

MONTHLY FINANCIAL REPORT

End of December 2020

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Total General Fund - Period 9

Latest Revenue Position and Forecast

	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Approved Budget £'000	Forecast Outturn £'000	Full Year Variance £'000
Objective Analysis						
Adults Care and Health Services	28,693	29,296	602	38,273	39,620	1,347
Economic Growth & Neighbourhood Services	12,841	27,749	14,909	17,128	31,116	13,988
Resources	11,571	17,353	5,782	15,434	15,456	22
Chief Executive	1,162	1,355	193	1,550	1,581	31
Children's Services retained by the Council	1,647	1,647	-	710	710	-
Children's Services delivered by BfFC *	36,302	24,211	(12,091)	48,421	50,293	1,872
TOTAL SERVICE BUDGETS	92,216	101,611	9,395	121,516	138,776	17,260
Capital Financing Costs	18,473	6,891	(11,582)	24,637	26,099	1,462
Contingency	2,641	-	(2,641)	3,522	-	(3,522)
Other corporate budgets	930	(222,707)	(223,637)	1,245	1,475	230
TOTAL INCL CORPORATE	114,260	(114,204)	(228,465)	150,920	166,350	15,430
Funding:						
Council Tax Income	(71,982)	-	71,982	(96,014)	(96,014)	-
NNDR Local Share	(25,757)	-	25,757	(34,357)	(34,357)	-
New Homes Bonus	(2,990)	(2,991)	(1)	(3,988)	(3,988)	-
Section 31 Grant	(2,994)	-	2,994	(3,994)	(3,994)	-
Revenue Support Grant	(1,522)	-	1,522	(2,030)	(2,030)	-
One-off Collection Fund Surplus	(7,900)	-	7,900	(10,537)	(10,537)	-
Government Covid-19 Funding	-	(19,859)	(19,859)	-	(20,250)	(20,250)
TOTAL FUNDING	(113,145)	(22,850)	90,295	(150,920)	(171,170)	(20,250)
NET CONTROLLABLE COST	1,115	(137,054)	(138,170)	(150,920)	(4,820)	(4,820)
Subjective Analysis						
Employee Costs	94,234	91,953	(2,281)	125,681	126,248	567
Premises Costs	14,875	16,724	1,849	19,812	20,574	762
Transport-Related Costs	1,750	1,565	(185)	2,334	2,335	0
Supplies and Services	52,661	(16,625)	(69,286)	70,149	67,354	(2,796)
Contracted Costs	151,529	79,790	(71,739)	202,120	207,264	5,144
Transfer Payments	13,606	9,310	(4,296)	18,131	17,090	(1,041)
CONTROLLABLE COST	328,654	182,717	(145,937)	438,228	440,864	2,637
Fees & Charges	(60,601)	(51,765)	8,835	(82,413)	(82,031)	382
Traded Services Income	(55,366)	(108,513)	(53,147)	(73,694)	(60,290)	13,404
Grants & Contributions	(211,572)	(159,493)	52,080	(282,122)	(303,364)	(21,243)
CONTROLLABLE INCOME	(327,539)	(319,771)	7,768	(438,228)	(445,685)	(7,457)
NET CONTROLLABLE COST	1,115	(137,054)	(138,170)	-	(4,820)	(4,820)

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

Adult Care and Health Services [DACHS] - Period 9

Revenue Forecast

	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Approved Budget £'000	Forecast Outturn £'000	Full Year Variance £'000
<u>Objective Analysis</u>						
Commissioning & Improvement	634	583	(51)	846	768	(78)
Adult Services Operations	26,868	27,707	839	35,838	37,495	1,658
Public Health	(225)	(225)	0	(300)	(300)	(0)
Preventative Services	554	408	(145)	738	563	(175)
Directorate & Other	863	821	(42)	1,151	1,093	(58)
Suspense	-	0	0	-	-	-
Inactive Codes	-	-	-	-	-	-
NET TOTAL COST	28,693	29,296	602	38,273	39,620	1,347

Subjective Analysis

Employee Costs	9,750	9,738	(11)	13,005	12,720	(285)
Premises Costs	208	148	(60)	277	279	2
Transport-Related Costs	46	45	(2)	62	62	-
Supplies and Services	5,690	5,449	(241)	7,589	7,749	160
Contracted Costs	33,480	36,445	2,965	44,658	48,448	3,790
Transfer Payments	780	(149)	(929)	1,040	(0)	(1,040)
TOTAL EXPENDITURE	49,953	51,676	1,722	66,631	69,258	2,626
Fees & Charges	(244)	(230)	14	(325)	(325)	-
Traded Services Income	(6,192)	(6,183)	9	(8,259)	(8,251)	8
Grants & Contributions	(14,825)	(15,967)	(1,142)	(19,775)	(21,062)	(1,288)
TOTAL INCOME	(21,260)	(22,380)	(1,120)	(28,358)	(29,638)	(1,280)
NET TOTAL COST	28,693	29,296	602	38,273	39,620	1,347

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

Economic Growth and Neighbourhood Services [DEGNS] - Period 9

Revenue Forecast

	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Approved Budget £'000	Forecast Outturn £'000	Full Year Variance £'000
<u>Objective Analysis</u>						
Transportation	(126)	6,555	6,681	(168)	7,035	7,203
Planning & Regulatory Services	1,611	2,470	860	2,148	3,673	1,525
Housing and Neighbourhood Services	1,000	1,970	970	1,333	2,093	760
Cultural Services	3,075	5,077	2,001	4,102	7,485	3,383
Environmental and Commercial Services	10,801	11,640	839	14,408	14,635	227
Regeneration and Assets	(4,088)	(590)	3,498	(5,453)	(4,563)	890
DEGNS Overhead Accounts	568	643	75	757	757	(0)
Suspense	-	(20)	(20)	-	-	-
Inactive Codes	-	4	4	-	-	-
NET TOTAL COST	12,841	27,749	14,909	17,128	31,116	13,988

Subjective Analysis

Employee Costs	28,147	26,944	(1,203)	37,545	37,055	(490)
Premises Costs	10,904	13,433	2,529	14,544	15,304	760
Transport-Related Costs	1,679	1,421	(258)	2,240	2,240	0
Supplies and Services	20,586	16,072	(4,514)	27,459	27,764	305
Contracted Costs	7,286	6,260	(1,026)	9,718	9,638	(80)
Transfer Payments	(1,288)	(251)	1,037	(1,718)	(1,718)	(0)
TOTAL EXPENDITURE	67,314	63,880	(3,435)	89,788	90,283	494
Fees & Charges	(14,153)	(7,709)	6,444	(18,878)	(18,473)	405
Traded Services Income	(33,225)	(21,430)	11,795	(44,317)	(31,229)	13,089
Grants & Contributions	(7,096)	(6,992)	104	(9,465)	(9,465)	-
TOTAL INCOME	(54,474)	(36,130)	18,343	(72,661)	(59,167)	13,494
NET TOTAL COST	12,841	27,749	14,909	17,128	31,116	13,988

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

Resources [DoR] - Period 9

Revenue Forecast

	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Approved Budget £'000	Forecast Outturn £'000	Full Year Variance £'000
<u>Objective Analysis</u>						
Resources Management	-	548	548	-	-	-
Customer Services	1,244	1,591	347	1,659	1,587	(72)
HR & Organisational Development	1,469	2,027	558	1,960	2,134	174
Audit & Insurance	1,213	1,536	322	1,619	1,565	(54)
Procurement Services	367	618	251	490	740	250
Financial Services	2,149	2,398	249	2,866	2,911	45
Legal & Democratic	1,764	4,831	3,067	2,353	2,300	(53)
IT Services	3,364	3,804	440	4,488	4,220	(268)
Suspense	-	(0)	(0)	-	-	-
Inactive codes	-	(0)	(0)	-	-	-
NET TOTAL COST	11,571	17,353	5,782	15,434	15,456	22

Subjective Analysis

Employee Costs	13,720	14,425	704	18,301	18,011	(290)
Premises Costs	225	236	10	301	301	-
Transport-Related Costs	25	79	55	33	33	-
Supplies and Services	4,625	5,716	1,090	6,170	6,373	203
Contracted Costs	3,919	3,536	(382)	5,227	4,790	(437)
Transfer Payments	1,313	1,583	270	1,751	1,751	-
TOTAL EXPENDITURE	23,827	25,575	1,748	31,782	31,258	(524)
Fees & Charges	(1,434)	(1,106)	328	(1,913)	(1,936)	(23)
Traded Services Income	(3,767)	(1,901)	1,866	(5,025)	(4,751)	274
Grants & Contributions	(7,055)	(5,216)	1,839	(9,411)	(9,116)	295
TOTAL INCOME	(12,256)	(8,222)	4,034	(16,348)	(15,802)	546
NET TOTAL COST	11,571	17,353	5,782	15,434	15,456	22

Risks and Opportunities (£,000's)

	Likelihood	Risk	Opportunity	Weighted
1 Decrease in Recovery of Court Costs	Medium	65		33
2 Grant Funding at risk for children not attending nursery	Medium	50		25
3				
4				
5				
Total		115	0	58

Chief Executive [CEX] - Period 9

Revenue Forecast

	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Approved Budget £'000	Forecast Outturn £'000	Full Year Variance £'000
<u>Objective Analysis</u>						
Chief Executive	651	851	200	868	914	46
Communications	512	504	(7)	682	667	(15)
NET TOTAL COST	1,162	1,355	193	1,550	1,581	31

Subjective Analysis

Employee Costs	1,072	1,003	(69)	1,430	1,369	(61)
Premises Costs	-	-	-	-	-	-
Transport-Related Costs	-	20	20	-	-	-
Supplies and Services	152	515	363	203	262	59
Contracted Costs	-	-	-	-	-	-
Transfer Payments	5	8	2	7	7	-
TOTAL EXPENDITURE	1,230	1,546	316	1,640	1,638	(2)
Fees & Charges	-	-	-	-	-	-
Traded Services Income	(26)	0	26	(35)	(2)	33
Grants & Contributions	(41)	(191)	(150)	(55)	(55)	-
TOTAL INCOME	(67)	(191)	(123)	(90)	(57)	33
NET TOTAL COST	1,162	1,355	193	1,550	1,581	31

Risks and Opportunities (£,000's)

	Likelihood	Risk	Opportunity	Weighted
1 Temporary Place of Rest costs not shared out	Medium	35		18
2				
3				
4				
5				
Total		35	0	18

GENERAL FUND REVENUE FORECASTS AND SAVINGS TRENDS

General Fund Revenue Forecasts and Weighted Risks

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

Forecast Outturn

Period 2	2,024	18,957	606	363	-	1494	4,495	27,939
Period 3	2,743	16,276	887	413	-	2531	(2,538)	20,312
Period 4	2,743	16,276	1036	33	-	2428	(2,454)	20,062
Period 5	1,791	16,026	1064	34	-	2032	(2,039)	18,908
Period 6	1,347	14,659	1100	34	-	2107	(1,968)	17,279
Period 7	1,347	12,987	914	9	-	1670	(1,933)	14,994
Period 8	1,347	13,821	904	33	-	2001	(1,870)	16,236
Period 9	1,347	13,988	22	31	-	1,872	(1,830)	15,430
Period 10								
Period 11								
Per 9 Change	-	167	(882)	(2)	-	(129)	40	(806)

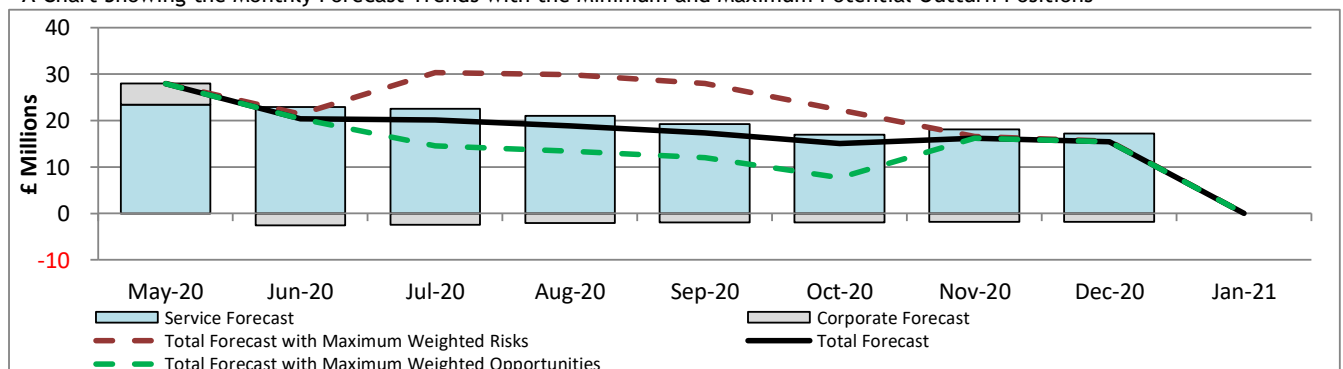
Weighted Risks

Period 2	-	-	-	-	-	-	-	-
Period 3	719	-	330	35	-	-	-	1,084
Period 4	719	-	330	35	-	4,044	-	10,256
Period 5	719	-	330	35	-	4,401	-	10,970
Period 6	719	-	265	35	-	4,306	-	10,650
Period 7	719	-	265	35	-	2,641	-	7,320
Period 8	-	-	265	35	-	-	-	300
Period 9	-	-	115	35	-	-	-	150
Period 10								
Period 11								
Per 9 Change	-	-	(150)	-	-	-	-	(150)

Weighted Opportunities

Period 2	-	-	-	-	-	-	-	-
Period 3	-	-	-	-	-	-	-	-
Period 4	-	-	-	-	-	(2,784)	-	(5,568)
Period 5	-	-	-	-	-	(2,743)	-	(5,486)
Period 6	-	-	-	-	-	(2,616)	-	(5,232)
Period 7	-	-	-	-	-	(3,650)	-	(7,300)
Period 8	-	-	-	-	-	-	-	-
Period 9	-	-	-	-	-	-	-	-
Period 10								
Period 11								
Per 9 Change	-	-	-	-	-	-	-	-

A Chart Showing the Monthly Forecast Trends with the Minimum and Maximum Potential Outturn Positions



GENERAL FUND REVENUE FORECASTS AND SAVINGS TRENDS

GENERAL FUND SAVINGS TRACKER

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

Period 8

Red	820	5,059	226	-	200	-	6,305
Amber	871	1,220	120	-	50	-	2,261
Green	386	863	296	5	-	-	1,550
Blue	1,023	77	-	-	-	4,128	5,228
Total	3,100	7,219	642	5	250	4,128	15,344

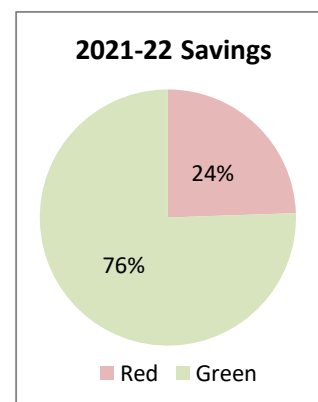
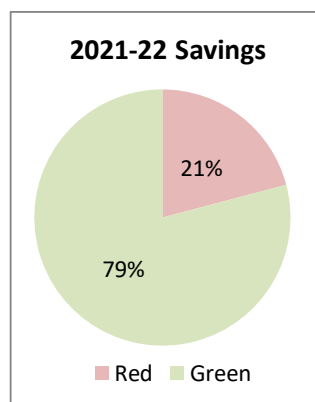
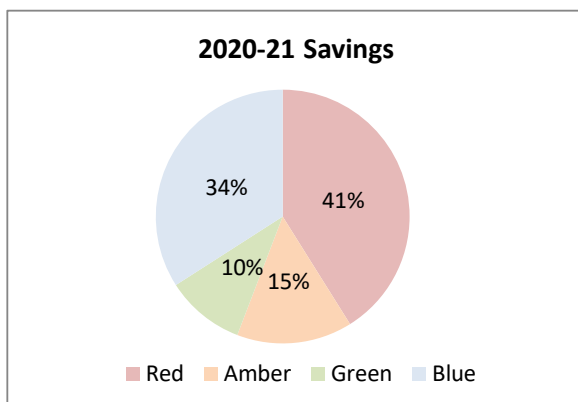
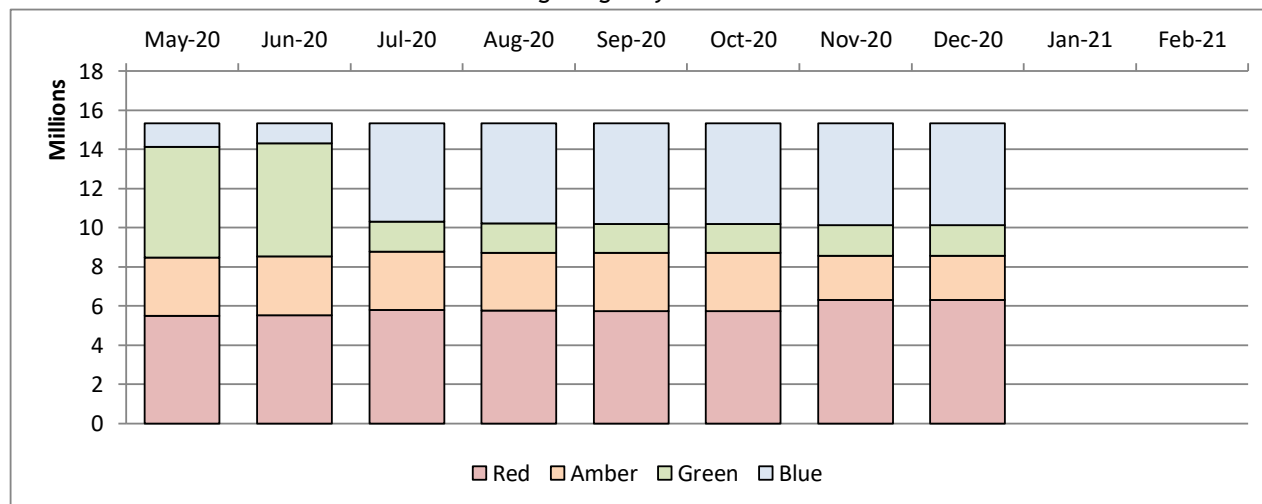
Period 9

Red	820	5,059	226	-	200	-	6,305
Amber	871	1,220	120	-	50	-	2,261
Green	386	863	296	5	-	-	1,550
Blue	1,023	77	-	-	-	4,128	5,228
Total	3,100	7,219	642	5	250	4,128	15,344

Period 9 Change

Red	-	-	0	-	-	-	0
Amber	-	(0)	-	-	-	-	(0)
Green	-	(0)	-	-	-	-	(0)
Blue	-	0	-	-	-	-	0
Total	-	0	(0)	-	-	-	-

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



Housing Revenue Account [HRA] - Period 9

Revenue Forecast

	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Approved Budget £'000	Forecast Outturn £'000	Full Year Variance £'000
<u>Objective Analysis</u>						
Responsive Repairs	2,468	1,389	(1,079)	3,290	2,820	(470)
Planned Maintenance	1,550	824	(726)	2,066	1,676	(390)
Major Works	10,486	6,839	(3,647)	13,981	10,208	(3,773)
Managing Tenancies	1,058	800	(257)	1,410	1,410	-
Management, Policy & Support	3,998	4,143	145	5,331	5,331	-
PFI	5,429	5,133	(295)	7,238	7,038	(200)
Rent Collection	1,022	921	(102)	1,363	1,363	-
Building Cleaning, Energy & other	2,215	2,491	276	2,953	2,953	-
Capital Financing	3,975	3,600	(375)	5,300	5,200	(100)
HRA Income	(30,815)	(30,513)	303	(41,087)	(41,287)	(200)
Movement to/(from) Reserve	(1,384)	-	1,384	(1,845)	3,288	5,133
NET TOTAL COST	-	(4,373)	(4,373)	-	-	-

Subjective Analysis

Employee Costs	2,935	2,620	(315)	3,915	3,915	0
Premises Costs	13,768	10,687	(3,081)	20,895	16,262	(4,633)
Transport-Related Costs	25	3	(22)	33	33	-
Supplies and Services	681	402	(280)	909	909	-
Contracted Costs	5,466	5,140	(326)	7,291	7,091	(200)
Transfer Payments	9,760	7,349	(2,411)	13,018	13,018	(0)
TOTAL EXPENDITURE	32,635	26,201	(6,434)	46,061	41,228	(4,833)
Fees & Charges	(2,548)	-	2,548	(3,399)	(3,399)	(0)
Traded Services Income	(27,090)	(27,532)	(442)	(38,665)	(33,832)	4,833
Grants & Contributions	(2,997)	(3,042)	(45)	(3,997)	(3,997)	-
TOTAL INCOME	(32,635)	(30,574)	2,061	(46,061)	(41,228)	4,833
NET TOTAL COST	-	(4,373)	(4,373)	-	-	0

Scheme Name	2020/21 Original Budget (£,000's)	2020/21 Revised Budget (£,000's)	2020/21 Forecast Spend (£,000's)	2020/21 Forecast Variance (£,000's)
General Fund Capital Programme				
Delivery Fund	4,069	5,550	4,552	(998)
Loan To RTL (Bus replacement programme)	5,000	6,349	700	(5,649)
Oracle Capital Works - financed through reduced rental	100	71	71	-
Purchase of Commercial Property	80,000	-	-	-
Corp Total	89,169	11,970	5,323	(6,647)
e-Marketplace & Equipment Renewal Portal Software	170	170	77	(93)
Mobile Working and Smart Device	150	150	150	-
Replacement of Community Re-ablement Software	85	85	85	-
Social Care Premises	1,000	1,117	668	(449)
DACHS Total	1,405	1,522	980	(542)
Additional School Places - Contingency	500	500	258	(242)
Avenue Expansion	9	92	120	28
Asset Management			280	280
Blessed Hugh Faringdon - Asperger Unit 30 place expansion (SEN)		(15)	-	15
Civitas- Synthetic Sports Pitch	319	329	212	(117)
Cranbury College at JMA	819	894	894	-
Crescent Road Playing Field Improvements	314	314	2	(312)
Critical Reactive Contingency: Health and safety (Schools)	727	757	727	(30)
Green Park Primary School	-	876	876	-
Heating and Electrical Programme - Manor Pry Power	154	154	10	(144)
Heating and Electrical Renewal Programme	929	1,254	1,124	(130)
Initial Viability work for the Free School at Richfield Avenue	160	209	80	(129)
Katesgrove Primary Trooper Potts Building	6,981	6,983	106	(6,877)
Meadway Early Years Building Renovation	100	238	238	0
New ESFA funded schools - Phoenix College	6,300	6,377	1,563	(4,814)
New ESFA funded schools - St Michaels Primary Schools Expansion Programme - 2013-2017	101	177	608	431
Schools - Fire Risk Assessed remedial Works	490	525	-	(525)
Thameside SEN Expansion	203	396	402	6
The Heights Permanent Site Mitigation	-	66	66	-
The Heights Temporary School	918	1,346	1,346	(0)
	-	53	-	(53)

Scheme Name	2020/21 Original Budget (£,000's)	2020/21 Revised Budget (£,000's)	2020/21 Forecast Spend (£,000's)	2020/21 Forecast Variance (£,000's)
DCEEHS Total	19,024	21,526	8,912	(12,613)
Abbey Quarter	457	447	250	(197)
Accommodation Review - Phase 2A & B	-	133	33	(100)
Accommodation Review - Phase 2C (19 Bennet Road)	1,824	2,528	2,528	(0)
Additional Storage Capacity at Mortuary	15	15	15	-
Air Quality Monitoring	33	33	18	(15)
Bridges and Carriageways	1,669	1,095	2,233	1,138
Car Park Investment Programme	226	452	452	-
Car Parking - P&D, Red Routes, Equipment	200	174	174	-
Cattle Market Car Park	503	523	523	-
CCTV	-	50	50	-
Central Library - Reconfiguration/Refurbishment Feasibility		50	50	-
Central Pool Regeneration	-	587	587	0
Chestnut Walk Improvements	40	55	35	(20)
Christchurch Meadows Paddling Pool	35	35	35	-
CIL Local Funds - Community	52	52	52	-
CIL Local Funds - Heritage and Culture	115	115	115	-
CIL Local Funds - Leisure and Play	338	446	446	-
CIL Local Funds - Transport	435	435	435	-
CIL Local Funds -Neighbourhood Allocation	238	477	477	-
Corporate Office Essential Works	50	50	50	-
Dee Park Regeneration - Housing	6,000	6,000	100	(5,900)
Infrastructure Fund (school)				
Defra Air Quality Grant - Bus Retrofit	388	388	238	(150)
Defra Air Quality Grant - Go Electric	54	52	35	(17)
Reading				
Development of facilities at Prospect Park/Play	550	550	550	-
Disabled Facilities Grants (Private Sector)	1,055	1,055	1,055	-
Eastern Area Access Works	100	200	200	-
Electric Vehicle Charging Points	200	200	200	-
Food Waste and Smaller Bins	1,489	1,489	1,300	(189)
Foster Carer Extensions	100	100	70	(30)
Green Park Station	11,500	13,674	12,282	(1,392)
Grounds Maintenance Workshop Equipment	50	26	26	(0)
Invest in Corporate buildings/Health & safety works	1,768	1,092	1,092	-
Invest to save energy savings - Street lighting	258	258	700	442
Leisure Procurement	5,662	5,707	950	(4,757)
Local Traffic Management and Road Safety Schemes	359	375	375	-

Scheme Name	2020/21 Original Budget (£,000's)	2020/21 Revised Budget (£,000's)	2020/21 Forecast Spend (£,000's)	2020/21 Forecast Variance (£,000's)
LTP Development	200	399	399	0
NCN Route 422	-	219	219	(0)
New Kit/Vehicles for Commercial Services Dvlpt	122	122	122	-
Oxford Rd Community Centre	-	147	-	(147)
Oxford Road Corridor Works	318	322	322	-
Playground equipment and Refreshment: Boroughwide	494	481	337	(144)
Private Sector Renewals	300	300	240	(60)
Pumping Station Upgrade Scheme (new) re3 extending range of recyclables	250	250	250	-
Reading Football Club Social Inclusion Unit to SRLC	86	94	10	(84)
Reading Town Centre Design Framework	1,496	1,496	-	(1,496)
	-	86	43	(43)
Reading West Station	3,400	3,539	1,500	(2,039)
Renewable Energy	500	500	-	(500)
Replacement Vehicles	176	897	-	(897)
Rogue Landlord Enforcement	-	75	75	-
S106 individual schemes list	284	334	334	-
Salix Decarbonisation Fund	600	600	384	(216)
Small Leisure Schemes	237	258	258	(0)
Smart City Cluster project and C-ITS	227	227	227	-
South Reading MRT (Phases 1 & 2)	-	362	362	0
South Reading MRT (Phases 3 & 4)	2,536	6,954	6,954	(0)
South Reading MRT (Phases 5 & 6)	1,000	1,000	250	(750)
The Keep	-	94	-	(94)
Town Centre Improvements	450	450	320	(130)
Town Centre Street Trading Infrastructure	40	34	34	-
Town Hall Equipment	205	205	-	(205)
Traffic Management Schools	295	390	390	-
Tree Planting	50	30	30	-
Western Area Access Works	-	128	128	-
Highway Infrastructure Works	3,000	3,000	1,500	(1,500)
Harden Public Open Spaces to Prevent Incursion	35	55	51	(4)
Salix Re-Circulation Fund	588	440	288	(152)
Sun Street - Final Phase	145	182	190	8
DEGNS Total	52,797	62,588	42,948	(19,640)
Customer Digital Experience	750	750	400	(350)
Universal Digital Systems	1,005	1,614	815	(799)
Future ICT Operating Model	5,429	5,081	5,964	883
ICT Infrastructure (Invest to save)	667	445	-	(445)
Re-Procurement / Reimplementation of Finance System	100	100	-	(100)
Cemeteries and Crematorium	100	94	60	(34)
Cremator	-	-	350	350
DoR Total	8,051	8,084	7,589	(495)

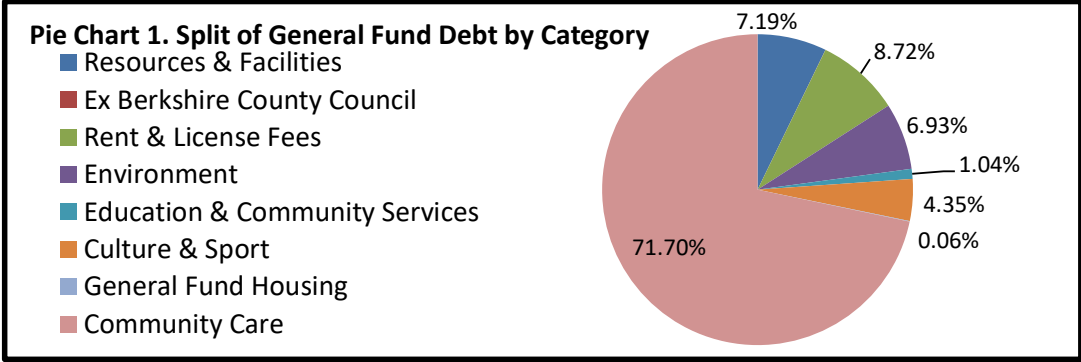
Scheme Name	2020/21 Original Budget (£,000's)	2020/21 Revised Budget (£,000's)	2020/21 Forecast Spend (£,000's)	2020/21 Forecast Variance (£,000's)
Grand Total	170,446	105,691	65,753	(39,938)

HRA Capital Programme

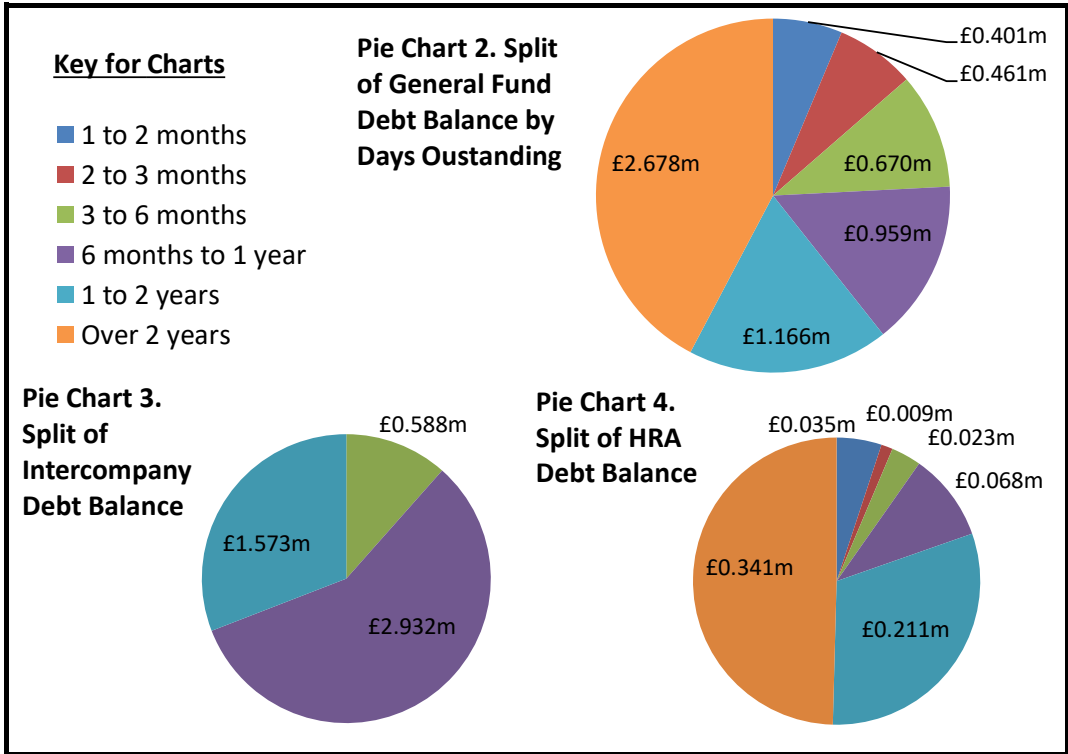
Major Repairs	11,066	11,650	7,470	(4,180)
Hexham Road	950	1,350	1,178	(172)
Disabled Facilities Grants	500	423	527	104
Fire Safety Works	977	971	1,033	62
New Build & Acquisitions - Phase 1	214	213	213	-
New Build & Acquisitions - Phase 2	12,205	12,869	4,774	(8,095)
New Build & Acquisitions - Phase 3	8,381	8,245	2,776	(5,469)
New Build & Acquisitions - (Ex General Fund)	77	71	70	(1)
Housing Mngt System	604	715	327	(388)
Grand Total	34,974	36,507	18,368	(18,138)

Debt Performance - End of December 2020

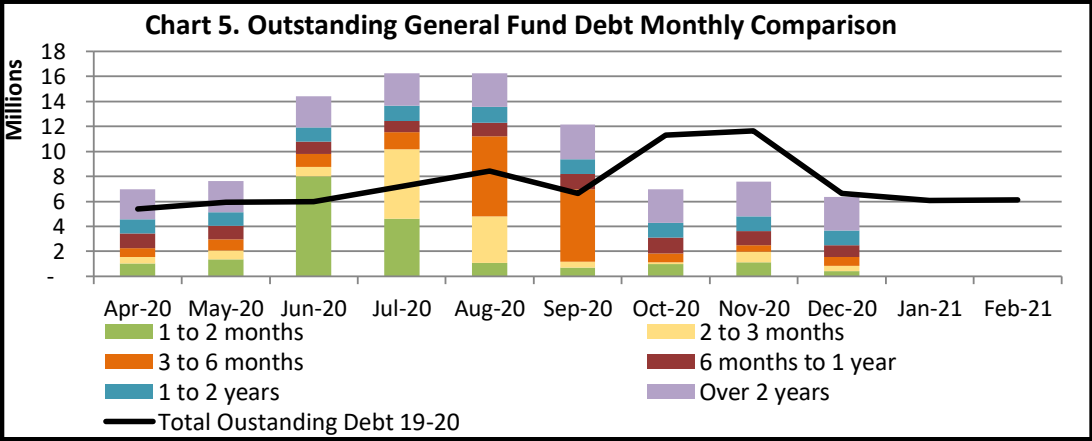
The pie chart below shows the sundry debt as at the end of Period 9 (in excess of 30 days old) to total £6.336m compared to £7.568m at the end of Period 8.



Note: Community Care includes Adult Client debt and invoices relating to NHS/CCG.
 As of Period 9, debt totalling £419k has been secured against properties, however there is no guarantee that 100% of this is recovered upon sale of the property.
 Education Services includes the majority of Schools service level agreement invoices.



Debt over 6 months old has decreased by £0.266m to £4.803m since the end of Period 8.
 Chasing these outstanding debts is being prioritised.



Agency and Staffing - End of December

Agency contracts with the council as at the end of Period 9.

Number of agency workers by directorate

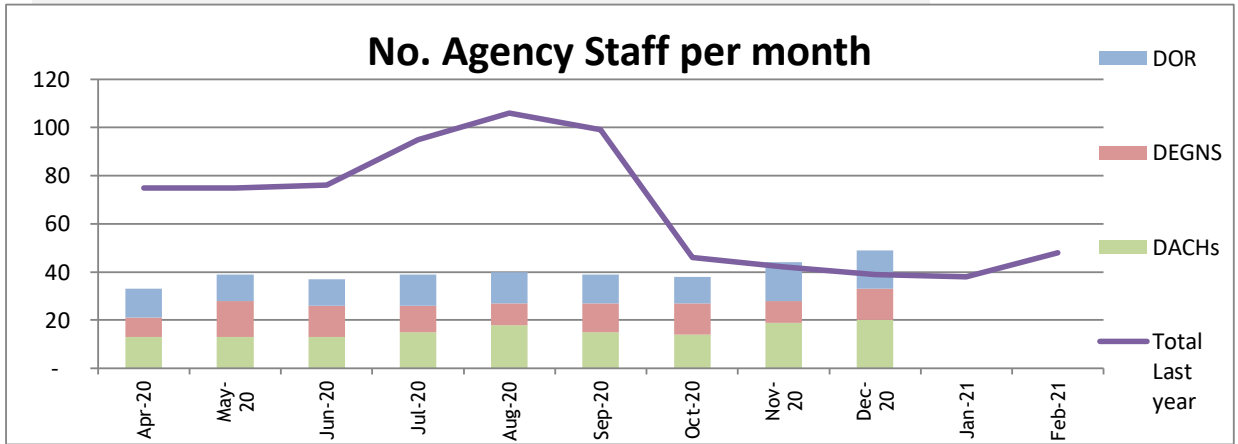
Directorate	Number of Agency Staff Period 9	Number of Agency Staff Period 8
DACHs	20	19
DEGNS	13	9
DOR	16	16
Total	49	44

Agency staff by post name (top 5)

Post name	No.
Social Worker	10
Occupational Therapist	5
Driver/Sweeper	4
Track & Trace Operative	3
Childcare Solicitor	3

Agency spend by directorate per quarter (£000s)

Directorate	2019-20 (£000s)				2020-21 (£000s)			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DACHs	344	394	410	437	356	344	323	
DEGNS	312	403	391	364	271	300	279	
DOR	314	447	231	233	230	315	232	
Total	969	1,244	1,032	1,034	857	959	834	



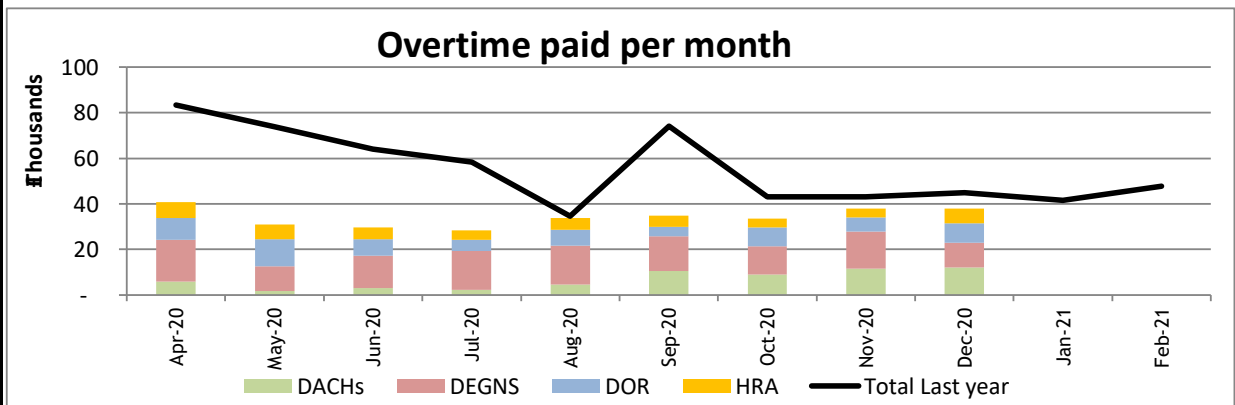
Redundancies within 2020-2021

Directorate	Redundancies Costs	No. of Redundancies
DACHs	£ 50,706	2
DEGNS	£ 8,542	2
DOR	£ 94,222	2
HRA	£ -	0
Total	£ 153,469	6

Overtime paid by directorate 2020-21

Directorate	December 2020 Only	Actual to Date 2020-21
DACHs	£ 12,056	£ 60,908
DEGNS	£ 10,813	£ 131,931
DOR	£ 8,492	£ 67,707
HRA	£ 6,464	£ 47,126
Total	£ 37,825	£ 307,672

Redundancy expenditure will either be funded through the capitalisation directive if the redundancy relates to transformation or through use of the redundancy revenue reserve. Currently 1 redundancy charge has been reflected in the Period 9 monitoring.

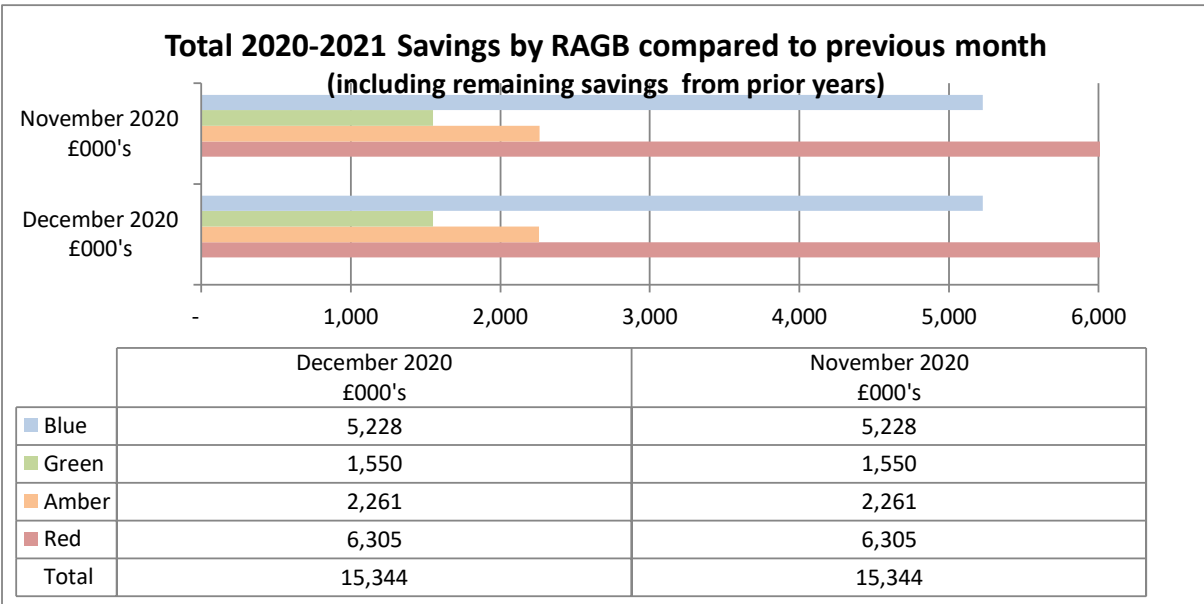


Savings 2020-2021 - End of December 2020

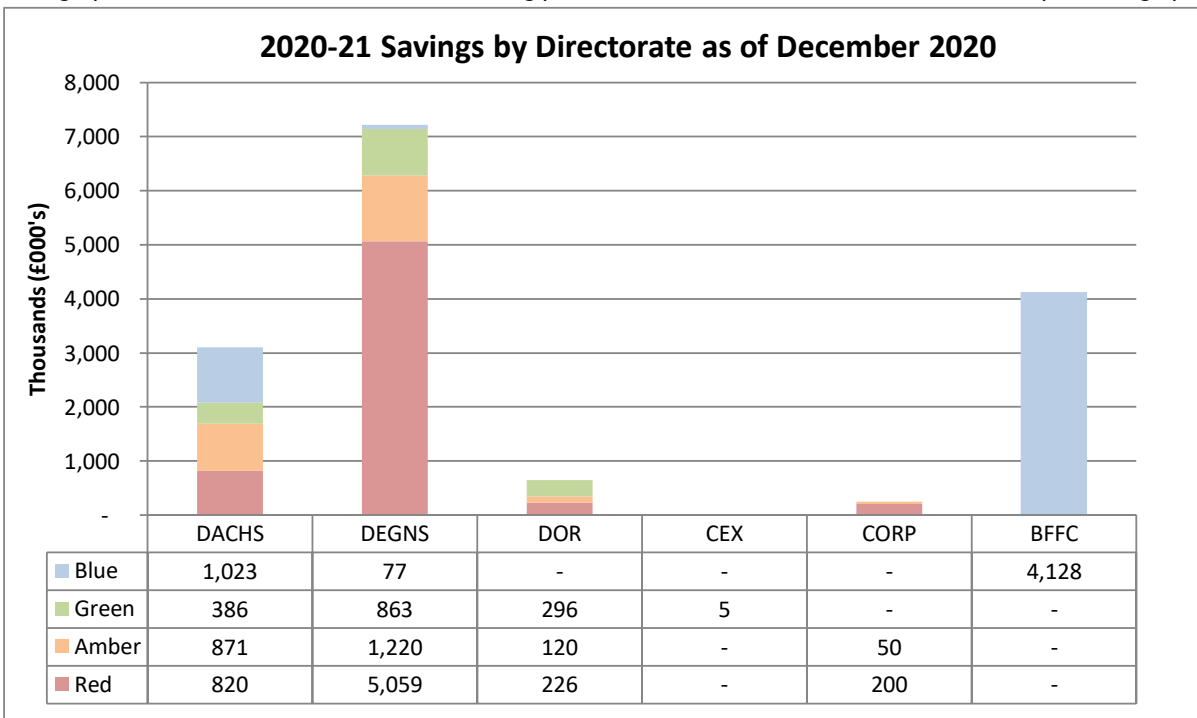
Savings

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

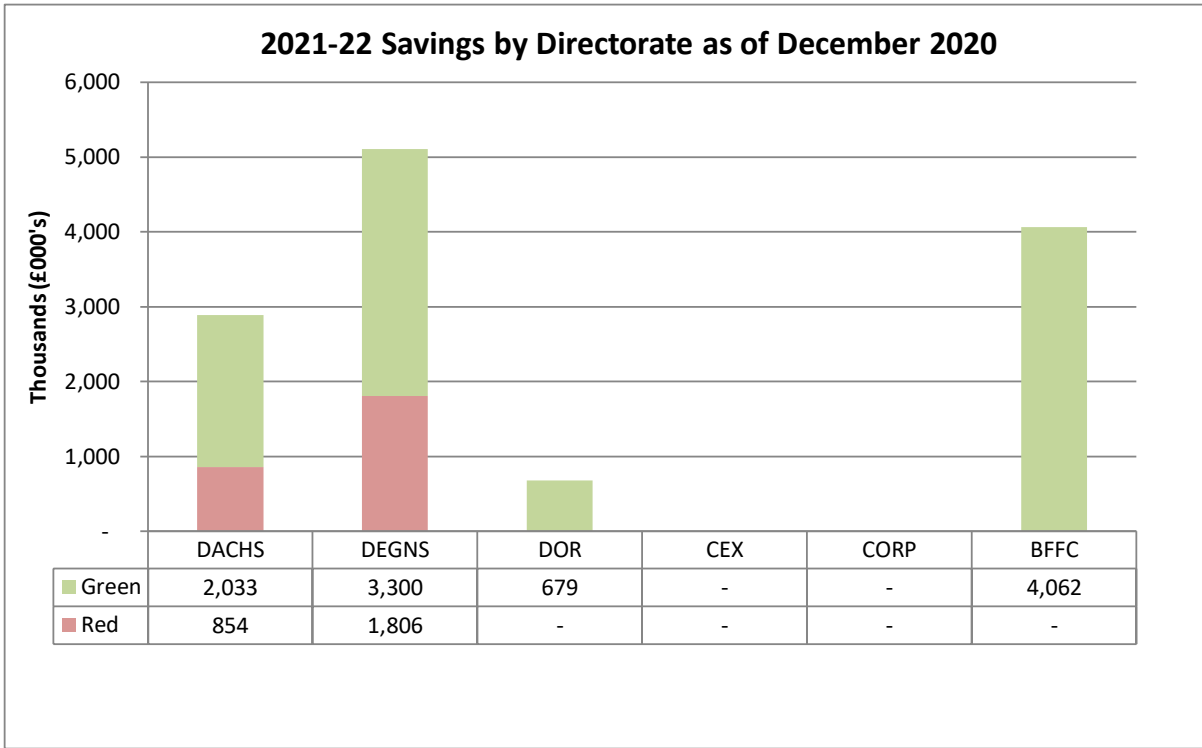
The below graphs shows the outstanding 2020-21 and prior year savings programme. This totals £15.344m for the overall council.



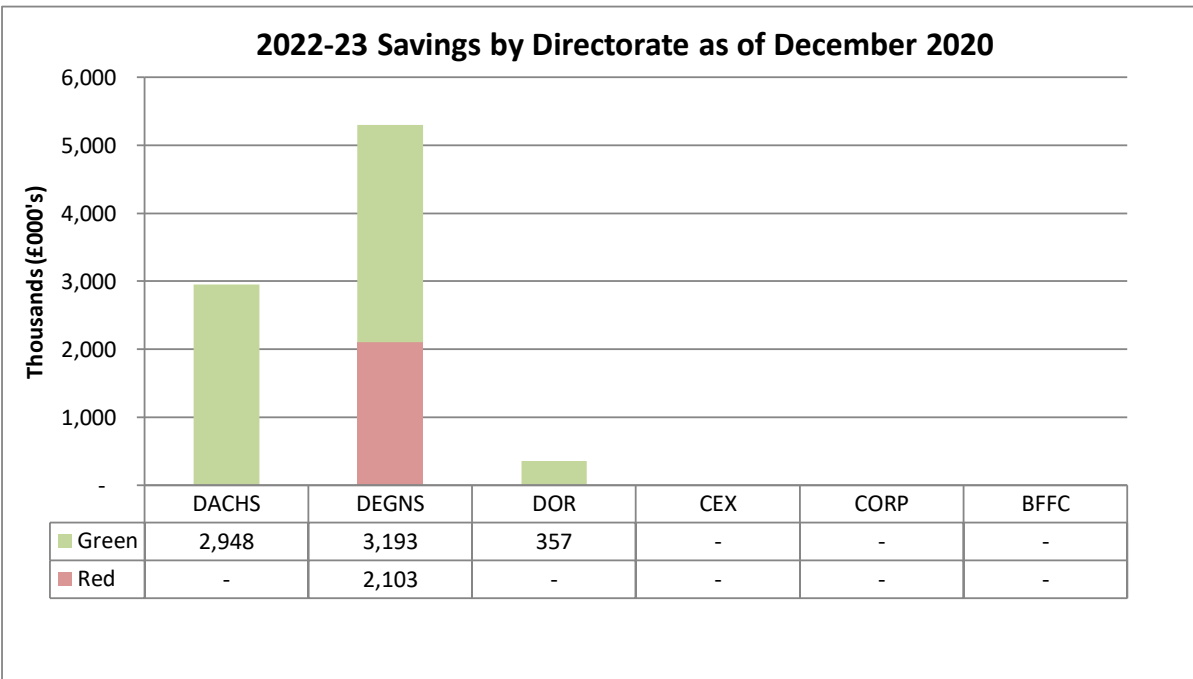
The graph below shows the 2020-21 RAGB rating per directorate as at December 2020 and the percentage per area.



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

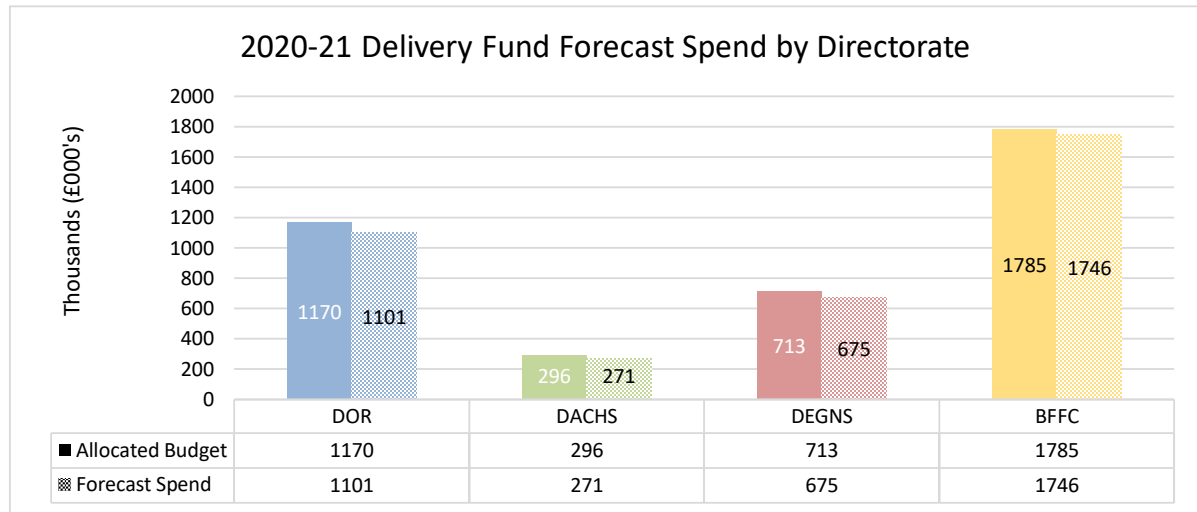


The graph below shows the 2022-23 RAGB rating per directorate as at and the percentage per area.

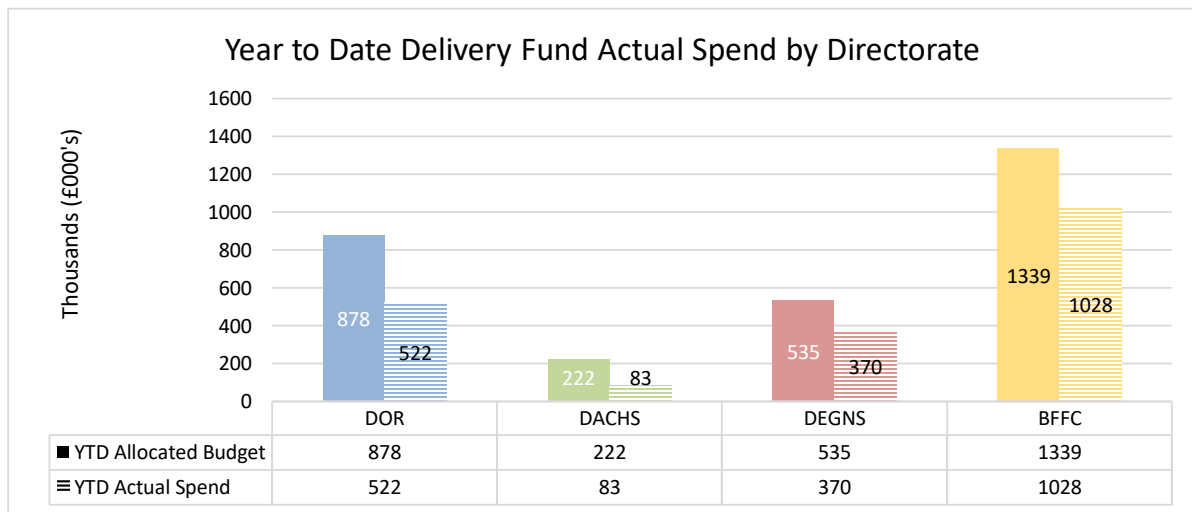


Delivery Fund 2020-2021 - End of December 2020

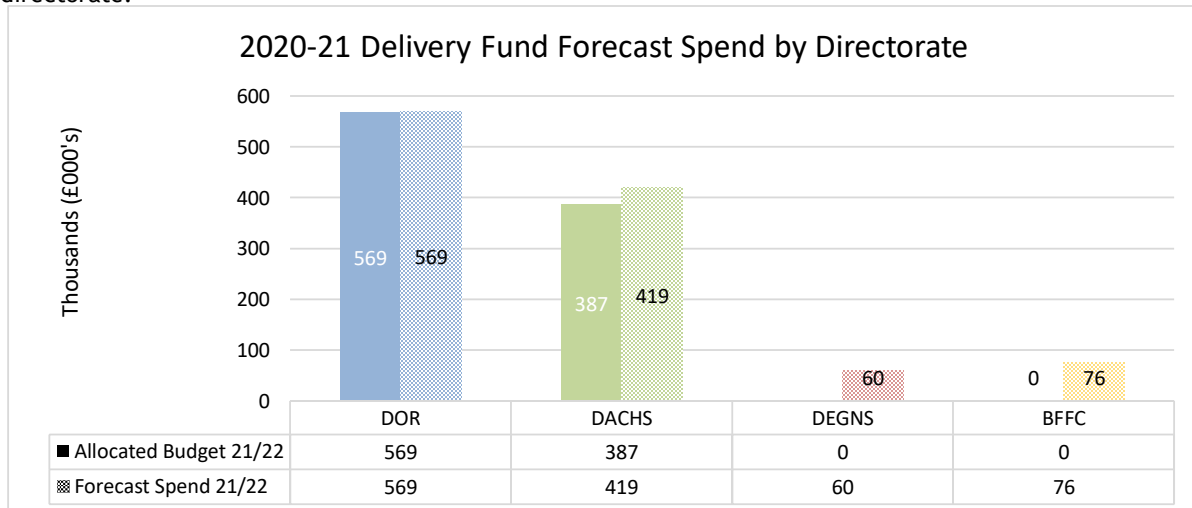
There are currently 46 approved Delivery Fund schemes being monitored across DACHS, DEGNS, DOR and BFFC. The graph below shows the current 2020-21 forecast spend compared to the budget of the Delivery Fund per directorate.



The graph below shows the 2020-21 Year to Date actual spend compared to the Year to Date budget of the Delivery Fund per directorate as of December 2020.



The graph below shows the current 2021-22 forecast spend compared to the budget of the Delivery Fund per directorate.



List of Savings within 2020-21

Savings

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

SAVINGS PROPOSAL	Current Year Savings (£000s)				
Directorate of Economic Growth & Neighbourhood Services	RED	AMBER	GREEN	BLUE	TOTAL
Strategic Transportation Savings	14	0	0	11	25
Smart Cities - communications saving	70	0	0	0	70
Review of Enforcement Contracts	0	0	50	0	50
Car park management processes through IT improvements and staff reductions	0	50	0	0	50
Bus Services Act - reduction in RBC requirement	0	0	0	15	15
Increased revenue from on-street Pay and Display	390	0	0	0	390
Increased income from Parking Enforcement	220	0	0	0	220
Increased provision of Red Routes	50	0	0	0	50
Extend Residents Parking permit areas	100	0	100	0	200
Increase to park permit charges	24	0	29	0	53
Review Public Car Park provision borough wide	200	0	0	0	200
Increase off street parking charges	300	0	0	0	300
Electric Vehicle Charging	3	0	0	0	3
Increase in fees and charges	0	0	0	2	2
Mandatory HMO Licensing	115	0	0	0	115
Discretionary HMO Licensing	65	0	0	0	65
Increase in charges for pre-planning application and planning fees	25	0	0	0	25
Proposed Fee Income Reading Festival	25	0	0	0	25
Reforecast income Licensing income budget	25	0	0	0	25
Increase in fees and charges	16	0	0	0	16
Reduction in professional specialist, management, enforcement and administrative resources; an increase to pre-planning application fees by 10%.	120	0	0	0	120
Town Centre Street Trading - New Pitches	30	0	0	0	30
Charge for pre-application for planning	25	0	0	0	25
Reduce expenditure on homelessness B&B and temporary accommodation	0	0	0	200	200
Reducing use of nightly paid emergency accommodation including B&B	0	0	0	(200)	(200)
Housing Property Services - income generation to General Fund	0	0	60	0	60
Housing Building Maintenance Income	0	31	0	0	31

SAVINGS PROPOSAL	Current Year Savings (£000s)				
	RED	AMBER	GREEN	BLUE	TOTAL
Directorate of Economic Growth & Neighbourhood Services					
Homelessness Prevention Grant	0	0	212	0	212
Increase in fees and charges	0	0	3	0	3
Contribution from Public Health Grant	0	100	0	0	100
Additional Fees & Charges from Schools	0	110	0	0	110
Theatre Fees and Charges	50	0	0	0	50
Increase in fees and charges	26	0	0	0	26
Reduce costs in Library Services	0	0	0	49	49
Town Hall and Museum Additional income	100	0	0	0	100
Increase in Savings - Waste Operations	138	0	56	0	194
Food Waste and Smaller Bins	86	0	86	0	171
New kit and vehicles for commercial services development	0	0	21	0	21
Fundamental Service review of Highways	0	50	0	0	50
Increase in trading through Reading Commercial Services	0	50	0	0	50
Increase income on green waste due to additional uptake in years 1-3 and fee increase in years 2-3	0	0	103	0	103
Commercialisation Direct Services	133	108	20	0	261
Gross up budget for capital cost on recycling bins	19	0	0	0	19
Increase in fees and charges	0	0	4	0	4
Explore creation of coordinated enforcement operation across Regulatory & Transportation services	21	0	8	0	29
Review of Neighbourhood and Streetcare Services fees and charges and enforcement activity.	35	34	0	0	69
Additional income from advertising	25	0	0	0	25
Introduce a 24 hours a day, 7 days a week charge for all Town Centre Pay & Display (P&D)	25	0	0	0	25
Parks & Open Spaces Invest to Save	0	0	65	0	65
Review and increase all allotment rental charges and review plot sizes.	0	0	26	0	26
Savings arising from the closure of Darwin Close, Hamilton Centre and more efficient use of Bennet Road	150	80	0	0	230
Increase income From Commercial Property Acquisitions	0	469	0	0	469
Review of Rents on Garages and Shops	25	0	0	0	25
Gross up budget for capital cost on commercial property	2,340	0	0	0	2,340
Increase in fees and charges	0	0	20	0	20
Review and Restructure of Cleaning Services	0	125	0	0	125
Reductions on Training Budget	0	13	0	0	13
Digitisation Saving	69	0	0	0	69
Directorate of Economic Growth & Neighbourhood Services	5,059	1,220	863	77	7,219

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

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

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

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

	RED	AMBER	GREEN	BLUE	TOTAL
TOTAL of Savings with Red rated elements within 2020-2021	6,305	2,261	1,550	5,228	15,344