

READING BOROUGH COUNCIL
2022/23 BUDGET BOOK



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1. Introduction to the 2020/21 Budget Book

The 2022/23 budget for Reading Borough Council was agreed by Council on 23rd February 2022 and forms part of the Council's Medium Term Financial Strategy which currently goes up to 2024/25.

Reading is a unitary authority and accounts for its expenditure in three categories:

- **General Fund Revenue Account** - this includes day to day spending on all services. It is funded by the council tax payer, government grant and other sources of income;
- **Housing Revenue Account (HRA)** - this is a ring-fenced budget for expenditure on the Council's Housing stock and is funded by council tenants' rents.
- **Capital** - this is the expenditure incurred to make improvements to the Council's assets or for the purchase or creation of new assets. The Council has two capital programmes, one for the General Fund and one for the Housing Revenue Account. Capital is funded by grants, contributions from developers, capital receipts (the sale of capital assets), revenue and prudential borrowing.

For 2022/23, the Council has a net revenue budget of £150.0m, a General Fund Capital Programme of £92.1m, Housing Revenue Account budget of £46.0m and HRA Capital Programme of £33.9m.

The General Fund Revenue budget comprises expenditure on the Council's three directorates: Adult Care and Health Services, Economic Growth and Neighbourhood Services and Resources, children's services which are provided by Brighter Futures for Children (BFfC), a Local Authority Company wholly owned by Reading Borough Council as well as corporate budgets.

Medium Term Financial Strategy 2022/23 to 2024/25

The underpinning rationale of the Council's Medium Term Financial Strategy is to deliver a balanced and affordable budget that ensures the Council's finances are sustainable over the medium and longer term and not reliant on the unsustainable use of one-off reserves or funding and that general and earmarked reserves are bolstered to meet future funding challenges and risk. The Strategy is informed by the Council's Vision: "to ensure that Reading realises its potential - and that everyone who lives and works in Reading can share in the benefits of its success", as well as its Corporate Plan themes:

- Healthy Environment;
- Thriving Communities; and
- Inclusive Economy.

The MTFS 2023 - 2025 provides for a balanced budget in 2022/23 including a small contribution to reserves, but further work is required to close the gap of approximately £5.8m in subsequent years.

This will require significant service transformation to drive increased efficiency savings and income generation in order that service reductions can be minimised. In particular it assumes:

- a) Council Tax increases of 2.99% (including a 1.0% social care precept) for all years of the MTFS 2022/23 - 2024/25.
- b) £19.9m of efficiencies and increased income across the period, notwithstanding the need to close the £5.8m gap;
- c) A contingency provision over the three years (£3.6m 2022/23; £4.8m 2023/24; and £6.3m 2024/25) to mitigate possible slippage or non-achievement of higher risk savings and/or income targets over the period;
- d) General Fund capital investment of £171.5m over the period 2022/23 to 2024/25;
- e) £5.7m of transformation funding (over the period 2022/23 to 2024/25) to support delivery of efficiency savings assumed within the MTFS.

General Fund Revenue Budget

This budget includes all day to day expenditure on services except for those funded by the Housing Revenue Account. The Medium Term Financial Plan set by the Council is summarised in the table below:

Summary of General Fund Budget 2022/23 to 2024/25

Directorate/Service	Approved Budget 2022/23 £'000	Proposed Budget 2023/24 £'000	Proposed Budget 2024/25 £'000
Adult Social Care and Health Services	43,027	43,886	44,614
Economic Growth & Neighbourhood Services	18,654	17,080	18,316
Resources	17,063	17,216	17,613
Chief Executive	1,528	1,567	1,606
Children's Services	49,032	48,589	48,146
Capital Financing Costs	16,824	19,857	20,997
Contingency	3,627	4,848	6,348
Other Corporate Budgets	(460)	767	2,071
Movement to / (from) Reserves	695	0	0
Net Budget Requirement	149,990	153,810	159,711
Financed By:			
Council Tax Income	(104,403)	(109,045)	(114,005)
NNDR Local Share	(26,510)	(31,802)	(32,540)
New Homes Bonus	(2,038)	(1,099)	(1,099)
Section 31 Grant	(12,580)	0	0
Revenue Support Grant	(2,108)	(2,311)	(2,364)
Other Government Grants	(2,404)	(2,404)	(2,404)
One-off Collection Fund (Surplus)/Deficit	3,219	1,883	0
One-off Collection Fund (Surplus)/Deficit - Business Rates (Covid Reliefs)	16,762	0	0
Section 31 Grants Released from Reserves	(18,148)	0	0
Business Rates Re-Distribution	0	(1,430)	(1,471)
Release from Collection Fund Smoothing Reserve	(1,780)	(1,883)	0
Total Funding	(149,990)	(148,091)	(153,883)
Over/(Under) Budget	0	5,719	5,828

Housing Revenue Account (HRA)

The Housing Revenue Account (HRA) is a ring-fenced account which deals with all day to day expenditure associated with the housing stock in the ownership of the Council. The main income is housing rents, and all expenditure related to council housing (such as dealing with lettings; managing, maintaining and repairing the stock; collecting rent) is charged to this account. The HRA budget must avoid a deficit on reserves over the 30-year HRA Business Plan.

The Council retains its own Housing stock of circa 7,000 properties (1,300 managed under a PFI contract), including over 300 sheltered housing units and an Extra Care Housing Scheme. The Service comprises housing allocations; housing management services to tenants; housing support services; and income recovery and debt advisory services working in partnership to offer personal budgeting support, assistance into employment and access to other services as required. The Service additionally provides housing management and income recovery services to the Adult Social Care residential property portfolio and to properties held by Homes for Reading, a wholly owned company of the Council. A year round Greener, Warmer, Safer Homes scheme under the 'Winterwatch' brand tackling fuel poverty and home safety in vulnerable households is funded through the HRA and public health.

For 2020/21 the Housing Revenue Account budget is £46.0m.

Summary of Housing Revenue Account (HRA) Budget 2022/23 to 2024/25

	Approved Budget 2022/23 £'000	Proposed Budget 2023/24 £'000	Proposed Budget 2024/25 £'000
Expenditure	46,033	47,313	49,488
Income	(43,950)	(45,885)	(47,477)
Net (Surplus) / Deficit	2,083	1,428	2,011
Opening HRA Balances	(45,575)	(43,492)	(42,064)
Net (Surplus) / Deficit	2,083	1,428	2,011
Closing HRA Balances	(43,492)	(42,064)	(40,053)

Capital Programme

Capital is money the Council spends on improving its assets. This can include purchasing new assets, such as land and buildings, but also refurbishing and improving existing ones. Capital expenditure is funded through capital income sources such as grants, borrowing, capital receipts and S106 or Community Infrastructure Levy money.

The Capital Programme is the authority's plan of capital expenditure and investment for future years, including details on the funding of the schemes. The Capital Programme 2022/23 - 2024/25 was approved as part of the Council's Medium Term Financial Strategy (MTFS) in February 2022.

Summary of Capital Expenditure and Financing 2022/23 to 2024/25

	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
General Fund	92.073	56.102	23.323
HRA	35.442	53.881	50.935
Total	127.515	109.983	74.258
Funded By:			
Capital Receipts	(3.041)	(3.426)	(3.544)
Capital Grants & Other Contributions	(45.119)	(30.108)	(19.520)
Capital Reserves (HRA)	(16.790)	(15.696)	(13.162)
Revenue Contributions	(0.600)	0.000	0.000
Net Borrowing Requirement	61.965	60.753	38.032

Highlights of the Capital Programme 2022/23 - 2024/25 are:

- £53m on the school estate including Re-provisioning at Phoenix College and replacing Ranikhet School
- £38m on the delivery of new fit-for-purpose leisure facilities across all four of the Council's leisure centres including the re-provisioning of the Rivermead site to BREEAM excellence
- £51m on the re-provisioning of social care facilities supported by both the HRA and the General Fund.
- £28m Investment in the Council's local highways infrastructure (including Bridges) addressing feedback from the residents' survey
- £12m on the provisioning of Green Park station and Reading West Station
- £13m on South Reading MRT (All Phases) [*there are additional resources in future years*]
- £6m on schemes to help reduce Reading's carbon footprint

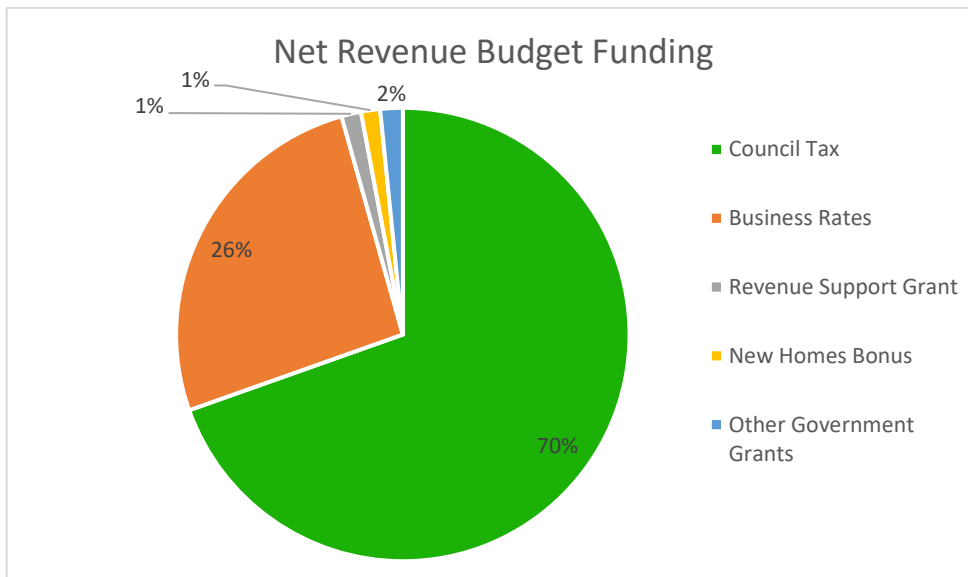
- £21m on retro-fitting carbon reduction measures to Council dwellings.
- Vehicle replacement totalling £7m over the three-year planning period to ensure the Council's fleet assists in reducing CO2 emissions.
- Investment in the Council's IT systems and software to support service efficiency and channel-shift in how customers transact with the Council.

2. General Fund Revenue Budget

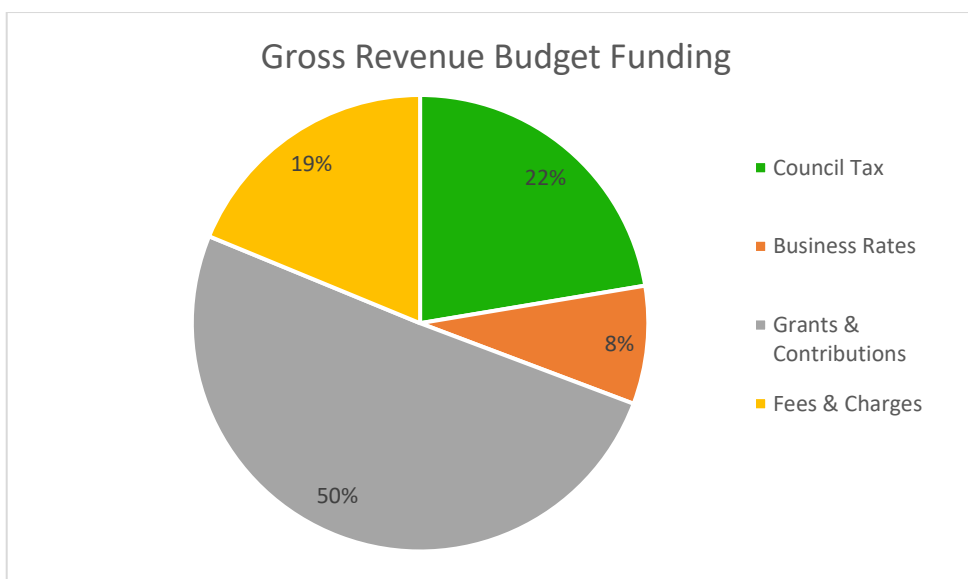
2.1. How the General Fund Budget is Funded

The General Fund Revenue budget is funded through government grants, a proportion of the Business Rates income that is collected, charges to users of services and Council Tax.

The chart below shows the net funding for the General Fund revenue budget of £150.0m, as set out in table on page 4.



In addition to the core funding above, there are other service specific grants and fees and charges income which fund the gross budget. The chart below shows how the gross General Fund Revenue Budget for Reading Borough Council for 2022/23 is financed:



Council Tax

The Council approved a 2.99% increase in Council Tax for 2022/23, including a 1.0% social care precept. The Council Tax base has been calculated as 57,059.55 Band D equivalent properties.

Reading's share of Council Tax for a Band D property is £1,829.72 compared to the 2021/22 figure of £1,776.60; an increase of £53.12 or approximately £1.02 per week. The largest number of properties in any one band is for a Band C property which makes up 40% of the total properties in the Borough.

Reading also collects Council Tax precepts on behalf of Thames Valley Police and Royal Berkshire Fire and Rescue Service. The total amount chargeable by band is set out in the table below:

Council Tax Band	Proportion of Properties	Reading Borough Council	Thames Valley Police	Royal Berkshire Fire & Rescue Service	Total
		£	£	£	£
A	10.2%	1,219.81	160.85	49.30	1,429.96
B	19.6%	1,423.12	187.66	57.52	1,668.30
C	40.1%	1,626.42	214.47	65.73	1,906.62
D	15.3%	1,829.72	241.28	73.95	2,144.95
E	7.7%	2,236.32	294.90	90.38	2,621.60
F	4.5%	2,642.93	348.52	106.82	3,098.27
F	2.5%	3,049.53	402.13	123.25	3,574.91
H	0.1%	3,659.44	482.56	147.90	4,289.90

Business Rates (Non-domestic rates)

Business rates in England, or non-domestic rates, are a property tax on the occupation of non-domestic property. Business rates are charged on most non-domestic properties, such as:

- shops
- offices
- pubs
- warehouses
- factories
- holiday rental homes or guest houses

The Government are currently reviewing the way the Business Rates system works across the country.

Grants

Most grants are made to fund a specific project or are ring-fenced, where the money can only be used for the purposes specified in the grant conditions and grants usually require some level of compliance and reporting. There are corporate grants such as New Homes Bonus which is to incentivise housing growth in the local area. There are also service specific grants such as the Public Health Grant which must be spent on improving the health of individuals living or working in the Borough.

Fees and Charges

The Council reviewed and agreed the 2022/23 Fees and Charges schedule as part of the Budget Report in February 2022. The full list can be found on the Council's website; Appendix 9, 2022/23 Budget Report.

[Budget Report Appendices.pdf](#)

2.2. Adult Care and Health Services

Service Summary

Adult Social Care provides adopts a strengths-based approach for working with people and offers information advice and support for all adults in Reading to ensure that they are able to live independent, healthy and fulfilling lives in their communities. This includes older people, people with physical disabilities or learning disabilities and those with mental health needs. We also support people caring for someone with their own care and support needs.

Currently more than 1,600 people are supported on a weekly basis. These people have been assessed and have eligible support needs and require a formal care package (residential, nursing, supported living or homecare). There are a range of other service such as equipment, adaptations and technology in the home which we divert people too that can help people to remain independent. Individuals that receive a service are encouraged to take up a Direct Payment which ensures that the services that they need are personalised and the person remains in control of their support.

The ongoing impact of Covid on service users and system partners is being managed as part of business as usual in the service. However, the levels of acuity and the associated recovery time for service users is having an impact on the level of service required and the cost of packages. This is being monitored across all system partners to ensure services are in place to meet needs.

In light of the new Assurance Process for Adult Social Care coming into force in April 2023 led by the Care Quality Commission the service will need to focus during this financial year on ensuring we are prepared for future inspection. Furthermore announcements in relation to Social Care Reform require the service to undertake analysis of the potential impacts for Reading and ensure systems are fit for purpose to adopt the revised statutory requirements.

Executive Director: Seona Douglas
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Directorate of Adult Care and Health Services

Service Area	FTE	2022/23 Budget £'000
Commissioning and Improvement	24.8	1,067
Adult Social Care Operations	255.8	40,545
Public Health Service	7.0	(507)
Preventative Services	5.4	629
Directorate Other	37.3	1,293
Net Budget	330.3	43,027

Subjective Analysis	2022/23 Budget £'000
Employee Costs	13,977
Premises Costs	278
Transport Related Costs	62
Supplies and Services	7,588
Contract Costs	49,229
Transfer Payments	833
Total Expenditure	71,967
Fees & Charges	(325)
Grants	(19,800)
Other Income	(8,815)
Total Income	(28,940)
Net Budget	43,027

Commissioning and Improvement

The Adult Social Care Commissioning team are responsible for ensuring the Council arranges care provision that meets the needs of service users, is of a high-quality standard and ensures value for money. This involves working with providers to maintain and further develop a sustainable market place for service users to access care packages which could include care at home, care in accommodation-based services e.g. residential care and day opportunities.

The team work throughout the year on key procurements and contract monitoring to ensure services are in place. This ensures the Council receives value for money, the rates Providers are paid are sustainable and we work in partnership to develop innovative and creative solutions for our service users. The team undertakes robust Contract Monitoring both on a proactive and reactive basis thus ensuring Providers are provided with appropriate and proportionate support to avoid Provider failure and any actions set out in a clear framework. The team also ensure that all contracts in place across Adult Social Care represent value for money for the Council and delivers a good service to its users.

Key work in this financial year will focus on supporting recovery from Covid in the market place and setting out a new Market position Statement outlining our commissioning priorities. In addition, work in relation to the Social care Reform in particular calculating a fair cost of care for Residential & Nursing and Home Care services will be critical.

Assistant Director: Melissa Wise

Email: Melissa.Wise@reading.gov.uk

Commissioning and Improvement

Service Area	FTE	2022/23 Budget £'000
Commissioning Team	12.8	792
Personal Budget Support Team	12.0	275
Net Budget	24.8	1,067

Subjective Analysis	2022/23 Budget £'000
Employee Costs	1,178
Premises Costs	1
Transport Related Costs	1
Supplies and Services	3
Contract Costs	0
Transfer Payments	0
Total Expenditure	1,183
Fees & Charges	0
Grants	(107)
Other Income	(10)
Total Income	(117)
Net Budget	1,067

Adult Social Care Operations

There are a number of teams involved with the delivery of Adult Social Care across the Service Area Operations. Each work closely together to ensure a seamless experience for an individual who may find themselves requiring support.

Operations

Information and Advice services are provided through initial contact into the Advice and Wellbeing Hub. This team of Social workers, Care Co-Ordinators and Occupational Therapists will look to find a resolution for the presenting. The service is underpinned by the Conversation Counts model of working which takes on the following concepts:

1. The initial conversation will be strength based with a focus on abilities and opportunities available to the individual making contact
2. The second stage will look at assessing levels of risk to the individual and possible contingencies.
3. The 3rd stage involves greater depth of planning and looking at long term outcomes. This brings about a focus on 'what a good life looks like' for the individual and the personal and community based assets and support required to maintain this.

The hospital team deals with all adults who may require Care Act 2014 eligible support to enable a safe discharge or support immediately after discharge.

If people do require an ongoing service, then they will have a more intensive assessment and support planning experience via the appropriate long term team which could be Locality Team (which support vulnerable adults, Preparing for Adulthood Team or the Mental Health Team. These teams will also work within a strength based approach way but due to the complexity of issues the individual or family may present with, workers in these teams may need to spend more time working with these people in order to reach a stable conclusion.

Provider Side

This service covers a range of Provider services, these include Charles Core Court, Strathy Close, Maples Day Services, Focus House and the Shared Lives Services. All these service are supporting service users on a day to day level and will aim to work to excellent services.

ASC also offers short-term inputs such as Community Reablement, which supports residents at home to enable to build the skills to living independently or reduce the support they require, carers assessments or one off pieces of equipment will also be offered through this area of service.

Assistant Director: Sunny Mehmi

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Assistant Director: Joanne Lappin

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Adult Social Care Operations

Service Area	FTE	2022/23 Budget £'000
Mental Health Support	10.3	2,945
Learning Disability Support	37.9	19,512
Group Homes & Properties	0.0	(272)
Adult Social Care Activities	112.0	1,911
ASC Safeguarding	13.6	470
Memory and Cognition Support	0.0	2,699
Physical Support	82.0	13,279
Net Budget	255.8	40,545

Subjective Analysis	2022/23 Budget £'000
Employee Costs	10,315
Premises Costs	260
Transport Related Costs	58
Supplies and Services	1,408
Contract Costs	46,858
Transfer Payments	(463)
Total Expenditure	58,437
Fees & Charges	(325)
Grants	(8,770)
Other Income	(8,797)
Total Income	(17,892)
Net Budget	40,545

Public Health

The public health grant is a ring-fenced grant to be used to improve health and wellbeing in the borough and reduce health inequalities. It is used to fund services such as Health Visiting and the School Nursing service, Sexual Health services, Drugs and Alcohol Treatments services, and services to promote healthy lifestyles such as smoking cessation and weight management. The grant also supports public health activities undertaken across the Council where there are clear links to health- for example local Leisure services.

Interim Consultant in Public Health: Becky Pollard

Email: Becky.Pollard@reading.gov.uk

Public Health Service

Service Area	FTE	2022/23 Budget £'000
Public Health Team Costs	7.0	(507)
Net Budget	<u>7.0</u>	<u>(507)</u>

Subjective Analysis	2022/23 Budget £'000
Employee Costs	322
Premises Costs	8
Transport Related Costs	1
Supplies and Services	4,914
Contract Costs	2,147
Transfer Payments	2,265
Total Expenditure	<u>9,658</u>
Fees & Charges	0
Grants	(10,157)
Other Income	(8)
Total Income	<u>(10,165)</u>
Net Budget	<u>(507)</u>

Preventative Services

This budget aims to delay or prevent people from requiring a social care package by promoting independence and social inclusion within the local community. The budget supports the commissioning and payment of grants to voluntary sector organisations, the costs of the team that organises these services, and services such as Advocacy and Carers grants are also paid from here.

Deputy Director: Melissa Wise

Email: Melissa.Wise@reading.gov.uk

Preventative Services

Service Area	FTE	2022/23 Budget £'000
ASC Voluntary Grants		487
Support to Carers		75
Service Development	3.4	8
Advocacy		56
Compass Recovery College	2.0	4
Net Budget	5.4	629

Subjective Analysis	2022/23 Budget £'000
Employee Costs	296
Premises Costs	9
Transport Related Costs	0
Supplies and Services	1,228
Contract Costs	224
Transfer Payments	(716)
Total Expenditure	1,041
Fees & Charges	0
Grants	(412)
Other Income	0
Total Income	(412)
Net Budget	629

Directorate Other

The Senior Management Team's costs as well as the Business Support function are funded from this budget. The Transformation Team is funded from within the Adult Social Care budget reflecting our ongoing commitment to continuously develop and adapt the service to ensure it is sustainable and fit for the future. This team currently support the delivery of the Directorates savings programme which exceeds £4.5million over the next three years. The Performance Team provide the business intelligence to support the smooth running of the Directorate. The Team complete statutory returns which in turn enables benchmarking across other authorities to provide an accurate picture of overall performance.

Executive Director: Seona Douglas

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Directorate Other

Service Area	FTE	2022/23 Budget £'000
Business Support	19.4	362
ASC Senior Management Team	4.0	381
Transformation	5.9	314
ASC Performance & Data Team	6.0	224
Better Care Fund	2.0	11
Net Budget	37.3	1,293

Subjective Analysis	2022/23 Budget £'000
Employee Costs	1,866
Premises Costs	0
Transport Related Costs	1
Supplies and Services	35
Contract Costs	0
Transfer Payments	(253)
Total Expenditure	1,648
Fees & Charges	0
Grants	(355)
Other Income	0
Total Income	(355)
Net Budget	1,293

2.3. Economic Growth and Neighbourhood Services

The Directorate plays a fundamental role in shaping the sustainable development of Reading's economy, neighbourhoods and environment through its place-making role. In doing so it directs the bulk of the Council's capital investment programme and deploys the full range of the Council's assets to meet the needs of Reading's diverse communities, whilst working in partnership with other statutory bodies, businesses, developers and the voluntary and community sector to secure positive outcomes for the borough.

The Directorate plays a strategic role in setting Reading's spatial planning, economic, social and environmental policy frameworks, and responding to over-arching challenges like the climate emergency, whilst also delivering high profile front-line services in key community and commercial areas. These include transport, highways and parking; waste reduction, collection and disposal; community safety, housing and homelessness; parks, greenspace and the public realm; libraries, leisure centres and the arts; planning, regulatory and corporate property services.

The services provided by the Directorate contribute directly to the council's vision as set out in the Corporate Plan which is to help Reading realise its potential and to ensure that everyone who lives and works here can share the benefits of its success, through delivering against the three themes - a Healthy Environment, Thriving Communities and Inclusive Economy

Executive Director: Frances Martin
Email: Frances.Martin@reading.gov.uk

Economic Growth and Neighbourhood Services

Service Area	FTE	2022/23 Budget £'000
Transportation	49.3	328
Planning and Regulatory Services	109.9	2,350
Housing & Communities	181.3	1,304
Culture	147.4	3,729
Environmental & Commercial Services	254.5	14,123
Property & Asset Management	96.5	(4,087)
Management & Sustainability	11.5	907
Net Budget	850.4	18,654

Subjective Analysis	2022/23 Budget £'000
Employee Costs	38,404
Premises Costs	13,837
Transport Related Costs	2,243
Supplies and Services	26,366
Contract Costs	10,121
Transfer Payments	328
Total Expenditure	91,298
Fees & Charges	(20,953)
Grants	(9,631)
Other Income	(42,060)
Total Income	(72,644)
Net Budget	18,654

Transportation

Strategic Transport is a combination of a number of functions including Transport Planning, Transport Development Control and Concessionary fares

Network and Parking service is made up of Civil Enforcement, Off-Street and On-Street car Parking and Bus Lane Enforcement income. The back-office function supporting the contracted Civil Enforcement service sits in the Customer Fulfilment function within Department of Resources.

Assistant Director: James Crosbie

Email: James.Crosbie@reading.gov.uk

Transportation

Service Area	FTE	2022/23 Budget £'000
Strategic Transportation	15.2	7,061
Network & Parking Services	34.1	(6,733)
Net Budget	49.3	328

Subjective Analysis	2022/23 Budget £'000
Employee Costs	2,033
Premises Costs	1,146
Transport Related Costs	1,518
Supplies and Services	5,766
Contract Costs	2,349
Transfer Payments	0
Total Expenditure	12,812
Fees & Charges	(547)
Grants	(193)
Other Income	(11,745)
Total Income	(12,484)
Net Budget	328

Planning and Regulatory Services

The purpose of the service is to secure sustainable development through the Local Plan and supporting documents which supports the positive management of development through the planning application process. The service also includes specialist areas related to heritage, landscape, trees, biodiversity and enforcement. Building Control seeks to ensure that buildings remain safe and accessible and built to suitable standards.

The Public Protection delivers a wide range of regulatory functions which includes supporting and regulating businesses in relation to licensing, food safety, fair trading, food standards, product safety and health and safety. The Service regulates private sector housing, including the licensing of Houses in Multiple Occupation and Empty Homes as well as protecting the environment against statutory nuisances, pollution, improve air quality, protect animal welfare and regulate land to prevent rats. Public Protection also delivers the Berkshire wide coroner's Service.

Deputy Director: James Crosbie
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Planning and Regulatory Services

Service Area	FTE	2022/23 Budget £'000
Regulatory Services	68.2	1,928
Planning Services	31.7	310
Building Control	10.0	113
Net Budget	109.9	2,350

Subjective Analysis	2022/23 Budget £'000
Employee Costs	5,688
Premises Costs	158
Transport Related Costs	12
Supplies and Services	1,171
Contract Costs	158
Transfer Payments	(38)
Total Expenditure	7,149
Fees & Charges	(211)
Grants	(1,347)
Other Income	(3,241)
Total Income	(4,799)
Net Budget	2,350

Housing and Communities

The Housing and Communities Service is focused on the provision of good quality sustainable affordable homes in attractive, safe and connected neighbourhoods.

The service has a key role as the largest social landlord in Reading (The Housing Revenue Account) and provides a range of services for tenants including rent collection, debt advice, support services as well as planned and cyclical repairs to Council homes many of which include low carbon improvements.

The service also has a key focus on thriving communities through the prevention of homelessness, breaking the cycle of rough sleeping, supporting vulnerable people to access support and maintain their independence, reducing inequality, building resilience in communities tackling anti-social behaviour and keeping communities safe. Much of this is achieved by working with partners at a local level.

Improving access to good quality accommodation in the private sector is an important part of the work of the service as well as working with landlords to improve standards.

Building new affordable sustainable homes is a priority for the service as well as maximising the supply of affordable housing in the town from other housing providers to meet housing need.

Assistant Director: Zelda Wolfle
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Housing & Communities

Service Area	FTE	2022/23 Budget £'000
Direct Labour Organisation	122.7	(1,070)
Community Safety & Enablement	23.5	621
Housing General Fund	35.0	1,753
Net Budget	181.3	1,304

Subjective Analysis	2022/23 Budget £'000
Employee Costs	9,260
Premises Costs	6,191
Transport Related Costs	194
Supplies and Services	5,077
Contract Costs	3,018
Transfer Payments	(153)
Total Expenditure	23,587
Fees & Charges	(12,975)
Grants	(2,123)
Other Income	(7,185)
Total Income	(22,283)
Net Budget	1,304

Culture

The Culture service is focussed on facilitating and delivering a sense of place through culture and using cultural activities to bring about positive changes to Reading as well as enhancing people's lives through skills training, physical activity, and cultural participation.

Reading's library service operates across the town from a network of 7 local libraries. Online learning and eBook/magazine resources are a key and growing part of the offer, and every branch offers free public WI-FI and access to desktop computers, supporting social inclusion. Reading Museum is an Arts Council National Portfolio Organisation in partnership with the Museum of English Rural Life. The service brings together the cultural placemaking activities including the Abbey Ruins, Abbey Gateway, public art, and High Street Heritage Action Zones.

The leisure team are focused on increasing levels of physical activity. They deliver the play service, which uses play to provide educational support for children at risk of exclusion in schools, facilitate sports, events and filming in parks and open spaces. The team manage the leisure contract with GLL who operate the borough's leisure centres including overseeing the delivery of two new leisure centres and improvements to the remaining centres.

Reading Arts and Venues offer a wide-ranging programme of events and performances across at the Hexagon Theatre, South Street Arts Centre, and Reading Town Hall.

New Directions College is the Adult and Community Learning Service for Reading, based at in South Reading. It engages adults in education and provide the skills and learning they need to progress into, or within, work; or equip them for an apprenticeship, further education or to help build their confidence and/or enhance their wellbeing.

Berkshire Record Office is run by Reading Borough Council on behalf of all the Berkshire unitaries and provides the County archive service as well as a Modern Records function.

The service works with a range of partners including public health, Brighter Futures for Children, and the cultural sector to support wider corporate objectives.

Assistant Director: Donna Pentelow
Email: Donna.Pentelow@reading.gov.uk

Culture Service

Service Area	FTE	2022/23 Budget £'000
Libraries	24.4	964
Leisure & Recreation	20.9	1,131
Arts & Theatre	25.2	273
Town Hall and Museum	29.7	989
Archives	17.3	234
New Directions/Adult Education	29.9	139
Net Budget	147.4	3,729

Subjective Analysis	2022/23 Budget £'000
Employee Costs	6,051
Premises Costs	1,714
Transport Related Costs	30
Supplies and Services	2,866
Contract Costs	1,709
Transfer Payments	(100)
Total Expenditure	12,269
Fees & Charges	0
Grants	(2,608)
Other Income	(5,932)
Total Income	(8,540)
Net Budget	3,729

Environmental and Commercial Services

Highways Maintenance & Traffic Services deliver a range of statutory services on the public highway that includes Highway maintenance, Network Management, potholes repairs, street furniture, drainage, road marking, street lighting, bridge maintenance and road & footway resurfacing programmes, in accordance with the Highway Infrastructure: Code of Practice. The service also carries out extensive commercial works including small highway road improvements, car parks, vehicle crossings and other schemes for a range of Council and private clients.

Neighbourhood Service covers a broad range of statutory, discretionary and commercial services including Streetscene (Parks & Open Spaces & Cleansing) Waste Operations, Fleet Management and the Neighbourhood Support teams. The services provided include highways grass cutting and tree management, domestic and commercial waste and recycling collections, bin deliveries, bulky waste collections, environmental enforcement as well as sports field, allotments, mooring and children's playground management. The Parks and Open Spaces team manage all parks and open spaces in the Borough including design and installation of environmental improvements and tree planting. The service also provides a year-round Cleansing Service including road sweeping, litter removal, fly-tipping and graffiti removal. Also supports and helps progress the Council's Neighbourhood agenda by promoting schemes such as RAYS (Reading Adopt Your Street) and collaborating with colleagues in the Anti-social Behaviour and Neighbourhood Initiatives team. The Fleet Management team oversee the Council's vehicle fleet ensuring compliance with the relevant legislation and operating a safe, efficient and green fleet.

The Waste Disposal Service is a joint partnership Private Finance Initiative contract which commenced in 2006 with an end date of 2031. The Partnership is with Bracknell Borough Council and Wokingham Borough.

The Housing Maintenance and Repair team provide a planned and reactive building maintenance and repair service for RBC housing stock, a reactive service for Wokingham Borough Council and a repair service for other social landlords in Reading.

Assistant Director: Andy Edwards

Email: Andrew.Edwards@reading.gov.uk

Environmental & Commercial Services

Service Area	FTE	2022/23 Budget £'000
Neighbourhood Services	143.4	3,668
Streetcare Services	105.1	2,784
RE3 Waste Disposal	4.0	8,005
Business Development	2.0	(334)
Net Budget	254.5	14,123

Subjective Analysis	2022/23 Budget £'000
Employee Costs	9,438
Premises Costs	2,228
Transport Related Costs	26
Supplies and Services	9,983
Contract Costs	1,239
Transfer Payments	406
Total Expenditure	23,320
Fees & Charges	(2,835)
Grants	(1,096)
Other Income	(5,266)
Total Income	(9,197)
Net Budget	14,123

Property & Asset Management

The service seeks to ensure that our buildings are safe, suitable and fit for purpose. That the Council's property holdings are appropriate, represent value for money and, where disposed of, generate the best value (capital receipt). The service includes Building Cleaning, Security Management, Post & Print Room Services, Lettings of community space, Planned Preventative Maintenance, Reactive Repairs, Statutory Compliance of Buildings as well as general day to day management of RBC operational corporate buildings. It also leads the stock condition survey works, ensuring properties are maintained to a good standard.

The Service seeks to undertake a range of corporate property management functions, commercial and residential property valuations, provide a property management service and manage a range of estate management case work. It plays a key role in delivering financial targets set in the MTFS through disposal of surplus assets. It also seeks to acquire Commercial Investments to help generate income for the council.

The service oversees the delivery of school capital and revenue projects including the delivery of new schools, extensions to existing schools and condition and compliance work. The team act in partnership with the Department for Education where direct delivery is adopted by the Department.

Assistant Director: Charan Dhillon
Email: Charan.Dhillon@reading.gov.uk

Property & Asset Management

Service Area	FTE	2022/23 Budget £'000
Assets Management	7.0	(5,703)
Facilities Management	68.5	581
Education Property Development	6.0	61
Property Services	13	937
Property Development	2.0	37
Net Budget	96.5	(4,087)

Subjective Analysis	2022/23 Budget £'000
Employee Costs	4,760
Premises Costs	2,399
Transport Related Costs	461
Supplies and Services	1,425
Contract Costs	1,648
Transfer Payments	126
Total Expenditure	10,819
Fees & Charges	(4,123)
Grants	(2,263)
Other Income	(8,519)
Total Income	(14,905)
Net Budget	(4,087)

Management & Sustainability

The Senior Management Team costs and training costs for the whole directorate are funded from this budget.

The service also oversees the delivery of the Council's approach to achieving a net zero, climate-resilient Borough and Council by 2030. The team supports the Reading Climate Change Partnership with delivery of the Reading Climate Emergency and leads on implementation of the Council's corporate Carbon Plan to reduce emissions and reduce energy costs.

Executive Director: Frances Martin
Email: Frances.Martin@reading.gov.uk

Management & Sustainability

Service Area	FTE	2022/23 Budget £'000
Sustainability	3.5	13
DEGNS Management & Overheads	8.0	893
Net Budget	11.5	907

Subjective Analysis	2022/23 Budget £'000
Employee Costs	1,174
Premises Costs	0
Transport Related Costs	3
Supplies and Services	80
Contract Costs	0
Transfer Payments	86
Total Expenditure	1,343
Fees & Charges	(263)
Grants	0
Other Income	(173)
Total Income	(436)
Net Budget	907

2.4. Resources

The Resources Directorate is largely made up of the Council's support services: Finance, IT and Digital, Human Resources and Organisational Development, Procurement, Communications and Legal and Democratic Services. The Directorate provides the infrastructure to facilitate both the delivery of the Council's frontline services and the democratic mandate of the Council. Additionally, the Directorate provides a number of the Council's front-line services, such as the Registrars & Crematorium and Cemetery's function, the Revenues and Benefits service, the Customer Fulfilment Teams and Kennet Day Nursery.

The services provided by the Directorate contribute directly to all three corporate priorities but with an emphasis on the Foundations element.

Deputy Chief Executive: Jackie Yates
Email: Jackie.Yates@reading.gov.uk

Directorate of Resources

Service Area	FTE	2022/23 Budget £'000
Customer Services & Corporate Improvement	110.5	2,513
Human Resources & Organisational Development	63.1	1,808
Procurement & Contracts	8.5	479
Finance	100.6	4,243
Legal & Democratic Services	114.9	2,459
IT & Digital	21.7	5,561
Net Budget	419.3	17,063

Subjective Analysis	2022/23 Budget £'000
Employee Costs	22,221
Premises Costs	360
Transport Related Costs	33
Supplies and Services	3,948
Contract Costs	5,511
Transfer Payments	1,172
Total Expenditure	33,245
Fees & Charges	(2,072)
Grants	(9,025)
Other Income	(5,085)
Total Income	(16,182)
Net Budget	17,063

Corporate Improvement and Customer Services (CICS)

The CICS service delivers customer service excellence through the front-line Customer Fulfilment Teams and the Registration and Bereavement Services. More widely it also supports the organisation through business change, focussing on digital transformation, data intelligence and performance reporting and business efficiency. As well as developing policy and insight for Social Inclusion, equalities and accessibility and managing the councils strategic relationship with the Voluntary and Community Sector. CICS includes the: Customer Fulfilment Team, Registration and Bereavement Services, Project and Programme Management Team, Data Intelligence and Policy Team, and Executive Support.

Assistant Director: Isabel Edgar-Briancon

Email: Isabel.EdgarBriancon@reading.gov.uk

Corporate Improvement & Customer Services

Service Area	FTE	2022/23 Budget £'000
Customer Digital Team	3.0	149
Customer Fulfillment Team	42.7	975
Data Intelligence & Policy	26.8	2,150
Directorate Support	10.0	271
Registration & Bereavement	28.0	(1,033)
Net Budget	110.5	2,513

Subjective Analysis	2022/23 Budget £'000
Employee Costs	4,844
Premises Costs	332
Transport Related Costs	4
Supplies and Services	1,117
Contract Costs	21
Transfer Payments	(395)
Total Expenditure	5,924
Fees & Charges	(497)
Grants	(269)
Other Income	(2,646)
Total Income	(3,411)
Net Budget	2,513

Human Resources and Organisational Development

HR and Organisational Development (OD) provides advice and support to ensure that the Council has the right people, in the right job, with the right skills and the right support. The service includes Resourcing and HR Systems, Payroll, OD and Learning, HR Advisory Services and Strategic HR and OD Business Partnering, Health, Safety and Risk Management, Emergency Planning and Kennet Day Nursery.

The service also provides support to all Reading Borough Council maintained schools, and to some academies and voluntary-aided schools within the borough, and to Brighter Futures for Children (BFfC), through service level agreements.

Assistant Director: Shella Smith

Email: Shella.Smith@reading.gov.uk

Resources

Human Resources & Organisational Development

Service Area	FTE	2022/23 Budget £'000
HR & Payroll	31.6	1,068
Health & Safety	4.0	207
Emergency Planning	1.0	63
Organisational Development	5.6	478
Kennet Day Nursery	20.9	(7)
Net Budget	63.1	1,808

Subjective Analysis	2022/23 Budget £'000
Employee Costs	3,040
Premises Costs	20
Transport Related Costs	2
Supplies and Services	335
Contract Costs	2
Transfer Payments	(35)
Total Expenditure	3,364
Fees & Charges	(377)
Grants	(376)
Other Income	(803)
Total Income	(1,556)
Net Budget	1,808

Procurement & Contracts

The Procurement Service advises and supports cross-Council on any procurement and contract management matters, ensuring compliance with relevant legislation and achievement of best overall value to the Council, including delivery of social value as far as is possible. Through a TEAM Reading approach, the service also supports savings delivery through a modern, best practice approach to procurement and contract lifecycle management.

Additionally, the Service manages the Council's contract with Brighter Futures for Children (BFfC), including the oversight of the Council's own delivery of service level agreements for support services to BFfC as well as supporting the supplier set up and administration within the Council Finance system .

Assistant Director: Kate Graefe

Email: Kate.Graefe@reading.gov.uk

Procurement & Contracts

Service Area	FTE	2022/23 Budget £'000
Procurement Services	8.5	479
Net Budget	8.5	479

Subjective Analysis	2022/23 Budget £'000
Employee Costs	606
Premises Costs	0
Transport Related Costs	0
Supplies and Services	6
Contract Costs	0
Transfer Payments	(100)
Total Expenditure	512
Fees & Charges	0
Grants	(33)
Other Income	0
Total Income	(33)
Net Budget	479

Finance

The Director of Finance holds the designation of Section 151 Officer in accordance with s151 of the Local Government Act 1972 which requires that “every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”.

The team consists of the Accounts Receivable and Accounts Payable functions; Treasury, Capital and Technical Accounting; Financial Systems; Financial Planning and Reporting, Finance Business Partners, Audit, Insurance and Corporate Investigations

The team provides the Council’s statutory accounting functions and supports service managers and budget holders in delivery of the Council’s Medium Term Financial Plan, ensuring appropriate support, oversight and reporting of all of the Council’s revenue and capital budgets.

The service also includes the Revenues and Benefits function which administers and collects Council Tax and Business Rates as well as supports members of the public who apply for Housing Benefit and other reliefs. The Service is responsible for collecting £252m in Council Tax and Business Rates as well as administering £8m of Council Tax Reduction Scheme and £67m of Housing benefit payments.

Director of Finance: Darren Carter
Email: Darren.Carter@reading.gov.uk

Resources

Finance

Service Area	FTE	2022/23 Budget £'000
Insurance	2.0	868
Audit & Investigations	10.6	557
Finance and Accountancy	48.8	2,515
Council Tax & NNDR Administration	39.2	303
Net Budget	100.6	4,243

Subjective Analysis	2022/23 Budget £'000
Employee Costs	5,150
Premises Costs	0
Transport Related Costs	7
Supplies and Services	551
Contract Costs	464
Transfer Payments	1,635
Total Expenditure	7,807
Fees & Charges	(949)
Grants	(1,414)
Other Income	(1,200)
Total Income	(3,563)
Net Budget	4,243

Legal and Democratic Services

Legal and Democratic Services perform a key role at the heart of the Council's constitutional and governance arrangements. The Service provides legal advice to the Council and its various bodies, ensuring integrity in the conduct of its business and providing a range of legal support services to other service areas.

It also provides essential support for the councillor decision-making process, ensuring it is streamlined and effective.

Assistant Director: Michael Graham

Email: Michael.Graham@reading.gov.uk

Resources

Legal & Democratic Services

Service Area	FTE	2022/23 Budget £'000
Legal Services	22.9	941
Joint Legal Team	66.9	(71)
Four Berkshire Project	3.0	74
Elections	5.1	441
Land Charges	0.0	(187)
Member Services	9.6	1,129
Customer Relations & Information Governance	7.4	132
Net Budget	114.9	2,459

Subjective Analysis	2022/23 Budget £'000
Employee Costs	7,099
Premises Costs	7
Transport Related Costs	18
Supplies and Services	1,324
Contract Costs	0
Transfer Payments	68
Total Expenditure	8,516
Fees & Charges	(150)
Grants	(5,473)
Other Income	(436)
Total Income	(6,058)
Net Budget	2,459

ICT & Digital Services

The service provides Information and Communication Technology and Digital services to the Council and Brighter Futures for Children in support both of day-to-day operations and the digital transformation of the organisation. Alongside the delivery of a capable, secure and well-performing ICT capability, the priorities of the service this year are:

- provide the platform for digital transformation;
- technological support to the delivery of the Customer Experience Strategy;

Chief Digital and Information Officer: Martin Chalmers

Email: Martin.Chalmers@reading.gov.uk

IT & Digital

Service Area	FTE	2022/23 Budget £'000
IT & Digital	21.7	5,561
Net Budget	21.7	5,561

Subjective Analysis	2022/23 Budget £'000
Employee Costs	1,483
Premises Costs	0
Transport Related Costs	1
Supplies and Services	614
Contract Costs	5,024
Transfer Payments	0
Total Expenditure	7,122
Fees & Charges	(100)
Grants	(1,461)
Other Income	0
Total Income	(1,561)
Net Budget	5,561

2.5 Chief Executive

The Chief Executive's Department covers the Chief Executive, the Corporate Management Team and the Communications & Events Team.

Chief Executive

Service Area	FTE	2022/23 Budget £'000
Chief Executive	5.2	878
Communications	11.0	650
Net Budget	16.2	1,528

Subjective Analysis	2022/23 Budget £'000
Employee Costs	1,464
Premises Costs	0
Transport Related Costs	19
Supplies and Services	129
Contract Costs	0
Transfer Payments	7
Total Expenditure	1,618
Fees & Charges	0
Grants	(55)
Other Income	(35)
Total Income	(90)
Net Budget	1,528

Chief Executive

The Chief Executive and Management Team is the staffing budget held for the Executive Management Team of Reading Borough Council

Chief Executive: Peter Sloman

Email: Peter.Sloman@reading.gov.uk

Chief Executive

Service Area	FTE	2022/23 Budget £'000
Corporate Management Team	5.2	878
Net Budget	5.2	878

Subjective Analysis	2022/23 Budget £'000
Employee Costs	866
Premises Costs	0
Transport Related Costs	0
Supplies and Services	12
Contract Costs	0
Transfer Payments	0
Total Expenditure	878
Fees & Charges	0
Grants	0
Other Income	0
Total Income	0
Net Budget	878

Communications

The Communications and Events team deliver communication activity in line with the Corporate Plan and the organisation's objectives and priorities.

The monthly communications activity is focused on the Corporate Plan priorities and the team produce and organise campaigns to promote the council services using a variety of communication tools including press releases, social media, and newsletter content. The team produce press releases for service areas as well as producing press statements in response to media enquiries. They arrange photo-calls as well as organising radio and TV interviews and arranging video content to promote service news.

The team are responsible for writing, producing and editing Your Reading, the Council's residents newsletter as well as the email newsletter that goes out to a large database of residents.

They are responsible for the Council's social media strategy and run the corporate accounts as well as providing advice to other service areas.

We are also responsible for staff engagement and provide updates to staff across the organisation.

The Events team run civic and corporate events for the town as well as ensure the Mayoral diary is kept up to date. The Lord Lieutenant function also sits within the comms team and they are responsible for organising events in liaison with The Royal Household.

Strategic Communications Manager: Louisa Dean
Email: Louisa.Dean@reading.gov.uk

Communications

Service Area	FTE	2022/23 Budget £'000
Communications	7.1	434
Mayor	0.5	60
Lord Lieutenant	1.4	13
Events & Engagement	2.0	143
Net Budget	11.0	650

Subjective Analysis	2022/23 Budget £'000
Employee Costs	598
Premises Costs	0
Transport Related Costs	19
Supplies and Services	117
Contract Costs	0
Transfer Payments	7
Total Expenditure	740
Fees & Charges	0
Grants	(55)
Other Income	(35)
Total Income	(90)
Net Budget	650

2.6 Children's Services

The majority of Children's Services are outsourced to Brighter Futures for Children a wholly owned company of Reading Borough Council.

There is a separate joint arrangement across all Berkshire councils in respect of adoption services.

Director of Children's Services: Deborah Glassbrook

Email: Deborah.Glassbrook@brighterfuturesforchildren.org

Children's Services

Service Area	FTE	2022/23 Budget £'000
Brighter Futures for Children		48,251
Retained by Council		781
Net Budget	0.0	49,032

Subjective Analysis	2022/23 Budget £'000
Employee Costs	0
Premises Costs	0
Transport Related Costs	0
Supplies and Services	0
Contract Costs	49,032
Transfer Payments	0
Total Expenditure	49,032
Fees & Charges	0
Grants	0
Other Income	0
Total Income	0
Net Budget	49,032

3. Housing Revenue Account Revenue Budget

The Housing Revenue Account (HRA) includes all the expenditure and income associated with the social housing stock in the ownership of the Council. The HRA is statutory “ring-fenced” account and separate from other activity. The main income is housing rents, and all expenditure related to council housing (such as dealing with lettings; managing, maintaining and repairing the stock; collecting rent) is charged to this account.

In April 2012 council housing finance moved from a National Subsidy system, where Reading contributed £6m+ a year to a ‘Self-financing’ regime where councils took on full responsibility for the long-term financial management of their own council housing. This means that the Council now keeps all its rental income and uses it to manage and maintain its housing stock. At the point of Self-financing, councils whose debt was lower than the assessed value of their stock borrowed to pay the difference to the government, Reading paid the Government £147m, which was financed by borrowing from the Public Works Loans Board (PWLB). The debt charges associated with this borrowing are paid for from the HRA.

Self-financing allows the Council to take a much longer-term planning approach - to ensure that all its housing stock continues to meet the ‘decent homes standard’ and to ensure the continued viability of the Housing Revenue Account. The Council prepares and keeps up to date a financial plan for the Housing operation over a 30-year period. The financial model shows the estimates of rent and other income, the day-to-day management and repair costs as well as the long-term major investment needed to maintain the stock as well as the cost of servicing the debt over 30 years.

Local housing authorities are able to use rental income to support investment in both existing homes and building new council housing. This investment can either be financed directly from rental income or from borrowing that will be repaid from future rental streams. The Government introduced a limitation on HRA borrowing (usually referred to as a ‘debt cap’) for each local authority at the point of self-financing. However, as of 29th October 2018, this cap was removed.

The Council retains its own Housing stock of circa 7,000 properties (1,300 managed under a PFI contract), including over 300 sheltered housing units and an Extra Care Housing Scheme. The service comprises housing allocations; housing management services to tenants; housing support services; and income recovery and debt advice service - working in partnership to offer personal budgeting support, assistance into employment and access to other services as required. The service also provides housing management and income recovery services to the Adult Social Care residential property portfolio and to properties held by Homes for Reading a wholly owned company of the Council. The Council’s Greener, Warmer, Safer Homes scheme under the ‘Winterwatch’ brand which tackles fuel poverty and home safety in vulnerable households are also funded through the HRA and public health.

Housing Revenue Account

Executive Director: Frances Martin
 Email: Frances.Martin@reading.gov.uk

Assistant Director: Zelda Wolfle
 Email: Zelda.Wolfle@reading.gov.uk

Housing Revenue Account

Service Area	FTE	2022/23 Budget £'000
Management & Supervision	58.6	9,379
Special Services	44.8	3,304
Provision for Bad Debts		753
Responsive Repairs		3,440
Planned Maintenance		2,403
Major Repairs/Depreciation		12,216
Debt Costs		6,741
PFI Costs		7,197
Revenue Contribution to Capital (RCCO)		600
Total Expenditure		46,033
HRA Income		(43,950)
Net Expenditure		2,083
Movement to/(from) reserve		(2,083)
Net Budget	103.4	0

Subjective Analysis	2022/23 Budget £'000
Employee Costs	4,861
Premises Costs	24,397
Transport Related Costs	32
Supplies and Services	1,627
Contract Costs	7,254
Transfer Payments	8,231
Total Expenditure	46,402
Fees & Charges	(2,452)
Grants	(3,997)
Other Income	(39,953)
Total Income	(46,402)
Net Budget	0

4. Capital Programme

4.1. Overview

The Capital Programme is the authority's plan of its capital expenditure and investment needs over the medium term in order to ensure the efficient and effective provision of services. The Programme includes details on the funding of schemes. The Capital Programme 2022/23 - 2024/25 was approved as part of the Council's Medium Term Financial Strategy (MTFS) in February 2022.

The Council's Capital Strategy¹ 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.

The Strategy is informed by the Council's priorities and links to key strategy documents notably the Treasury Management Strategy, Asset Management Strategy, Property Investment Strategy, Medium Term Financial plan and Corporate Plan.

The Capital Programme enables delivery of these 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, the Local Enterprise Partnership (LEP) 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
- Facilitating transformation schemes, ensuring that the Council is fit for the future

Due to competing demands for limited resources, the capital investment is prioritised based on its contribution to the Council's overall objectives and several different factors including:

- Essential Health and Safety works
- Availability of external funding, full or match funding
- Invest to save opportunities

¹ <https://democracy.reading.gov.uk/ieListDocuments.aspx?CId=136&MId=3102&Ver=4> , Item 9

Capital

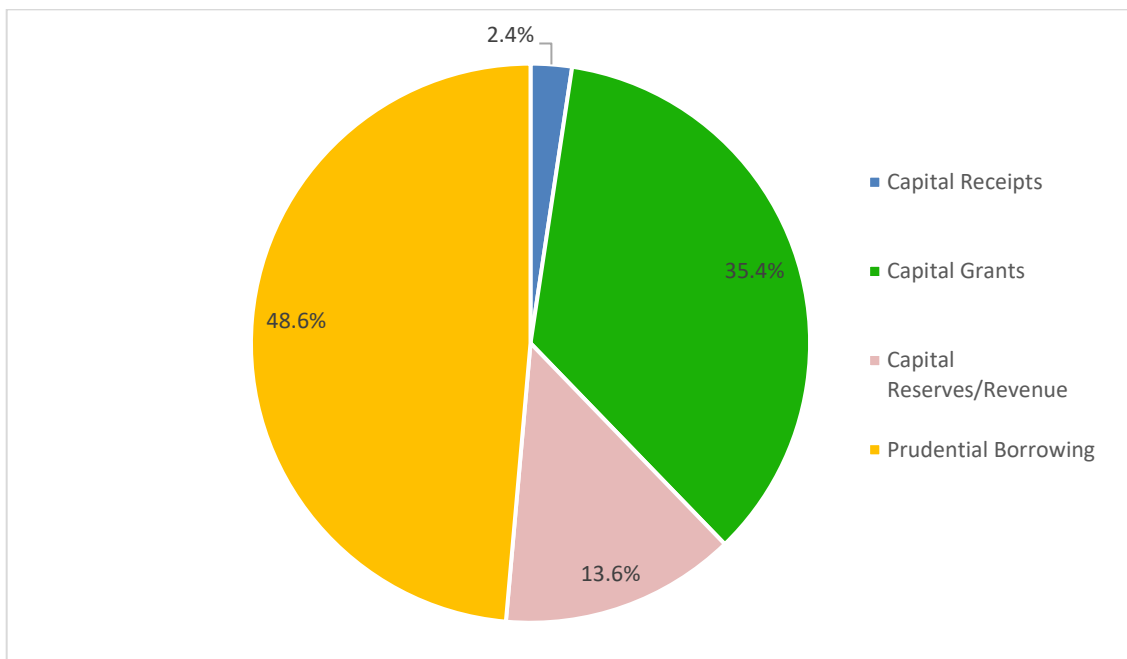
- Maintenance of the essential infrastructure of the organisation, such as buildings and IT
- The outcome of feasibility studies
- The ability to Generate surplus revenue to support vital service provision.

In line with Reading Borough Council's (RBC) Constitution, capital schemes require both spend and scheme approval prior to expenditure being incurred.

4.2. How the Capital Programme is Funded

The Capital Programme is funded through a mix of prudential borrowing, capital receipts, community infrastructure levy and the major repairs reserve.

The chart below shows the funding for the Capital Programme as set out in table on page 6.



4.3. General Fund Capital Programme 2022/23-2024/25

Key areas of proposed investment within the General Fund Capital Programme include:

Corporate/Transformation - To support the transformation of services and delivery of ongoing savings, £5.7m of transformation funding (Delivery Fund) has been made available within the Council's Capital Programme funded from Capital Receipts.

Adult Social Care & Health Services - The Capital Programme provides £5.2m for the re-provisioning of fit for purpose accommodation following the strategic review of and consultation on options.

Children's Education & Early Help Services - The Capital Programme includes £35.7m over the next 3 years for the building, enhancement and maintenance of new and existing school buildings. The majority of funding for these schemes comes from central government grants.

Economic Growth & Neighbourhood Services - To support the Council's role as place maker and regeneration within the Borough, as well as the continued delivery of front line services through generation of income, the Capital Programme includes:

- £23.7m to complete the investment in two new swimming pools and leisure facilities within the Borough.
- £6.5 million over the next 3 years for energy saving measures in buildings and renewable energy infrastructure to contribute to the Council's net zero carbon ambitions. The Council has a long-standing programme of investment in energy efficiency, taking advantage of the SALIX Recirculation Fund, a revolving loan fund, which is available for the public sector. The Council's capital budget for this SALIX Recirculation Fund is around £500,000 p.a. for the next two years.
- Two further budgets which specifically support the Council's climate change commitment, enabling a step change in ambition. The first taking advantage of a SALIX Decarbonisation fund, designed to support more ambitious carbon reduction projects in the public sector. In 2022/23, £0.6 million has been allocated with a further £1.2 million the following year. The second supports further investment in renewable energy. In 2022/23, £1.5m has been allocated for this purpose with a further £2.2 million the following year. This will enable a number of more ambitious projects to be progressed, such as ground-source heat pumps, solar arrays and potentially district heating systems.
- 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. Going forward, major capital projects which will contribute directly to greenhouse gas emissions reduction include:
 - £2.6m to complete Reading West Station
 - £9.0m for the South Reading MRT
 - £3.7m for renewable energy
 - £2.8m for energy saving measures via the Salix Decarbonisation and Recirculation funds
 - £0.4m for retro-fitting the bus fleet to lower emission standards
 - £0.25m for electric vehicle charging points

Capital

- £0.1m for tree planting programmes
- £22.2m over the next 3 years for highway structures and carriageway/pavement maintenance
- Just over £4m in 2022/23 will enable us to increase the proportion of electric vehicles within the fleet.

4.4. HRA Capital Programme

The HRA Capital Programme is intrinsically linked to the HRA Business Plan since the resources to fund the Programme are largely generated through housing rents.

The Council's house building programme is well underway and continues with phases 2, 3 and 4 as well as schemes to support older and vulnerable adults. In total the Council has made provision to invest a further £87.7m in its new build and acquisitions programme over the three years 2022/23 - 2024/25 providing additional new affordable homes, subject to approvals.

The Council also plans to continue to invest around £9m per annum in its existing housing stock over the next 3 years, as well as £20.9m over the period for zero carbon retro-fit works.

General Fund Capital Programme 2022/23 - 2024/25

Scheme Name	2021/22 Forecast			2022/23 Forecast			2023/24 Forecast			2024/25 Forecast		
	Spend	Funding	Net	Spend	Funding	Net	Spend	Funding	Net	Spend	Funding	Net
	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)
Delivery Fund (Pump priming for Transformation projects)*	4,287	-	4,287	2,126	-	2,126	1,798	-	1,798	1,782	-	1,782
Loan To RTL (Bus replacement programme)*	5,000	-	5,000	5,000	-	5,000	5,000	-	5,000	-	-	-
Oracle Shopping Centre capital works*	100	-	100	100	-	100	100	-	100	-	-	-
Minster Quarter - Brownfield Land Grant Element*	2,000	(2,000)	-	-	-	-	-	-	-	-	-	-
Minster Quarter*	-	-	-	1,000	-	1,000	-	-	-	-	-	-
Corporate Total	11,387	(2,000)	9,387	8,226	-	8,226	6,898	-	6,898	1,782	-	1,782

General Fund Capital Programme 2022/23 - 2024/25

Scheme Name	2021/22 Forecast			2022/23 Forecast			2023/24 Forecast			2024/25 Forecast		
	Spend	Funding	Net	Spend	Funding	Net	Spend	Funding	Net	Spend	Funding	Net
	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)
e-Marketplace & Equipment Renewal Portal Software*	170	(93)	77	-	-	-	-	-	-	-	-	-
Mobile Working and Smart Device*	150	-	150	-	-	-	-	-	-	-	-	-
Replacement of Community Re-ablement Software*	85	-	85	-	-	-	-	-	-	-	-	-
Co-located profound and multiple learning disabilities day opportunities and respite facility and sheltered housing flats*	867	-	867	686	-	686	3,679	-	3,679	823	-	823
DACHS Total	1,272	(93)	1,179	686	-	686	3,679	-	3,679	823	-	823

General Fund Capital Programme 2022/23 - 2024/25

Scheme Name	2021/22 Forecast			2022/23 Forecast			2023/24 Forecast			2024/25 Forecast		
	Spend	Funding	Net	Spend	Funding	Net	Spend	Funding	Net	Spend	Funding	Net
	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)
Additional School Places - Contingency*	210	(210)	-	1,500	(1,500)	-	1,500	(1,500)	-	1,500	(1,500)	-
SEN Provision - Avenue Centre*	487	(487)	-	4,342	(4,342)	-	76	(76)	-	-	-	-
Asset Management*	279	(279)	-	350	(350)	-	350	(350)	-	350	(350)	-
Children in care Emergency Provision *	35	-	35	-	-	-	-	-	-	-	-	-
Civitas- Synthetic Sports Pitch*	28	(28)	-	-	-	-	-	-	-	-	-	-
Contribution to SEN School Wokingham*	-	-	-	500	(500)	-	-	-	-	-	-	-
Crescent Road Playing Field Improvements*	316	(316)	-	-	-	-	-	-	-	-	-	-
Critical Reactive Contingency: Health and safety* (Schools)	954	(954)	-	500	(500)	-	500	(500)	-	500	(500)	-
Fabric Condition Programme*	2,300	(2,300)	-	1,700	(1,700)	-	2,000	(2,000)	-	2,000	(2,000)	-
Green Park Primary School*	459	(459)	-	-	-	-	-	-	-	-	-	-
Heating and Electrical Programme - Manor Pry Power*	141	(141)	-	5	(5)	-	-	-	-	-	-	-
Heating and Electrical Renewal Programme*	1,300	(1,300)	-	1,000	(1,000)	-	1,000	(1,000)	-	1,000	(1,000)	-
Initial Viability work for Free School at Richfield Avenue*	40	(40)	-	40	(40)	-	20	(20)	-	-	-	-
Low Carbon Skills Fund - Bid Development*	5	(5)	-	-	-	-	-	-	-	-	-	-
Low Carbon Skills Fund - Schools Estate Project Delivery*	24	(24)	-	-	-	-	-	-	-	-	-	-
Katesgrove Primary Trooper Potts Building*	119	(119)	-	9	(9)	-	-	-	-	-	-	-
Meadway Early Years Building Renovation*	200	(200)	-	11	(11)	-	-	-	-	-	-	-
Modular Buildings Review*	-	-	-	3,000	(3,000)	-	-	-	-	-	-	-
New ESFA funded schools - Phoenix College*	5,800	(4,197)	1,603	169	(169)	-	-	-	-	-	-	-
New ESFA funded schools - St Michaels*	274	(274)	-	-	-	-	-	-	-	-	-	-
Pinecroft-Children who have complex health, physical,sensory,disabilities & challenging behaviour*	150	-	150	-	-	-	-	-	-	-	-	-
Dee Park Regeneration - HIF (school)*	300	(300)	-	5,700	(5,700)	-	5,052	(5,052)	-	-	-	-
Public Sector Decarbonisation Funds - School Estate Double Glazing Programme*	1,293	(1,293)	-	-	-	-	-	-	-	-	-	-
SCD Units*	473	(473)	-	-	-	-	-	-	-	-	-	-
School Estate Solar PV Programme*	560	(560)	-	-	-	-	-	-	-	-	-	-
Schools - Fire Risk Assessed remedial Works*	385	(385)	-	497	(497)	-	400	(400)	-	100	(100)	-
SEN early years at 1 Dunsfold*	600	(600)	-	-	-	-	-	-	-	-	-	-
SEN Norcot*	100	(100)	-	-	-	-	-	-	-	-	-	-
Thameside SEN Expansion*	110	(110)	-	66	(66)	-	-	-	-	-	-	-
The Heights Temporary School*	367	(367)	-	-	-	-	-	-	-	-	-	-
DEGNS (Education Schemes) Total	17,308	(15,521)	1,788	19,389	(19,389)	-	10,898	(10,898)	-	5,450	(5,450)	-

General Fund Capital Programme 2022/23 - 2024/25

			2021/22 Forecast			2022/23 Forecast			2023/24 Forecast			2024/25 Forecast
Scheme Name	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)
Abbey Quarter restoration works*	50	(50)	0	100	(100)	-	25	(25)	-	25	(25)	-
Accommodation Review - Phase 2A & B*	133	-	133	-	-	-	-	-	-	-	-	-
Accommodation Review - Phase 2C (19 Bennet Road)*	1,701	-	1,701	-	-	-	-	-	-	-	-	-
Active Travel Tranche 2*	100	(100)	(0)	1,079	(1,079)	-	-	-	-	-	-	-
Additional Storage Capacity at Mortuary*	15	-	15	-	-	-	-	-	-	-	-	-
Air Quality Monitoring*	16	(16)	(0)	-	-	-	-	-	-	-	-	-
BFFC Accommodation Review*	150	-	150	-	-	-	-	-	-	-	-	-
Annual Bridges and Carriage Way Works programme & Highway Infrastructure Works*	5,854	(1,546)	4,308	5,592	(1,432)	4,160	1,842	(1,432)	410	-	-	-
Essential Bridge Works*	200	-	200	-	-	-	-	-	-	-	-	-
Car Park Investment Programme (inc P&D, Red Routes & Equipment)*	(0)	-	(0)	357	(357)	-	326	(326)	-	326	(326)	-
Cattle Market Car Park*	300	(300)	(0)	223	(223)	-	-	-	-	-	-	-
CCTV*	11	(11)	(0)	-	-	-	-	-	-	-	-	-
Central Library - Reconfiguration/Refurbishment Feasibility	50	-	50	1,000	-	1,000	150	-	150	-	-	-
Central Pool Regeneration*	373	(147)	226	-	-	-	-	-	-	-	-	-
Chestnut Walk Improvements*	35	(15)	20	-	-	-	-	-	-	-	-	-
Christchurch Meadows Paddling Pool*	2	-	2	-	-	-	-	-	-	-	-	-
CIL Local Funds - Community*	504	(504)	-	-	-	-	-	-	-	-	-	-
CIL Local Funds - Heritage and Culture*	315	(315)	-	-	-	-	-	-	-	-	-	-
CIL Local Funds - Leisure and Play*	1,103	(1,103)	-	-	-	-	-	-	-	-	-	-
CIL Local Funds - Transport*	392	(392)	-	-	-	-	-	-	-	-	-	-
CIL Local Funds -Neighbourhood Allocation*	477	(477)	-	-	-	-	-	-	-	-	-	-
Corporate Office Essential Works*	350	-	350	652	-	652	50	-	50	-	-	-
Defra Air Quality Grant - Bus Retrofit*	388	(388)	-	-	-	-	-	-	-	-	-	-
Defra Air Quality Grant - Go Electric Reading*	30	(30)	0	-	-	-	-	-	-	-	-	-
Transport Demand Management Scheme - Feasibility Work*	50	-	50	-	-	-	-	-	-	-	-	-
Development of facilities at Prospect Park/Play	715	(606)	109	20	-	20	-	-	-	-	-	-
Digitised TRO's	-	-	-	300	-	300	-	-	-	-	-	-
Disabled Facilities Grants (Private Sector)*	1,197	(1,197)	0	1,197	(1,197)	-	1,197	(1,197)	-	1,197	(1,197)	-
Eastern Area Access Works*	0	-	0	199	(199)	-	-	-	-	-	-	-

General Fund Capital Programme 2022/23 - 2024/25

			2021/22 Forecast			2022/23 Forecast			2023/24 Forecast			2024/25 Forecast
Scheme Name	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)
Electric Vehicle Charging Points	-	-	-	250	-	250	-	-	-	-	-	-
Purchase of food waste and smaller residual waste bins*	1	-	1	-	-	-	-	-	-	-	-	-
Foster Carer Extensions*	200	-	200	100	-	100	100	-	100	-	-	-
Green Homes Scheme - GF element*	495	(495)	-	-	-	-	-	-	-	-	-	-
Construction of Green Park Station*	8,197	(8,197)	(0)	-	-	-	-	-	-	-	-	-
Grounds Maintenance Workshop Equipment*	3	-	3	-	-	-	-	-	-	-	-	-
High Street Heritage Action Zone*	165	(165)	-	740	(740)	-	280	(280)	-	-	-	-
Invest in Corporate buildings/Health & safety works*	1,185	-	1,185	1,000	-	1,000	1,000	-	1,000	-	-	-
Invest to save energy savings - Street lighting*	1,371	-	1,371	-	-	-	-	-	-	-	-	-
Maintenance & Enhancement of Council Properties	-	-	-	-	-	-	8,800	-	8,800	-	-	-
Leisure Centre Procurement*	13,895	(750)	13,145	21,814	(750)	21,064	1,519	-	1,519	346	-	346
Local Traffic Management and Road Safety Schemes*	(0)	-	(0)	458	(292)	166	150	(150)	-	150	(47)	103
Local Transport Plan Development*	50	(50)	0	1,146	(1,146)	-	400	(400)	-	400	(400)	-
National Cycle Network Route 422*	157	(157)	(0)	-	-	-	-	-	-	-	-	-
New Kit/Vehicles for Commercial Services Dvlpt*	84	-	84	-	-	-	-	-	-	-	-	-
New Vehicle for Highways & Drainage Commercial* Service	71	-	71	-	-	-	-	-	-	-	-	-
Oxford Rd Community Centre*	147	-	147	-	-	-	-	-	-	-	-	-
Oxford Road Corridor Works*	0	-	0	298	(298)	-	-	-	-	-	-	-
Playground equipment and Refreshment: Boroughwide*	619	(44)	575	891	-	891	-	-	-	-	-	-
Private Sector Renewals*	300	-	300	300	-	300	300	-	300	300	-	300
Provision of Gypsy & Traveller Accommodation*	150	-	150	500	-	500	2,936	-	2,936	-	-	-
Pumping Station Upgrade Scheme (new)*	250	-	250	-	-	-	-	-	-	-	-	-
re3 extending range of recyclables*	94	(61)	33	-	-	-	-	-	-	-	-	-
Reading Football Club Social Inclusion Unit to SRLC*	1,534	(1,534)	-	-	-	-	-	-	-	-	-	-
Reading Town Centre Design Framework*	86	(86)	-	-	-	-	-	-	-	-	-	-
Reading West Station*	1,000	(539)	461	2,599	-	2,599	-	-	-	-	-	-
Regeneration Projects	250	-	250	2,600	-	2,600	200	-	200	200	-	200
Renewable Energy	480	-	480	1,543	-	1,543	2,176	(450)	1,726	24	-	24
Replacement Vehicles	2,931	-	2,931	4,028	-	4,028	-	-	-	-	-	-
Rogue Landlord Enforcement*	75	(75)	-	-	-	-	-	-	-	-	-	-
S106 individual schemes list*	213	(213)	-	121	(121)	-	-	-	-	-	-	-

General Fund Capital Programme 2022/23 - 2024/25

Scheme Name	2021/22 Forecast			2022/23 Forecast			2023/24 Forecast			2024/25 Forecast		
	Spend	Funding	Net	Spend	Funding	Net	Spend	Funding	Net	Spend	Funding	Net
	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)
Salix Decarbonisation Fund	-	-	-	573	-	573	1,227	-	1,227	-	-	-
Small Leisure Schemes*	349	(249)	100	300	(50)	250	300	-	300	-	-	-
South Reading MRT (Phases 1 & 2)*	400	(400)	0	-	-	-	-	-	-	-	-	-
South Reading MRT (Phases 3 & 4)*	3,477	(3,477)	0	-	-	-	-	-	-	-	-	-
South Reading MRT (Phases 5 & 6)*	-	-	-	1,000	(1,000)	-	1,000	(1,000)	-	7,000	(5,000)	2,000
The Heights Permanent Site Mitigation*	130	(20)	110	285	(195)	90	100	(100)	-	100	(100)	-
The Keep building works and improved arts/culture facilities	-	-	-	94	-	94	-	-	-	-	-	-
Town Centre Improvements*	450	-	450	-	-	-	-	-	-	-	-	-
Town Centre Street Trading Infrastructure*	28	-	28	-	-	-	-	-	-	-	-	-
Town Hall Equipment	-	-	-	205	-	205	-	-	-	-	-	-
Traffic Management Schools*	0	-	0	431	(431)	-	-	-	-	-	-	-
Tree Planting*	30	-	30	50	-	50	50	-	50	-	-	-
Western Area Access Works*	-	-	-	128	(128)	-	-	-	-	-	-	-
Harden Public Open Spaces to Prevent Incursion*	40	-	40	25	-	25	25	-	25	-	-	-
Salix Re-Circulation Fund*	0	-	0	530	-	530	467	-	467	-	-	-
Sun Street - Final Phase*	76	-	76	-	-	-	-	-	-	-	-	-
Re-wilding highways, parks and open space verges*	76	-	76	-	-	-	-	-	-	-	-	-
Hexagon lighting & emergency lighting replacement	-	-	-	270	(120)	150	-	-	-	-	-	-
1 Dunsfold Fitout for BfC Family Contact Centre - Development for Community Use	-	-	-	350	-	350	-	-	-	-	-	-
Park Lane Primary School Annexe Replacement*	-	-	-	1,000	(1,000)	-	1,500	(1,500)	-	-	-	-
Katesgrove Community and YOS Refurbishment - Development for Community Use	-	-	-	750	-	750	-	-	-	-	-	-
Berkshire Record Office - extension of storage space	-	-	-	232	-	232	-	-	-	-	-	-
Highways Operational Resilience _ Capital Bid	-	-	-	74	-	74	-	-	-	-	-	-
Carriageways & Pavements Investment Programme	-	-	-	2,000	-	2,000	3,000	-	3,000	3,900	(900)	3,000
Highways Structures Capital Bid	-	-	-	2,650	(600)	2,050	2,650	(600)	2,050	600	(600)	-
Highway Signals_Capital Bid	-	-	-	200	-	200	200	-	200	-	-	-
Air Quality Grant - AQ sensors awareness & behaviour change*	-	-	-	106	(106)	-	114	(114)	-	-	-	-
Transport Demand Management Scheme	-	-	-	200	-	200	200	-	200	200	-	200
New Capital Bid - S106 Kenavon Drive Landscape*	153	(153)	-	-	-	-	-	-	-	-	-	-
Free bulky waste service - collection vehicle	-	-	-	64	-	64	-	-	-	-	-	-
DEGNS Total	53,723	(23,862)	29,861	60,624	(11,564)	49,060	32,284	(7,574)	24,710	14,768	(8,595)	6,173

General Fund Capital Programme 2022/23 - 2024/25

Scheme Name	2021/22 Forecast			2022/23 Forecast			2023/24 Forecast			2024/25 Forecast		
	Spend	Funding	Net	Spend	Funding	Net	Spend	Funding	Net	Spend	Funding	Net
	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)
Customer Digital Experience*	1,731	-	1,731	750	-	750	-	-	-	-	-	-
Universal Digital Systems*	2,303	-	2,303	910	-	910	-	-	-	-	-	-
IT Future Operating Model*	2,387	-	2,387	538	-	538	543	-	543	-	-	-
Re-Procurement / Reimplementation of Finance System*	600	-	600	-	-	-	-	-	-	-	-	-
Cemeteries and Crematorium*	85	-	85	-	-	-	-	-	-	-	-	-
Cremator Procurement	200	-	200	800	-	800	800	-	800	-	-	-
Cremator*	103	-	103	-	-	-	-	-	-	-	-	-
Burial Land Acquisition	-	-	-	150	-	150	1,000	-	1,000	500	-	500
DoR Total	7,409	-	7,409	3,148	-	3,148	2,343	-	2,343	500	-	500
Grand Total	91,100	(41,476)	49,624	92,073	(30,953)	61,120	56,102	(18,472)	37,630	23,323	(14,045)	9,278
*These schemes are committed.												
Uncommitted schemes are still subject to approval and it is confirmed that funding is in place.												

HRA Capital Programme 2022/23 - 2024/25									
			2021/22 Forecast			2022/23 Forecast			2023/24 Forecast
Scheme Name	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)
Major Repairs - Existing Homes Renewal	7,660	-	7,660	8,950	-	8,950	9,595	-	9,595
Major Repairs - Zero Carbon Retrofit works	-	-	-	7,240	-	7,240	8,060	-	8,060
Disabled Facilities Grants	645	-	645	600	-	600	625	-	625
Fire Safety Works	550	-	550	-	-	-	-	-	-
Green Homes Project - HRA element	809	-	809	-	-	-	-	-	-
New Build & Acquisitions - Phase 2	5,678	(1,753)	3,925	3,564	(584)	2,980	170	-	170
New Build & Acquisitions - Phase 3	10,250	(2,970)	7,280	10,938	(990)	9,948	431	-	431
New Build & Acquisitions - Phase 4	1,357	-	1,357	2,200	-	2,200	13,000	(2,550)	10,450
Local authority new build programme for Older people and vulnerable adults	857	-	857	1,350	-	1,350	22,000	(4,875)	17,125
Housing Mngt System	286	-	286	600	-	600	-	-	-
Grand Total	28,092	(4,723)	23,369	35,442	(1,574)	33,868	53,881	(7,425)	46,456