026/27

Investment Policy – Management of Risk

6.1 The MHCLG and CIPFA have extended the meaning of 'investments' to include both financial and non-financial investments. This report deals solely with financial investments. Non-financial investments, essentially the purchase of income yielding assets, are covered in the Council's Capital Strategy.

6.2 The Council's Investment Policy has regard to the following:

- MHCLG's Guidance on Local Government Investments ("the Guidance")
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 ("the Code")
- CIPFA Treasury Management Guidance Notes 2021

6.3 The Council's investment priorities are security first, portfolio liquidity second and then yield (return). The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with the Council's risk appetite. In the current economic climate it is considered appropriate to keep investments short term to cover cash flow needs. However, where appropriate the Council will consider the value available in periods up to 12 months with high credit rated financial institutions, as well as wider fund options.

6.4 The above guidance from the MHCLG and CIPFA place a high priority on the management of risk. The Council has adopted a prudent approach to managing risk and defines its risk appetite by:

- i. The application of minimum acceptable **credit criteria** to generate a list of creditworthy counterparties. This also enables diversification and the avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
- ii. Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Authority will engage with its advisors to maintain a monitor on market pricing such as "**credit default swaps**" and overlay that information on top of the credit ratings.
- iii. Reviewing other information sources including the financial press, share price etc. pertaining to the financial sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
- iv. The Council defining the **types of investment instruments** that the Treasury Management Team are authorised to use as follows:

Specified investments - those with a high level of credit quality and subject to a maturity limit of one year.

- **Non-specified investments** - those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use. Once an investment is classed as non-specified, it remains non-specified all the way through to maturity. For example, an

18-month deposit would still be non-specified even if it has only 11 months left until maturity.

- v. **Non-specified investments limit.** The Council has determined that it will limit the maximum total exposure to non-specified investments to £30m of the total investment portfolio.
- vi. **Lending limits,** (amounts and maturity) for each counterparty will be set through applying the matrix in Table 12.
- vii. Setting a £30m limit for the amount of investments which are invested for **longer than 365 days.**
- viii. Investments will only be placed with counterparties from countries with a specified minimum **sovereign rating.**
- ix. Engaging **external consultants**, to provide expert advice on how to optimise an appropriate balance of security, liquidity, and yield, given the risk appetite of the Council in the context of the expected level of cash balances and need for liquidity throughout the year.
- x. All investments will be denominated in **sterling.**
- xi. As a result of the change in accounting standards for 2022/23 under IFRS 9, the Council will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. In November 2018, MHCLG concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years ending 31st March 2023. A further extension to the over-ride to 31st March 2025 has been announced by the Government. This has since been extended further to 31st March 2029. The only pooled investment on the Council's portfolio is the £15.000m invested with the CCLA Property Fund.
- xii. Based on the latest valuation (as at 31st December 2025), the investment is worth £14.183m, which represents an indicative loss of £0.817m that would need to be recognised in 2029/30 should the statutory override end. For context, as set out in Annex 4, the current interest rate earned on this investment is 4.80% which would equate to £0.722m annually. In total, this investment has earned the Council £7.629m of gross interest (£6.687m net of management fees) over the period from 1st April 2015 to 30th September 2025. This investment is reviewed regularly by Officers and the current view is that this investment should be retained.

6.5 However, this authority will also pursue value for money in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance. Regular monitoring of investment performance will be carried out during the year.

Changes in risk management policy from last year

6.6 The above criteria are unchanged from last year. There are no proposed changes for 2026/27.

Creditworthiness Policy

6.7 The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Council will ensure that:

- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security and monitoring their security; and
- It has sufficient liquidity in its investments. For this purpose, it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

6.8 The Council's Section 151 Officer will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to that which determines which types of investment instrument are either Specified or Non-specified as it provides an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.

6.9 Credit rating information is supplied by the Council's treasury advisors, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating Watches (notification of a likely change), rating Outlooks (notification of the longer-term bias outside the central rating view) are provided to officers almost immediately after they occur and this information is considered before dealing. Notification of a negative rating Watch applying to a counterparty with the minimum Council criteria will be suspended from use, with all others being reviewed in light of market conditions.

6.10 The criteria for providing a pool of high quality investment counterparties, (both Specified and Non-specified Investments) is set out in Table 12 below, as are the time and monetary limits for institutions on the Council's counterparty list:

Table 12. Investment Criteria

	Credit Rating	Counterparty Limit	Time Limit
Banks and organisations and securities whose lowest long-term credit rating published by Fitch, Moody's or Standard & Poor is:	AAA	£20m (each)	5 Years
	AA+		3 Years
	AA		2 Year
	AA-		1 Year
	A+		
	A		
	A-		
The Council's current account, Lloyds Bank Plc should circumstances arise when it does not meet above criteria	N/A	£1m (total)	Next Day
UK Building Societies without credit rating	N/A	£10m (each)	1 Year

UK Government (irrespective of credit rating)	N/A	Unlimited	50 Years
UK Local Authorities (irrespective of credit rating)	N/A	£20m (each)	50 Years
UK Registered Providers of Social Housing whose published long-term credit rating is A- or higher	A-	£5m (each)	2 Years
UK Registered Providers of Social Housing whose published long-term credit rating is lower than A- or without a long-term credit rating	N/A	£2m (each)	1 Year
	Fund rating	Cash Limit	Time
Money Market Funds	AAA	£20m (each)	liquid
Pooled Funds (including pooled property funds)	AAA	£30m (total)	liquid

Other Limits

6.11 Due care will be taken to consider the exposure of the Council's total investment portfolio to non-specified investments, countries, groups and sectors.

- Non-specified investment limit.** The Council has determined that it will limit its maximum total exposure to non-specified investments to £30.000m.
- Country limit.** The Council has determined that it will only use approved counterparties from the UK and from countries with a sovereign credit rating of AA- or above from Fitch or equivalent. In addition, the Council will apply the Freedom House Global Freedom rating system to inform decision making and will only invest in organisations from countries with a 'free' rating. The list of countries that qualify using these criteria as at the date of this report are set out in Annex 5 to this appendix. This list will be added to, or deducted from, by officers should ratings change in accordance with this Policy.
- Other limits.** In addition:
 - no more than £20.000m will be placed with any non-UK country at any time;
 - limits in place above will apply to a group of companies;
 - sector limits will be monitored regularly for appropriateness.

6.12 As an additional layer of security, a concentration of investments in too few counterparties or countries will be avoided with officers ensuring that the portfolio is diversified across counterparties/countries.

Investment Strategy

6.13 **In-house fund** Investments will be made with reference to the core balance and cash flow requirements and the interest rate outlook. Greater returns are usually obtainable by investing for longer periods.

6.14 Accordingly, while most cash balances are required in order to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer

periods, the value to be obtained from longer term investments will be carefully assessed.

6.15 The Council will not knowingly invest directly in businesses whose activities and practices pose a risk of serious harm to individuals or groups, or whose activities are inconsistent with the Council's Corporate Plan and values. This would include institutions with material links to:

- human rights abuse (e.g. child labour, political oppression)
- environmentally harmful activities (e.g. pollution, destruction of habitat, fossil fuels)
- socially harmful activities (e.g. tobacco, gambling)

Investment Return Expectations

6.16 The current forecast shown in Table 11, forecasts Bank Rate to fall to a low of 3.25%. Bank Rate projections to March 2029 are set out in Table 11 above.

Investment Treasury Indicator and Limit

6.17 The Investment Treasury Indicator and Limit refer to the total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment and are based on the availability of funds after each year-end.

6.18 Table 13 below sets out the limits on investments that can be longer than 365 days.

Table 13. Upper limit for principal sums invested on fixed terms for longer than 365 days

	2026/27 £m	2027/28 £m	2028/29 £m
Principal sums invested for longer than 365 days	30.000	30.000	30.000
Current investments as at 31 st December 2025 in excess of one year maturing in each year	Nil*	Nil*	Nil*

*As of 31st December 2025, the Council has £15.000m invested in pooled property funds which have no fixed maturity, as set out in Table 6.

6.19 For its cash flow generated balances, the Council will seek to utilise its notice accounts, money market funds and short-dated deposits in order to benefit from the compounding of interest.

Policy on Apportioning Interest to the HRA

6.20 Reform of the Housing Revenue Account Subsidy system was completed at the end of 2011/12, the Council was required to pay MHCLG £147.800m. Prior to 2012/13 The Council would recharge interest expenditure and income attributable to the HRA in accordance with determinations issued by MHCLG. The Council subsequently adopted a policy that it would continue to manage its debt as a single pool using a similar regime to that applied prior to self-financing and which would not result in a material change to the average interest rate paid by the Council.

6.21 During 2016/17 and 2017/18 the methodology was adjusted to recognise that in essence the £147.800m of loans the Council borrowed at the time of self-financing were primarily

taken for HRA debt, and therefore the operation of the single pool should not lead to the average interest rate charged to the HRA being less than the average rate on the remaining part of those loans.

- 6.22 In 2025/26 the Council has borrowed £100.000m from the PWLB utilising the HRA certainty rate (PWLB rate minus 0.60bps). These new loans are directly attributable to HRA borrowing the recharge methodology has been amended accordingly.
- 6.23 From 2025/26 it is recognised that the operation of a single pool should not lead to the average interest rate charged to the HRA being less than the average rate on the remaining part of all loans directly attributable to the HRA, both the self financing and the PWLB loans taken using the HRA certainty rate.
- 6.24 The HRA also has a notional cash balance which may be positive or negative. This balance is measured each month and interest transferred between the General Fund and HRA at the net average rate earned by the Council on its portfolio of treasury investments (excluding the CCLA Property Fund) and short-term borrowing.

End of Year Investment Report

- 6.25 At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

External Fund Managers

- 6.26 The Council does not currently employ external fund managers for any part of its investment portfolio, other than the pooled property fund, and does not plan to do so. If in future, officers determine that an external fund manager will add value to the Council's treasury management function, a report will be brought to the Audit and Governance Committee to first seek approval of a change in policy and subsequently the appointment of a preferred fund manager.

7. Annexes

- Annex 1 – Prudential and Treasury Indicators
- Annex 2 – Treasury Management Scheme of Delegation
- Annex 3 – Debt Portfolio as of 31st December 2025
- Annex 4 – Investment Portfolio as of 31st December 2025
- Annex 5 – List of Approved Countries for Investment

Annex 1 - The Capital Prudential and Treasury Indicators 2026/27 – 2028/29

1. The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

Capital Expenditure

	Forecast 2025/26 £m
General Fund	76.754
HRA	64.483
Total	141.237

2026/27-2028/29 Estimate			
2026/27 £m	2027/28 £m	2028/29 £m	Total £m
56.205	33.825	28.577	118.607
67.310	74.736	62.584	204.630
123.515	108.561	91.161	323.237

Affordability Prudential Indicators

2. Section 5 in the main body of the Strategy cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators:

Ratio of Financing Costs to Net Revenue Stream

3. This indicator identifies the trend in the cost of capital, (borrowing and other long-term obligation costs net of investment income), against the net revenue stream.

	2025/26
	Estimate (%)
General Fund	9.71
HRA	13.92
Total	10.74

2026/27	2027/28	2028/29
Estimate (%)	Estimate (%)	Estimate (%)
8.62	8.87	9.01
15.48	15.79	17.33
10.19	10.39	10.87

Maturity Structure of Borrowing

4. These gross limits are set to reduce the Council's exposure to large, fixed rate sums falling due for refinancing and are required for upper and lower limits. Council is asked to approve the limits in the following table.

Maturity structure of fixed interest rate borrowing 2026/27		
	Lower	Upper
Under 12 months	0%	100%
12 months to 2 years	0%	20%
2 years to 5 years	0%	20%
5 years to 10 years	0%	30%
10 years to 20 years	0%	40%
20 years to 30 years	0%	50%
30 years to 40 years	0%	60%
40 years to 50 years	0%	60%

Maturity structure of variable interest rate borrowing 2026/27		
	Lower	Upper
Under 12 months	0%	100%
12 months to 2 years	0%	100%
2 years to 5 years	0%	100%
5 years to 10 years	0%	100%
10 years to 20 years	0%	100%
20 years to 30 years	0%	100%
30 years to 40 years	0%	100%
40 years to 50 years	0%	100%

Annex 2 - Treasury Management Scheme of Delegation

i) Council

- receiving and reviewing reports on treasury management policies, practices, and activities;
- approval of/amendments to the Council's adopted clauses, Treasury Management Policy Statement and Treasury Management Practices;
- approval of annual Strategy;
- budget consideration and approval.

ii) Audit & Governance Committee

- Receive and recommend to Council amendments to the Council's adopted clauses, Treasury Management Policy Statement and Treasury Management Practices;
- receiving and reviewing regular monitoring reports;

iii) Section 151 Officer

- reviewing the Treasury Management Policy and Procedures and making recommendations to the responsible body.

Annex 3 – Debt Portfolio as at 31st December 2025

Class	Type	Start / Purchase Date	Maturity Date	Counterparty	Profile	Rate	Principal O/S (£)
Loan	Temporary Borrowing - Fixed	14/07/25	14/05/26	West Midlands Combined Authority	Maturity	4.0000%	30,000,000.00
Loan	Temporary Borrowing - Fixed	16/07/25	27/04/26	West Yorkshire Combined Authority	Maturity	4.1000%	15,000,000.00
Loan	Temporary Borrowing - Fixed	31/07/25	30/04/26	Liverpool City Region Combined Authority	Maturity	4.0500%	10,000,000.00
Loan	Temporary Borrowing - Fixed	07/08/25	30/04/26	Derry City & Strabane District Council	Maturity	4.0000%	2,000,000.00
Loan	Temporary Borrowing - Fixed	14/08/25	14/05/26	Vale of White Horse District Council	Maturity	4.0600%	5,000,000.00
Loan	Temporary Borrowing - Fixed	29/10/25	29/04/26	Tendring District Council	Maturity	4.0000%	3,000,000.00
Loan	Temporary Borrowing - Fixed	09/09/25	09/03/26	Blackburn with Darwen Borough Council	Maturity	3.9000%	5,000,000.00
Temporary Borrowing - Fixed Total						4.0257%	70,000,000.00
Loan	Fixed	17/04/25	17/04/26	PWLB	Maturity	4.2700%	50,000,000.00
Loan	Fixed	28/10/25	28/10/26	PWLB	Maturity	4.0600%	50,000,000.00
Loan	Fixed	26/03/18	25/03/68	PWLB	Maturity	2.2800%	15,000,000.00
Loan	Fixed	27/09/18	27/09/43	PWLB	Maturity	2.8200%	15,000,000.00
Loan	Fixed	27/09/18	27/09/49	PWLB	Maturity	2.7900%	15,000,000.00
Loan	Fixed	11/03/19	11/03/66	PWLB	Maturity	2.3800%	15,000,000.00
Loan	Fixed	13/03/19	13/03/37	PWLB	Maturity	2.4200%	5,000,000.00
Loan	Fixed	13/03/19	13/03/57	PWLB	Maturity	2.4200%	5,000,000.00
Loan	Fixed	01/04/19	01/04/64	PWLB	Maturity	2.2000%	10,000,000.00
Loan	Fixed	01/10/19	02/10/62	PWLB	Maturity	1.6400%	5,000,000.00
Loan	Fixed	01/10/19	01/10/63	PWLB	Maturity	1.6300%	5,000,000.00
Loan	Fixed	07/10/19	07/10/66	PWLB	Maturity	1.6300%	5,000,000.00
Loan	Fixed	07/10/19	08/10/68	PWLB	Maturity	1.6300%	5,000,000.00
Loan	Fixed	11/03/20	25/09/69	PWLB	Maturity	2.0700%	15,000,000.00
Loan	Fixed	13/05/05	25/09/51	PWLB	Maturity	4.1500%	2,000,000.00
Loan	Fixed	11/01/06	25/09/55	PWLB	Maturity	3.9000%	5,000,000.00
Loan	Fixed	23/01/06	25/09/55	PWLB	Maturity	3.7000%	5,000,000.00
Loan	Fixed	23/05/06	25/09/47	PWLB	Maturity	4.2000%	2,000,000.00
Loan	Fixed	19/07/06	25/03/52	PWLB	Maturity	4.2500%	20,000,000.00
Loan	Fixed	20/09/06	25/09/51	PWLB	Maturity	4.2000%	5,000,000.00
Loan	Fixed	28/09/06	25/09/52	PWLB	Maturity	4.0500%	10,000,000.00
Loan	Fixed	08/03/07	25/03/53	PWLB	Maturity	4.2500%	10,000,000.00
Loan	Fixed	08/03/07	25/03/54	PWLB	Maturity	4.2500%	10,000,000.00
Loan	Fixed	05/08/08	25/03/58	PWLB	Maturity	4.4800%	2,000,000.00
Loan	Fixed	15/08/08	25/09/57	PWLB	Maturity	4.3900%	6,000,000.00
Loan	Fixed	02/12/08	25/09/58	PWLB	Maturity	4.1200%	10,000,000.00
Loan	Fixed	20/08/09	25/03/59	PWLB	Maturity	4.2000%	5,000,000.00
Loan	Fixed	31/08/10	25/03/60	PWLB	Maturity	3.9200%	10,000,000.00

Loan	Fixed	14/07/11	25/03/26	PWLB	EIP	3.5900%	250,000.00
Loan	Fixed	15/09/11	25/03/31	PWLB	EIP	3.3500%	2,750,000.00
Loan	Fixed	28/03/12	25/03/51	PWLB	Maturity	3.5300%	12,000,000.00
Loan	Fixed	28/03/12	25/09/26	PWLB	Maturity	2.9700%	12,000,000.00
Loan	Fixed	28/03/12	25/03/50	PWLB	Maturity	3.5300%	15,000,000.00
Loan	Fixed	28/03/12	25/03/41	PWLB	Maturity	3.4900%	15,000,000.00
Loan	Fixed	28/03/12	25/03/61	PWLB	Maturity	3.4800%	15,000,000.00
Loan	Fixed	28/03/12	25/03/32	PWLB	Maturity	3.3000%	12,000,000.00
Loan	Fixed	28/03/12	25/09/41	PWLB	Maturity	3.4900%	15,000,000.00
Loan	Fixed	28/03/12	25/09/51	PWLB	Maturity	3.5200%	3,000,000.00
Loan	Fixed	28/03/12	25/03/62	PWLB	Maturity	3.4800%	15,000,000.00
Loan	Fixed	28/03/12	25/03/41	PWLB	EIP	2.9900%	15,500,000.00
Loan	Fixed	06/12/05	06/12/55	Barclays Bank plc	Maturity	3.9900%	5,000,000.00
Fixed Total						3.4543%	454,500,000.00
Loan	LOBO	30/01/08	31/01/78	Dexia	Maturity	4.1900%	5,000,000.00
LOBO Total						4.1900%	5,000,000.00
Loan Total						3.5368%	529,500,000.00

* The option to repay the LOBO was taken following a proposed rate increase. The principal and accrued interest were repaid on 30.01.26

Annex 4 - Investment Portfolio as at 31st December 2025

Class	Type	Deal Ref	Start / Purchase Date	Maturity Date	Counterparty	Rate	Principal O/S (£)
Treasury Investments							
Deposit	Fixed	LA Fixed Short Term Loan	30/10/25	19/02/26	Surrey County Council	4.350%	10,000,000.00
Deposit	Fixed	LA Fixed Short Term Loan	31/10/25	27/02/26	Suffolk County Council	4.400%	5,000,000.00
Deposit	Fixed	LA Fixed Short Term Loan	30/10/25	19/03/26	South Lanarkshire Council	4.300%	5,000,000.00
Deposit	Fixed	LA Fixed Short Term Loan	12/11/25	19/02/26	Telford and Wrekin Borough Council	4.300%	10,000,000.00
Deposit	Fixed	LA Fixed Short Term Loan	06/11/25	19/01/26	Cornwall Council	4.300%	10,000,000.00
Deposit	Fixed	LA Fixed Short Term Loan	06/11/25	26/01/26	Cornwall Council	4.300%	5,000,000.00
Deposit	MMF	Aberdeen	N/A	N/A	Aberdeen SLI Sterling Liquidity/CI 2	4.185%	5,050,000.00
Deposit	MMF	Federated	N/A	N/A	Federated Prime Rate Sterling Liquidity 4	4.201%	16,500,000.00
Deposit	Fixed	CCPF	31/03/15	N/A	CCLA Local Authorities Property Fund	4.800%	15,000,000.00
Deposit	Current A/c	Lloyds	N/A	N/A	Lloyds Bank Plc	1.400%	325,832.31
Treasury Investment Total							81,875,832.31
Non-Treasury Investments							
Deposit	Fixed	18004BFC	25/03/21	24/03/26	Brighter Futures for Children Ltd	1.810%	5,000,000.00
Deposit	Fixed	17002HFR to 170012HFR t	16/04/19	24/03/29	Homes for Reading Ltd	6.350%	11,274,999.00
Deposit	Fixed	19008	30/04/19	30/04/29	RTL	5.000%	2,264,095.78
Deposit	Fixed	19009	15/08/19	30/07/29	RTL	5.000%	500,000.00
Deposit	Fixed	18001	08/04/18	01/07/23	RTL	5.000%	490,297.04
Deposit	Fixed	18002	03/06/18	01/07/23	RTL	5.000%	206,749.85
Deposit	Fixed	18003	29/07/18	01/07/23	RTL	5.000%	164,084.05
Deposit	Fixed	18004	20/01/20	01/01/24	RTL	5.000%	150,785.28
Deposit	Fixed	20001	21/08/20	01/10/24	RTL	5.000%	700,000.00
Non-Treasury Investments Total							20,751,011.00
Total Investments							102,626,843.31

* Values above do not include lease agreements with Reading Transport Ltd.

Annex 5 – List of Approved Countries for Investment

1. The below list of approved countries for investment is based on the lowest available rating from all ratings agencies (as at 15th January 2026).

AAA

- Australia
- Denmark
- Germany
- Netherlands
- Norway
- Sweden
- Switzerland

AA+

- Canada
- Finland
- United States of America

AA

- France

AA-

- Belgium
- United Kingdom