

READING BOROUGH COUNCIL
2023/24 BUDGET BOOK



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1. Introduction to the 2023/24 Budget Book

The 2023/24 budget for Reading Borough Council was agreed by Council on 28th February 2023 and forms part of the Council's Medium Term Financial Strategy (MTFS) which currently goes up to 2025/26.

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 taxpayer, 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 2023/24, the Council has a net revenue budget of £164.4m, a General Fund Capital Programme of £106.7m, Housing Revenue Account budget of £49.2m and HRA Capital Programme of £56.9m.

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, as well as 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 2023/24 to 2025/26

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. 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 2023/24 to 2025/26 provides for a balanced budget in 2023/24 including a contribution to reserves, but further work is required to close the gap of approximately £5.7m in 2025/26 and 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% plus an Adult Social Care precept of 2.0% for the first two years of the MTFS (2023/24 to 2025/26) with increases of 1.99% and 1.0% respectively in 2025/26;
- b) Delivery of £9.841m (£9.591m services and £0.250m corporate) of efficiencies and increased income across the period;
- c) A contingency provision over the three years (£4.1m 2023/24; £4.9m 2024/25; and £5.1m 2025/26) to mitigate possible slippage or non-achievement of higher risk savings and/or income targets over the period;
- d) A housing rent increase of 7.0% (Government Cap) in 2023/24, returning to a rent increase in line with approved policy of CPI + 1% in subsequent years.
- e) General Fund capital investment of £188.0m and Housing Revenue Account (HRA) capital investment of £151.3m over the period 2023/24 to 2025/26; and
- f) £3.580m of transformation funding (over the period 2023/24 to 2024/25) to support delivery of efficiency savings assumed within the MTFS, taking the total transformation funding to £21.729m across the whole life of the Delivery Fund.

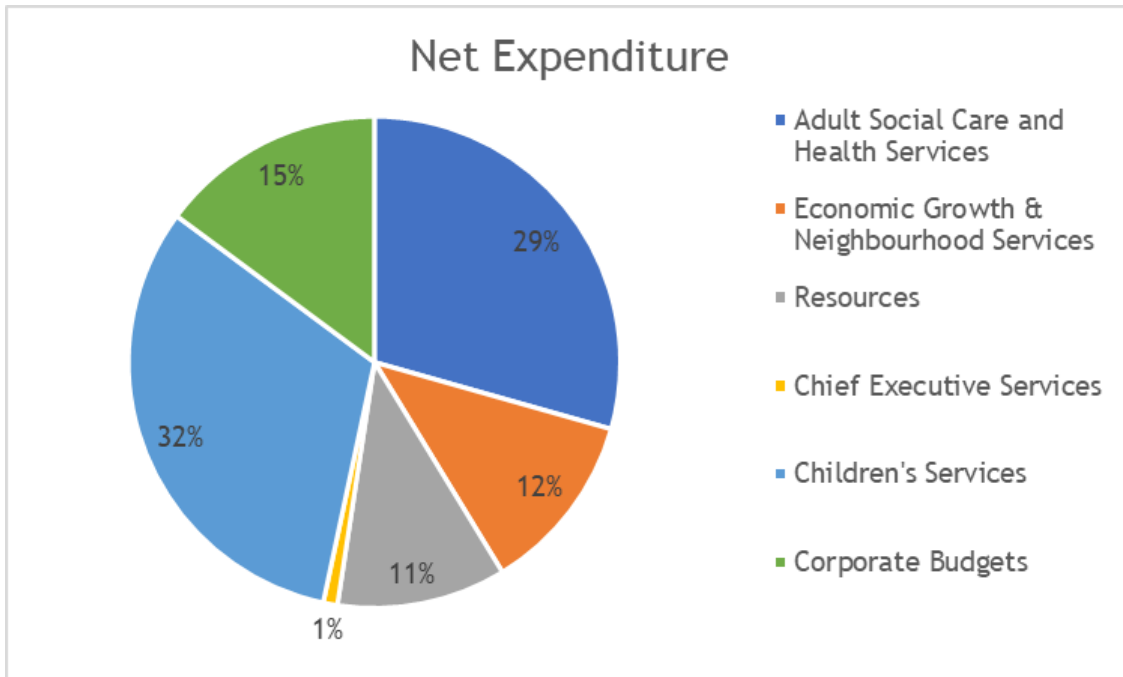
General Fund Revenue Budget

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:

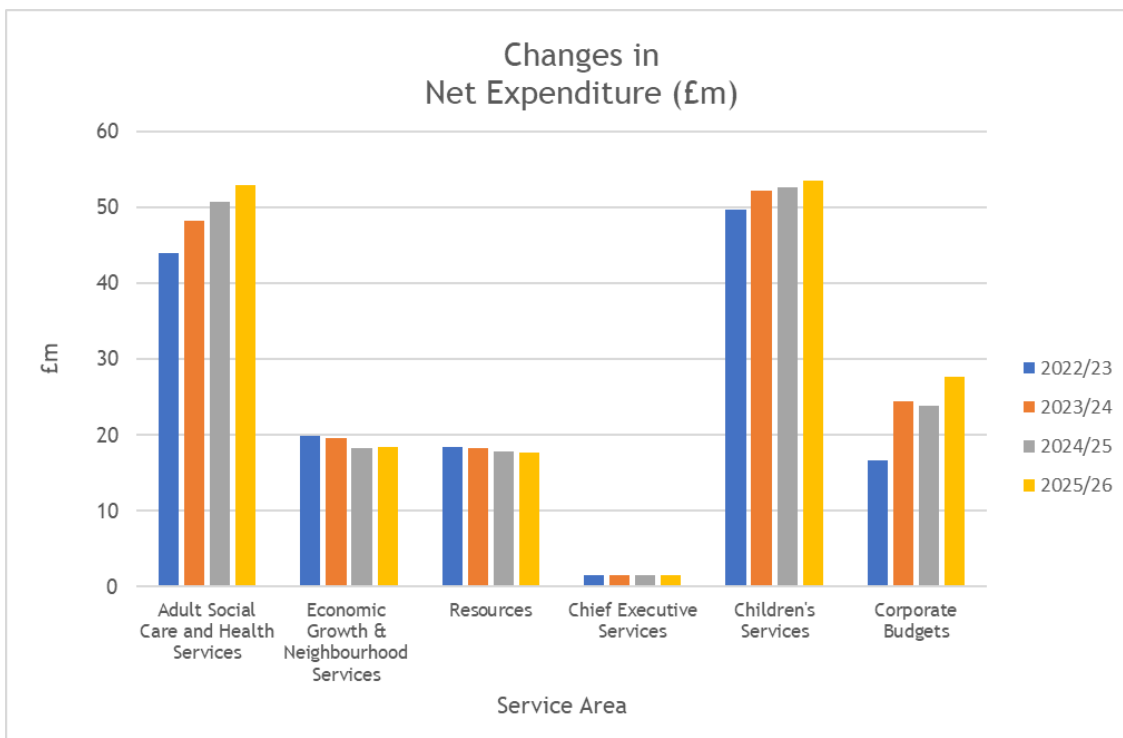
Summary of General Fund Budget 2023/24 to 2025/26

Directorate/Service	Approved Budget 2023/24 £'000	Proposed Budget 2024/25 £'000	Proposed Budget 2025/26 £'000
Adult Social Care and Health Services	48,305	50,733	52,955
Economic Growth & Neighbourhood Services	19,578	18,297	18,450
Resources	18,287	17,805	17,705
Chief Executive	1,543	1,543	1,543
Children's Services	52,268	52,692	53,578
Capital Financing Costs	17,601	20,901	20,805
Contingency	4,108	4,913	5,116
Movement to / (from) Reserves	6,128	(30)	0
Other Corporate Budgets	(3,407)	(1,989)	1,726
Net Budget Requirement	164,411	164,865	171,878
Financed By:			
Council Tax Income	(111,086)	(117,796)	(122,531)
NNDR Local Share	(28,489)	(30,031)	(39,795)
New Homes Bonus	(1,453)	0	0
Section 31 Grant	(15,183)	(15,954)	0
Revenue Support Grant	(2,487)	(2,624)	(2,624)
Other Government Grants	(1,498)	(1,241)	(1,241)
One-off Collection Fund (Surplus)/Deficit	(4,215)	0	0
Total Funding	(164,411)	(167,646)	(166,191)
Over/(Under) Budget	0	(2,781)	5,687

The Chart below set out the relative proportions of the net budget spent in each of the key service areas for 2023/24.



The following chart shows how the net expenditure budget varies over the period of the MTFS. The first two years of the chart are in line with the Member approved budget. The latter two years are best estimates contained within the MTFS which will be reviewed in future years and may change.



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 2023/24 the Housing Revenue Account budget is £49.2m.

Summary of Housing Revenue Account (HRA) Budget 2023/24 to 2025/26

	Approved Budget 2023/24 £'000	Proposed Budget 2024/25 £'000	Proposed Budget 2025/26 £'000
Expenditure	49,229	51,351	52,785
Income	(46,730)	(48,421)	(49,553)
Net (Surplus) / Deficit	2,499	2,930	3,232
Opening HRA Balances	(41,355)	(38,856)	(35,926)
Net (Surplus) / Deficit	2,499	2,930	3,232
Closing HRA Balances	(38,856)	(35,926)	(32,694)

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 2023/24 - 2025/26 was approved as part of the Council's Medium Term Financial Strategy (MTFS) in February 2023.

Summary of Capital Expenditure and Financing 2023/24 to 2025/26

	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
General Fund	106.662	59.928	21.455
HRA	56.856	55.962	38.486
Total	163.518	115.890	59.941
Funded By:			
Capital Receipts	(5.075)	(7.060)	(1.711)
Capital Grants & Other Contributions	(66.616)	(50.875)	(24.150)
Capital Reserves (HRA)	(21.697)	(16.883)	(13.498)
Revenue Contributions	(3.647)	(0.468)	0.000
Net Borrowing Requirement	66.483	40.604	20.582

Highlights of the Capital Programme 2023/24 - 2025/26 are:

- £33m on the school estate including a major refurbishment of Ranikhet School (subject to Homes England funding being agreed) as part of the Dee Park Regeneration project.
- £8m to complete 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.
- £14m on remodelling provision at the Hexagon Theatre following a successful bid to the Levelling Up Fund.
- £8m to relocate the Reading Library to the Civic Offices following a successful bid to the Levelling Up Fund.
- £15m on a Bus Service Improvement Programme.
- £6m on the re-provisioning of social care facilities.
- £21m Investment in the Council's local highways infrastructure (including Bridges) addressing feedback from the residents' survey.

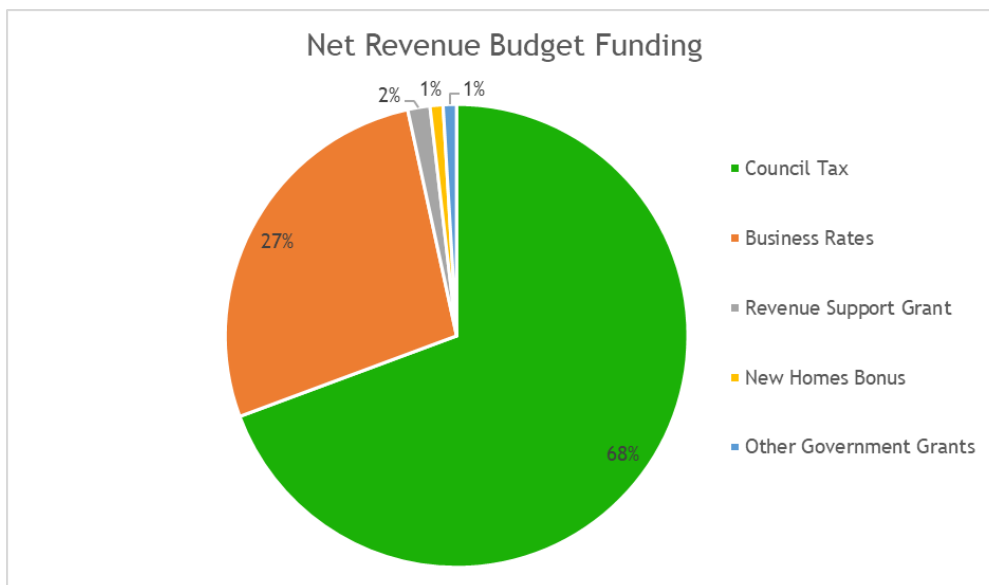
- £3m to complete the provisioning of Reading West Station.
- £14m on South Reading MRT (Phases 5&6).
- £4m on schemes to help reduce Reading's carbon footprint.
- £21m on retro-fitting carbon reduction measures to Council dwellings (HRA).
- Investment in the Council's IT systems and software to support service efficiency and channel-shift in how customers transact with the Council.

2. General Fund Revenue Budget

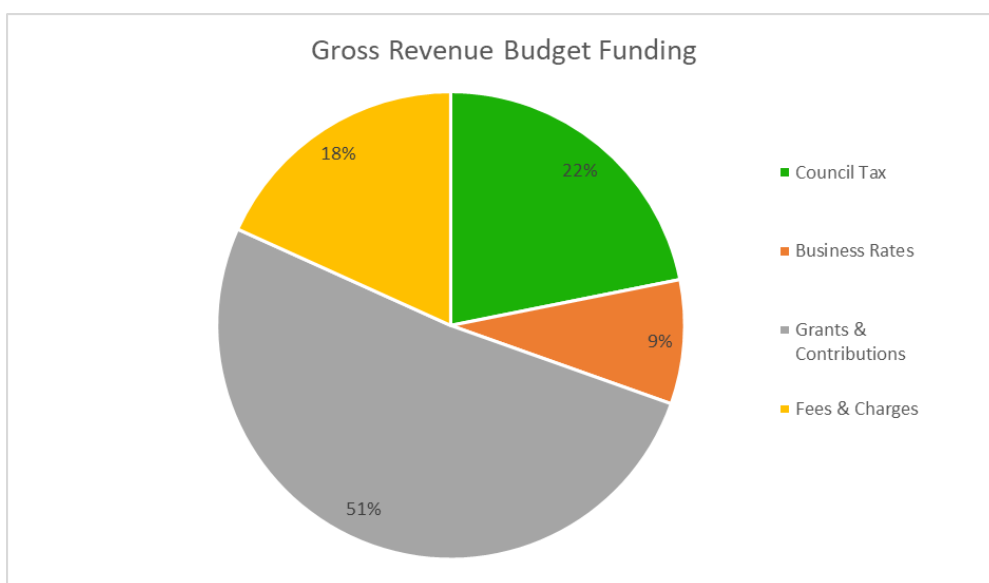
2.1. How the General Fund Budget is Funded

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.

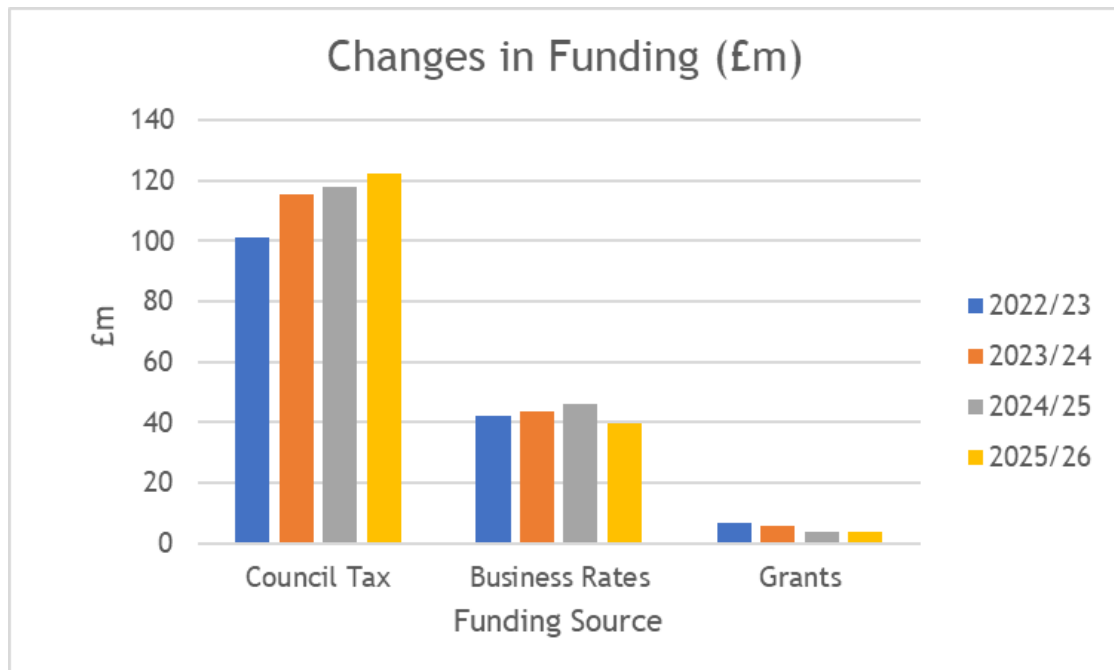
The chart below shows the net funding for the General Fund revenue budget of £164.4m, as set out in table on page 4.



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 2023/24 is financed:



The chart below shows how the funding for the Net General Fund Budget is forecast to vary over the period of the MTFS. The first two years of the chart are in line with the Member approved budget, which in turn is taken from central Government financial settlement decisions. The latter two years are best estimates contained within the MTFS which will be reviewed in future years and may change.



The 2022/23 and 2023/24 figures for both Council Tax and Business rates include surpluses and deficits on the Collection Fund brought forward from prior years.

Council Tax

The Council approved a 4.99% increase in Council Tax for 2022/23, including a 2.0% social care precept. The Council Tax base has been calculated as 57,826.56 Band D equivalent properties.

Reading's share of Council Tax for a Band D property is £1,921.02 compared to the 2022/23 figure of £1,829.72; an increase of £91.30 or approximately £1.76 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%	1,280.68	170.85	52.63	1,504.16
B	19.6%	1,494.13	199.33	61.41	1,754.87
C	40.0%	1,707.57	227.80	70.18	2,005.55
D	15.5%	1,921.02	256.28	78.95	2,256.25
E	7.7%	2,347.91	313.23	96.49	2,757.63
F	4.4%	2,774.81	370.18	114.04	3,259.03
F	2.5%	3,201.70	427.13	131.58	3,760.41
H	0.1%	3,842.04	512.56	157.90	4,512.50

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 2023/24 Fees and Charges schedule as part of the Budget Report in February 2023. The full list can be found on the Council's website; Appendix 9, 2023/24 Budget Report.

[Fees and Charges Schedule](#)

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 inspection. Furthermore whilst announcements in relation to Social Care Reform have delayed Charging elements of reform work still continues to ensure systems are fit for purpose to adopt the revised statutory requirements and maximise the digital opportunities.

Executive Director (Interim): Melissa Wise
Email: melissa.wise@reading.gov.uk

Directorate of Adult Care and Health Services

Service Area	FTE	2023/24 Budget £'000
Commissioning & Transformation	41.8	2,148
Adult Services Operations	218.8	44,344
Public Health	24.4	(50)
Directorate Other	19.0	477
Safeguarding, Quality, Performance & Practice	31.4	1,386
Net Budget	335.4	48,305

Subjective Analysis	2023/24 Budget £'000
Employee Costs	14,600
Premises Costs	302
Transport-Related Costs	107
Supplies and Services	6,110
Contracted Costs	51,536
Transfer Payments	6,346
Total Expenditure	79,002
Fees & Charges	- 365
Grants & Contributions	- 21,417
Traded Services Income	- 8,915
Total Income	(30,697)
Net Budget	48,305

Commissioning and Transformation

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 marketplace 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 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 (Interim): Christopher Greenway
Email: christopher.greenway@reading.gov.uk

Commissioning & Transformation

Service Area	FTE	2023/24 Budget £'000
Commissioning & Transformation	41.8	2,148
Net Budget	41.8	2,148

Subjective Analysis	2023/24 Budget £'000
Employee Costs	2,100
Premises Costs	1
Transport-Related Costs	2
Supplies and Services	971
Contracted Costs	207
Transfer Payments	(394)
Total Expenditure	2,886
Fees & Charges	0
Grants & Contributions	(728)
Traded Services Income	(10)
Total Income	(738)
Net Budget	2,148

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.

Internal Provider Services

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 services 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

Email: sunny.mehmi@reading.gov.uk

Adult Services Operations

Service Area	FTE	2023/24 Budget £'000
Physical Support	82.5	15,272
Memory and Cognition Support	0.0	2,830
Group Homes & Properties	0.0	(235)
Learning Disability Support	36.3	22,156
Adult Social Care Activities	73.0	196
Mental Health Support	27.0	4,125
Net Budget	218.8	44,344

Subjective Analysis	2023/24 Budget £'000
Employee Costs	9,240
Premises Costs	294
Transport-Related Costs	94
Supplies and Services	2,891
Contracted Costs	51,234
Transfer Payments	(502)
Total Expenditure	63,250
Fees & Charges	(365)
Grants & Contributions	(9,798)
Traded Services Income	(8,743)
Total Income	(18,905)
Net Budget	44,344

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.

Consultant in Public Health: Martin White

Email: martin.white@reading.gov.uk

Public Health

Service Area	FTE	2023/24 Budget £'000
Public Health Service	24.4	(50)
Net Budget	24.4	(50)

Subjective Analysis	2023/24 Budget £'000
Employee Costs	656
Premises Costs	8
Transport-Related Costs	1
Supplies and Services	2,059
Contracted Costs	95
Transfer Payments	7,653
Total Expenditure	10,472
Fees & Charges	0
Grants & Contributions	(10,522)
Traded Services Income	0
Total Income	(10,522)
Net Budget	(50)

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 and efficiency programme. 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 (Interim): Melissa Wise

Email: melissa.wise@reading.gov.uk

Directorate Other

Service Area	FTE	2023/24 Budget £'000
Directorate Other	19.0	477
Net Budget	19.0	477

Subjective Analysis	2023/24 Budget £'000
Employee Costs	1,065
Premises Costs	0
Transport-Related Costs	0
Supplies and Services	34
Contracted Costs	0
Transfer Payments	(423)
Total Expenditure	676
Fees & Charges	0
Grants & Contributions	(200)
Traded Services Income	0
Total Income	(200)
Net Budget	477

Safeguarding, Quality, Performance & Practice

The work of the team includes forensic social work and Accredited Mental Health Practitioners (AMPT) and the mental health teams. These undertake work on behalf of the Council as determined by the statutory legislative requirements which, in large measure, determine the resources required to deliver these services safely to Reading citizens. In addition, the safeguarding work across DACHS is quality assured in this part of the Department's work in part through the work of the Principal Social Worker and Principal Occupational Therapist and through assurance processes such as Serious Concerns investigations, Safeguarding Adult Reviews and investigations and other case reviews relating to abuse and neglect of vulnerable adults in care settings and living in the community

Assistant Director (Interim): Susan Ross
Email: susan.ross@reading.gov.uk

Safeguarding, Quality, Performance & Practice

Service Area	FTE	2023/24 Budget £'000
ASC Safeguarding	31.4	1,386
Net Budget	31.4	1,386

Subjective Analysis	2023/24 Budget £'000
Employee Costs	1,539
Premises Costs	0
Transport-Related Costs	11
Supplies and Services	156
Contracted Costs	0
Transfer Payments	11
Total Expenditure	1,717
Fees & Charges	0
Grants & Contributions	(169)
Traded Services Income	(162)
Total Income	(331)
Net Budget	1,386

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	2023/24 Budget £'000
Transportation	35.5	(2,699)
Planning & Regulatory Services	116.3	3,137
Housing & Communities	100.8	1,900
Culture	147.2	3,050
Environmental & Commercial Services	361.6	16,775
Property & Asset Management	99.5	(3,152)
Management & Sustainability	14.0	567
Net Budget	874.9	19,578

Subjective Analysis	2023/24 Budget £'000
Employee Costs	39,102
Premises Costs	18,583
Transport-Related Costs	2,483
Supplies and Services	27,307
Contracted Costs	9,486
Transfer Payments	- 130
Total Expenditure	96,830
Fees & Charges	(20,515)
Grants & Contributions	(9,148)
Traded Services Income	(47,590)
Total Income	(77,252)
Net Budget	19,578

Transportation

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

Parking service is made up of the delivery of Civil Enforcement functions, Off-Street and On-Street Car Parking and Bus Lane Enforcement. The back-office function supporting the contracted Civil Enforcement service and Residents Parking sits in the Customer Fulfilment function within the Directorate of Resources.

Assistant Director: James Crosbie

Email: james.crosbie@reading.gov.uk

Transportation

Service Area	FTE	2023/24 Budget £'000
Strategic Transportation	12.2	5,741
Enforcement & Parking Services	23.3	(8,439)
Net Budget	35.5	(2,699)

Subjective Analysis	2023/24 Budget £'000
Employee Costs	1,212
Premises Costs	1,230
Transport-Related Costs	2
Supplies and Services	6,065
Contracted Costs	1,601
Transfer Payments	0
Total Expenditure	10,111
Fees & Charges	(220)
Grants & Contributions	0
Traded Services Income	(12,590)
Total Income	(12,810)
Net Budget	(2,699)

Planning and Regulatory Services

Development Control (Planning and Building Control)

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 development is safe, accessible and compliant with Building Regulations.

Public Protection

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.

Assistant Director: James Crosbie

Email: james.crosbie@reading.gov.uk

Planning & Regulatory Services

Service Area	FTE	2023/24 Budget £'000
Regulatory Services	72.7	2,526
Planning Services	33.5	578
Building Control	10.1	33
Net Budget	116.3	3,137

Subjective Analysis	2023/24 Budget £'000
Employee Costs	5,645
Premises Costs	161
Transport-Related Costs	12
Supplies and Services	1,708
Contracted Costs	285
Transfer Payments	9
Total Expenditure	7,820
Fees & Charges	0
Grants & Contributions	(1,347)
Traded Services Income	(3,336)
Total Income	(4,683)
Net Budget	3,137

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
Email: zelda.wolfle@reading.gov.uk

Housing & Communities

Service Area	FTE	2023/24 Budget £'000
Housing General Fund	41.8	1,617
Direct Labour Organisation	35.0	(364)
Community Safety & Enablement	24.0	647
Net Budget	100.8	1,900

Subjective Analysis	2023/24 Budget £'000
Employee Costs	5,217
Premises Costs	8,722
Transport-Related Costs	11
Supplies and Services	3,865
Contracted Costs	2
Transfer Payments	(77)
Total Expenditure	17,739
Fees & Charges	(3,787)
Grants & Contributions	(2,334)
Traded Services Income	(9,718)
Total Income	(15,839)
Net Budget	1,900

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 as well as a growing online learning and eBook/magazine offer. Every branch offers free public Wi-Fi and access to PCs, supporting the Council's ambitions for reducing social and digital exclusion. 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 Zone.

The Active Reading team are focused on increasing levels of physical activity to tackle health inequalities. This includes management of the leisure contract with GLL, who operate the borough's leisure centres, and the educational play and support team, which delivers valuable educational support for children at risk of exclusion in schools or with SEND.

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. 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 unitary councils and provides the County archive service as well as a Modern Records function.

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

Culture

Service Area	FTE	2023/24 Budget £'000
Libraries	24.2	1,050
Leisure & Recreation	21.4	381
Arts & Theatre	28.8	319
Town Hall and Museum	27.2	901
Archives	17.6	291
New Directions/Adult Education	28.0	109
Net Budget	147.2	3,050

Subjective Analysis	2023/24 Budget £'000
Employee Costs	6,313
Premises Costs	2,134
Transport-Related Costs	31
Supplies and Services	3,033
Contracted Costs	949
Transfer Payments	(100)
Total Expenditure	12,360
Fees & Charges	0
Grants & Contributions	(2,644)
Traded Services Income	(6,666)
Total Income	(9,310)
Net Budget	3,050

Environmental and Commercial Services

Highways Maintenance & Traffic Services deliver a range of statutory services on the public highway that includes highway maintenance including 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. Also, the network management including traffic regulation orders, road safety, traffic signals, CCTV and regulation of all activities on the public highway. 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 household and commercial waste and recycling collections, bin deliveries, and clinical waste collections, environmental enforcement. Also, highway grass cutting and tree management, 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	2023/24 Budget £'000
Housing Repairs and Maintenance	90.8	(648)
Fleet Management	3.0	1,514
Streetscene	115.9	3,796
Highways, Drainage and Network Management	60.7	2,145
RE3 Waste Disposal	4.0	8,217
Waste Collection	87.3	1,750
Net Budget	361.6	16,775

Subjective Analysis	2023/24 Budget £'000
Employee Costs	15,266
Premises Costs	2,712
Transport-Related Costs	1,689
Supplies and Services	11,687
Contracted Costs	5,002
Transfer Payments	38
Total Expenditure	36,394
Fees & Charges	(12,983)
Grants & Contributions	(1,289)
Traded Services Income	(5,347)
Total Income	(19,619)
Net Budget	16,775

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	2023/24 Budget £'000
Facilities Management	69.5	1,768
Education Property Development	6.0	18
Property Services	15.0	1,066
Assets Management	9.0	(6,003)
Net Budget	99.5	(3,152)

Subjective Analysis	2023/24 Budget £'000
Employee Costs	4,071
Premises Costs	3,622
Transport-Related Costs	736
Supplies and Services	869
Contracted Costs	1,647
Transfer Payments	0
Total Expenditure	10,944
Fees & Charges	(3,232)
Grants & Contributions	(1,533)
Traded Services Income	(9,331)
Total Income	(14,095)
Net Budget	(3,152)

Management & Sustainability

The Senior Management Team costs and training costs for the whole directorate are funded from this budget, which also includes the Infrastructure, Economy & Capital Projects Service.

The service oversees placemaking in Reading in line with our Corporate Plan priorities. It enables Reading's sustainable economic development through delivery of strategic infrastructure, capital projects and major regeneration schemes to support the Council's economic policy objectives and drive inclusive and sustainable economic growth.

The service identifies, attracts and delivers investment into development proposals from external partners, maximising income generation and resources for capital projects and broader economic regeneration initiatives to deliver inclusive economic growth for Reading.

The service also leads 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 energy costs.

Deputy Director: Emma Gee

Email: emma.gee@reading.gov.uk

Management & Sustainability

Service Area	FTE	2023/24 Budget £'000
Sustainability	4.0	67
DEGNS Management & Overheads	10.0	500
Net Budget	14.0	567

Subjective Analysis	2023/24 Budget £'000
Employee Costs	1,379
Premises Costs	3
Transport-Related Costs	2
Supplies and Services	79
Contracted Costs	0
Transfer Payments	0
Total Expenditure	1,463
Fees & Charges	(293)
Grants & Contributions	0
Traded Services Income	(603)
Total Income	(896)
Net Budget	567

2.4. Resources

The Resources Directorate is made up of the Council's support and governance services: Policy, Performance and Customer Services; Human Resources and Organisational Development; Procurement & Contracts; Finance; Legal and Democratic Services; and Digital, Technology and Change. The Directorate provides the infrastructure to facilitate both the delivery of the Council's frontline services and the governance and 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.

Executive Director of Resources: Charlie Stewart
Email: charlie.stewart@reading.gov.uk

Resources

Directorate of Resources

Service Area	FTE	2023/24 Budget £'000
Policy, Performance & Customer Services	111.3	2,459
Human Resources & Organisational Development	60.5	1,936
Procurement & Contracts	10.4	382
Finance	99.7	4,344
Legal & Democratic Services	144.3	2,732
Digital, Technology & Change	45.8	6,434
Net Budget	472.0	18,288

Subjective Analysis	2023/24 Budget £'000
Employee Costs	24,072
Premises Costs	440
Transport-Related Costs	32
Supplies and Services	7,709
Contracted Costs	5,448
Transfer Payments	626
Total Expenditure	38,327
Fees & Charges	(2,313)
Grants & Contributions	(12,506)
Traded Services Income	(5,220)
Total Income	(20,039)
Net Budget	18,288

Policy, Performance and Customer Services

The 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 via the Policy and Performance area within the department, who provide data intelligence capability and support corporately development of the Corporate Plan, coordination of the Council's overall performance reporting, as well as policy development and insight for related to the Social Inclusion, equalities and accessibility agendas. This area also holds responsibility managing the Councils strategic relationship with the Voluntary and Community Sector. Defined areas within the service are: Customer Fulfilment Team, Registration and Bereavement Services, Data Intelligence and Policy Team, and Executive Support.

Interim Assistant Director: Tony Reed

Email: tony.reed@reading.gov.uk

Resources

Policy, Performance & Customer Services

Service Area	FTE	2023/24 Budget £'000
Directorate Support	10.6	382
Customer Fulfillment Team	50.1	1,181
Registration & Bereavement	26.1	(1,036)
Grants	0.0	725
Policy and Performance	24.6	1,208
Net Budget	111.4	2,459

Subjective Analysis	2023/24 Budget £'000
Employee Costs	4,639
Premises Costs	413
Transport-Related Costs	5
Supplies and Services	1,367
Contracted Costs	32
Transfer Payments	(707)
Total Expenditure	5,749
Fees & Charges	(220)
Grants & Contributions	(281)
Traded Services Income	(2,789)
Total Income	(3,290)
Net Budget	2,459

Human Resources and Organisational Development

Human Resources and Organisational Development provides advice and support to ensure that the Council has the right people, in the right job, with the right skills. It also manages pay for staff. The service includes Resourcing and Human Resource Systems, Payroll, Organisational Development and Learning, Human Resource Advisory Services and Strategic Human Resources and Organisational Development 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.

Acting Assistant Director: Teresa Kaine
Email: teresa.kaine@reading.gov.uk

Resources

Human Resources & Organisational Development

Service Area	FTE	2023/24 Budget £'000
Kennet Day Nursery	18.7	111
Organisational Development	5.6	358
Emergency Planning	1.0	64
Health & Safety	3.9	214
HR & Payroll	31.4	1,096
Human Resources & Org Development	0.0	93
Net Budget	60.5	1,936

Subjective Analysis	2023/24 Budget £'000
Employee Costs	3,155
Premises Costs	20
Transport-Related Costs	2
Supplies and Services	357
Contracted Costs	2
Transfer Payments	(35)
Total Expenditure	3,502
Fees & Charges	(417)
Grants & Contributions	(376)
Traded Services Income	(773)
Total Income	(1,566)
Net Budget	1,936

Procurement & Contracts

The Procurement Service advises and supports all Directorates, through a hub-and-spoke model of delivery, on 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. The service also supports savings delivery through a modern, best practice approach to procurement and contract lifecycle management.

Assistant Director: Jonathan Hopkins

Email: jonathan.hopkins@reading.gov.uk

Procurement & Contracts

Service Area	FTE	2023/24 Budget £'000
Procurement & Contracts	10.4	382
Net Budget	10.4	382

Subjective Analysis	2023/24 Budget £'000
Employee Costs	609
Premises Costs	0
Transport-Related Costs	0
Supplies and Services	6
Contracted Costs	0
Transfer Payments	(200)
Total Expenditure	414
Fees & Charges	0
Grants & Contributions	(33)
Traded Services Income	0
Total Income	(33)
Net Budget	382

Finance

The Director of Finance is the Council's Section 151 Officer in accordance with s151 of the Local Government Act 1972. This 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 £131m in Council Tax, £142m in Business Rates as well as administering £9m of Council Tax Reduction Scheme and £40m of Housing benefit payments.

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

Resources

Finance

Service Area	FTE	2023/24 Budget £'000
Audit & Insurance	12.6	1,435
Council Tax & NDR Administration	43.7	508
Accountancy	43.5	2,401
Net Budget	99.7	4,344

Subjective Analysis	2023/24 Budget £'000
Employee Costs	5,270
Premises Costs	0
Transport-Related Costs	6
Supplies and Services	532
Contracted Costs	464
Transfer Payments	1,410
Total Expenditure	7,681
Fees & Charges	(873)
Grants & Contributions	(1,264)
Traded Services Income	(1,200)
Total Income	(3,337)
Net Budget	4,344

Legal & Democratic Services

Legal & 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.

The component teams in Legal and Democratic Services are:

Legal Services - providing legal advice and support to the Council and also hosting a shared service for all six Berkshire unitaries for legal support on children's and adults social care services.

Democratic Services - providing business management support for the decision-making process of the Council through its Committees and Officer Decision making.

Cllr Services - providing support to our 48 councillors to enable them to fulfil their democratic mandate.

Customer Relations - providing support for customers who wish to make a complaint about the Council's services.

Information Governance - providing support to other Services to enable the Council to safeguard the data we hold about residents.

Electoral Services - providing voter registration services to residents in Reading. Running elections in Reading.

The Assistant Director is the Council's Monitoring Officer and has a statutory responsibility to ensure that the Council acts lawfully. The Assistant Director is also the Electoral Registration Officer and the Borough Returning Officer, ensuring that residents in the Borough can register for and vote in elections.

Assistant Director: Michael Graham
Email: michael.graham@reading.gov.uk

Resources

Legal & Democratic Services

Service Area	FTE	2023/24 Budget £'000
Legal Services	35.0	1,167
Joint Legal Team	78.3	(101)
Four Berkshire Project	3.0	75
Elections	5.1	453
Land Charges		(187)
Member Services	11.2	1,171
Customer Relations & Information Governance	11.7	153
Net Budget	144.3	2,732

Subjective Analysis	2023/24 Budget £'000
Employee Costs	7,698
Premises Costs	7
Transport-Related Costs	18
Supplies and Services	4,830
Contracted Costs	0
Transfer Payments	68
Total Expenditure	12,621
Fees & Charges	(382)
Grants & Contributions	(9,049)
Traded Services Income	(458)
Total Income	(9,889)
Net Budget	2,732

Digital, Technology & Change 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. It also provides the corporate portfolio management office, alongside a team of specialists in change delivery (encompassing project management, business analysis and business change). The priorities of the service this year are:

- maintain capable, secure and well-performing ICT capability;
- rationalise the business application estate and its management so that it is cheaper, more coherent and more effective;
- enable and drive digitally enabled transformation, in collaboration with other services, including support to the delivery of the Customer Experience Strategy;
- provide delivery coordination, assurance and monitoring across the Council's portfolio of change programmes.

Chief Digital and Information Officer: Martin Chalmers

Email: martin.chalmers@reading.gov.uk

Resources

Digital, Technology & Change

Service Area	FTE	2023/24 Budget £'000
Digital, Technology & Change	25.32	5,930
Project Management Office	20.46	505
Net Budget	45.8	6,434

Subjective Analysis	2023/24 Budget £'000
Employee Costs	2,702
Premises Costs	0
Transport-Related Costs	1
Supplies and Services	617
Contracted Costs	4,950
Transfer Payments	90
Total Expenditure	8,359
Fees & Charges	(422)
Grants & Contributions	(1,503)
Traded Services Income	0
Total Income	(1,925)
Net Budget	6,434

2.5 Chief Executive Services

Chief Executive Services covers the Chief Executive, the Corporate Management Team and the Communications Team.

The Chief Executive is also the Head of Paid Service in accordance with the Councils constitution. The Head of Paid Service is responsible for the corporate and overall strategic management of the Authority as a whole, they must report to and provide information for the Council and its Committees and is responsible for establishing a framework for management direction, style and standards and for monitoring the performance of the organisation.

Chief Executive Services

Service Area	FTE	2023/24 Budget £'000
Corporate Management Team	5.2	876
Communications	10.8	667
Net Budget	16.0	1,543

Subjective Analysis	2023/24 Budget £'000
Employee Costs	2,012
Premises Costs	0
Transport-Related Costs	19
Supplies and Services	10,518
Contracted Costs	0
Transfer Payments	(4,662)
Total Expenditure	7,886
Fees & Charges	0
Grants & Contributions	(6,309)
Traded Services Income	(35)
Total Income	(6,344)
Net Budget	1,543

Corporate Management Team

The Corporate Management Team is the staffing budget held for the Executive Management Team of Reading Borough Council.

This service area also contains the costs and allocations of the Berkshire West Public Health Hub.

Chief Executive: Jackie Yates

Email: jackie.yates@reading.gov.uk

Corporate Management Team

Service Area	FTE	2023/24 Budget £'000
Corporate Management Team	5.2	878
Net Budget	5.2	878

Subjective Analysis	2023/24 Budget £'000
Employee Costs	1,398
Premises Costs	0
Transport-Related Costs	0
Supplies and Services	10,401
Contracted Costs	0
Transfer Payments	(4,669)
Total Expenditure	7,130
Fees & Charges	0
Grants & Contributions	(6,254)
Traded Services Income	0
Total Income	(6,254)
Net Budget	876

Communications

The Communications 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 resident's newsletter as well as the council's email newsletter that goes out to a large database of residents. They are also responsible for Your Housing, the council's tenant's newsletter.

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

The team are also responsible for leading on staff engagement and communications 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 communications and marketing team and they are responsible for organising events in liaison with The Royal Household.

Head of Communications: Louisa Dean
Email: louisa.dean@reading.gov.uk

Communications

Service Area	FTE	2023/24 Budget £'000
Communications	10.8	667
Net Budget	10.8	667

Subjective Analysis	2023/24 Budget £'000
Employee Costs	614
Premises Costs	0
Transport-Related Costs	19
Supplies and Services	117
Contracted Costs	0
Transfer Payments	7
Total Expenditure	757
Fees & Charges	0
Grants & Contributions	(55)
Traded Services Income	(35)
Total Income	(90)
Net Budget	667

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: Lara Patel

Email: lara.patel@brighterfuturesforchildren.org

Children's Services

Service Area	FTE	2023/24 Budget £'000
Brighter Futures for Children		51,430
Retained by Council		838
Net Budget	0.0	52,268

Subjective Analysis	2023/24 Budget £'000
Employee Costs	0
Premises Costs	0
Transport Related Costs	0
Supplies and Services	0
Contract Costs	52,268
Transfer Payments	0
Total Expenditure	52,268
Fees & Charges	0
Grants	0
Other Income	0
Total Income	0
Net Budget	52,268

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.

The Council takes a long term planning approach with the HRA - 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. Each scheme new scheme supported must pass tests of viability over the 30 year horizon

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.

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

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

Housing Revenue Account

Housing Revenue Account

Service Area	FTE	2023/24 Budget £'000
Management & Supervision	63.9	8,796
Special Services	44.8	4,404
Provision for Bad Debts		405
Responsive Repairs		4,144
Planned Maintenance		3,488
Major Repairs/Depreciation		12,871
Debt Costs		7,148
PFI Costs		7,975
Total Expenditure		49,230
HRA Income		(46,731)
Net Expenditure		2,499
Movement to/(from) reserve		(2,499)
Net Budget	108.7	0

Subjective Analysis	2023/24 Budget £'000
Employee Costs	4,892
Premises Costs	29,581
Transport Related Costs	35
Supplies and Services	1,760
Contract Costs	8,022
Transfer Payments	5,233
Total Expenditure	49,522
Fees & Charges	(2,792)
Grants	(3,997)
Other Income	(42,734)
Total Income	(49,522)
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 2023/24 - 2025/26 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
- Addresses inequality, for example by investing in community safety
- 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

¹ <https://images.reading.gov.uk/2023/03/CapitalStrategy2023-24-Appx.pdf>

Capital

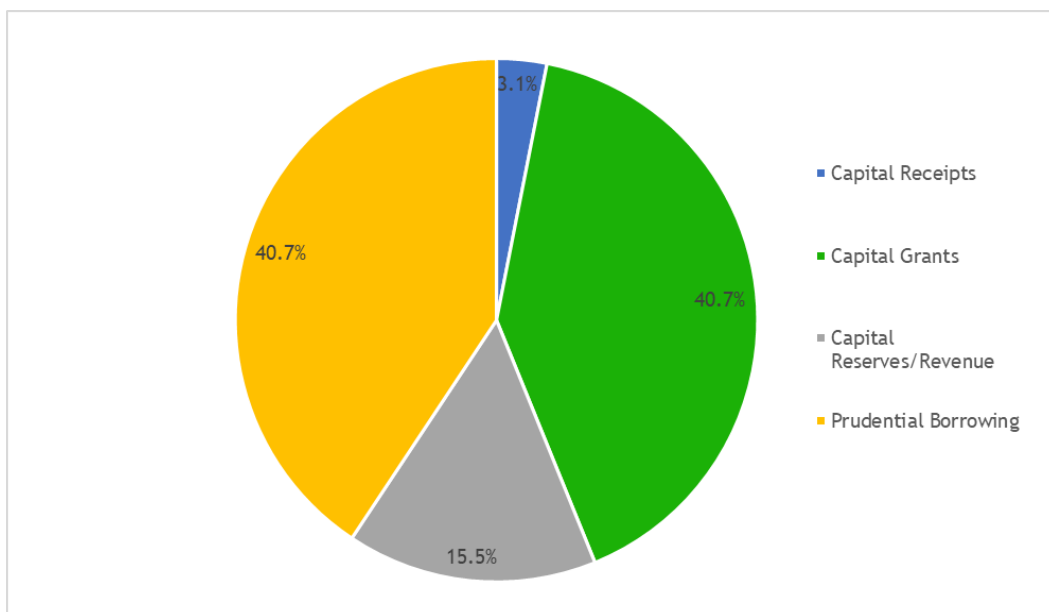
- Availability of external funding, full or match funding
- Invest to save opportunities
- Maintenance of the essential infrastructure of the organisation, such as buildings and IT
- The outcome of feasibility studies
- The ability to Generate surplus revenue to support vital service provision.

In line with the Council's 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 the 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, £3.6m 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 £6.4m 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 £32.5m 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:

- £15.4m on the Bus Service Improvement Programme.
- £13.7m to create a new performance space at the Hexagon Theatre.
- £8.6m to create a new Reading Library at the Civic Centre.
- £8.1m to complete the procurement of leisure centre facilities within the Borough.
- £2.2m for the Corporate Solar Programme to increase the provision of renewable energy supply to contribute to the Council's net zero carbon ambitions. Also targeted at supporting the Council's climate change commitment are some schemes pending confirmation of the business case. These are £1.0m for the Salix Decarbonisation Fund, £0.5m for the Salix Recirculation Fund and £0.8m for Renewable Energy.
- 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:
 - £3.6m to complete Reading West Station
 - £14.0m for the South Reading MRT
 - £0.4m in improved energy efficiency for street lighting
 - £0.25m for electric vehicle charging points
 - £0.15m for tree planting programmes
 - £0.1m to support the National Cycle Network

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 £45.0m in its new build and acquisitions programme over the three years 2023/24 - 2025/26 providing additional new affordable homes, subject to approvals.

The Council also plans to continue to invest around £10m per annum in its existing housing stock over the next 3 years, as well as £28.1m over the period for zero carbon retro-fit works.

General Fund Capital Programme 2023/24 - 2025/26

Scheme Name	2022/23 Forecast			2023/24 Forecast			2024/25 Forecast			2025/26 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)
Corporate												
Delivery Fund (Pump priming for Transformation projects)												
Loan To RTL (Bus replacement programme)	4,065	-	4,065	1,798	-	1,798	1,782	-	1,782	-	-	-
Oracle Shopping Centre capital works	2,500	-	2,500	2,500	-	2,500	2,500	-	2,500	2,500	-	2,500
Minster Quarter - Brownfield Land Grant Element	100	-	100	100	-	100	100	-	100	100	-	100
Minster Quarter	200	(200)	-	1,800	(1,800)	-	-	-	-	-	-	-
	250	-	250	750	-	750	-	-	-	-	-	-
Corporate Total	7,115	(200)	6,915	6,948	(1,800)	5,148	4,382	-	4,382	2,600	-	2,600

Scheme Name	2022/23 Forecast			2023/24 Forecast			2024/25 Forecast			2025/26 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)
Adult Care and Health Services												
e-Marketplace & Equipment Renewal Portal Software												
Mobile Working and Smart Device	170	(93)	77	-	-	-	-	-	-	-	-	-
Replacement of Community Re-ablement Software	150	-	150	-	-	-	-	-	-	-	-	-
Co-located profound and multiple learning disabilities day opportunities and respite facility and sheltered housing flats	85	-	85	-	-	-	-	-	-	-	-	-
	1,413	-	1,413	3,879	-	3,879	1,623	-	1,623	878	-	878
Adult Care and Health Services Total	1,818	(93)	1,725	3,879	-	3,879	1,623	-	1,623	878	-	878

General Fund Capital Programme 2023/24 - 2025/26

Scheme Name	2022/23 Forecast			2023/24 Forecast			2024/25 Forecast			2025/26 Forecast		
	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)
Economic Growth and Neighbourhood Services												
Transportation, Planning & Regulatory Services												
Air Quality Monitoring	15	(15)	0	-	-	-	-	-	-	-	-	-
Active Travel Tranche 2	100	(100)	-	885	(885)	-	-	-	-	-	-	-
Active Travel Tranche 3	200	(200)	-	1,300	(1,300)	-	-	-	-	-	-	-
Berkshire Coroner's Removals	-	-	-	29	-	29	-	-	-	-	-	-
Bus Service Improvement	500	(500)	-	8,326	(8,326)	-	7,113	(7,113)	-	-	-	-
Local Transport Plan Development	40	(40)	-	1,489	(1,489)	-	400	(400)	-	400	(400)	-
National Cycle Network Route 422	8	(8)	-	124	(124)	-	-	-	-	-	-	-
Reading West Station	600	(600)	-	3,620	(1,139)	2,481	-	-	-	-	-	-
South Reading MRT (Phases 1 & 2)	399	(399)	(0)	-	-	-	-	-	-	-	-	-
South Reading MRT (Phases 3 & 4)	1,632	(1,632)	(0)	-	-	-	-	-	-	-	-	-
South Reading MRT (Phases 5 & 6)	-	-	-	2,000	(2,000)	-	7,000	(5,000)	2,000	5,000	(5,000)	-
Town Centre Street Trading Infrastructure	28	-	28	-	-	-	-	-	-	-	-	-
Construction of Green Park Station	2,969	(2,969)	-	-	-	-	-	-	-	-	-	-
Car Park Investment Programme (inc P&D, Red Routes & Equipment)	177	(177)	-	326	(326)	-	326	(326)	-	326	(326)	-
Purchase of Mortuary Equipment	12	-	12	-	-	-	-	-	-	-	-	-
CIL Local Funds - Community	502	(502)	-	-	-	-	-	-	-	-	-	-
CIL Local Funds - Transport	167	(167)	-	-	-	-	-	-	-	-	-	-
CIL Local Funds -Neighbourhood Allocation	477	(477)	-	-	-	-	-	-	-	-	-	-
S106 individual schemes list	977	(977)	-	-	-	-	-	-	-	-	-	-
Defra Air Quality Grant - Bus Retrofit	70	(70)	-	318	(318)	-	-	-	-	-	-	-
Defra Air Quality Grant - Go Electric Reading	18	(18)	-	-	-	-	-	-	-	-	-	-
Electric Vehicle Charging Points	-	-	-	250	-	250	-	-	-	-	-	-
Air Quality Grant - AQ sensors awareness & behaviour change	-	-	-	220	(220)	-	-	-	-	-	-	-
Rogue Landlord Enforcement	75	(75)	-	-	-	-	-	-	-	-	-	-
Transportation, Planning & Regulatory Services - Sub Total	8,967	(8,927)	40	18,887	(16,127)	2,760	14,839	(12,839)	2,000	5,726	(5,726)	-

General Fund Capital Programme 2023/24 - 2025/26

Scheme Name	2022/23 Forecast			2023/24 Forecast			2024/25 Forecast			2025/26 Forecast		
	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)
Economic Growth and Neighbourhood Services Housing & Communities												
Provision of Gypsy & Traveller Accommodation	100	-	100	3,402	-	3,402	-	-	-	-	-	-
Harden Public Open Spaces to Prevent Incursion	42	-	42	25	-	25	25	-	25	25	-	25
Green Homes Scheme - GF element	-	-	-	-	-	-	-	-	-	-	-	-
Disabled Facilities Grants (Private Sector)	1,257	(1,257)	-	1,197	(1,197)	-	1,197	(1,197)	-	1,197	(1,197)	-
Foster Carer Extensions	-	-	-	400	-	400	-	-	-	-	-	-
Private Sector Renewals	444	-	444	300	-	300	300	-	300	300	-	300
Housing & Communities - Sub Total	1,844	(1,257)	587	5,324	(1,197)	4,127	1,522	(1,197)	325	1,522	(1,197)	325
Culture												
Leisure Centre Procurement	22,272	(1,475)	20,797	7,145	(23)	7,122	812	(15)	797	170	-	170
Development of facilities at Prospect Park/Play	230	(230)	-	-	-	-	-	-	-	-	-	-
John Rabson skatepark	255	-	255	-	-	-	-	-	-	-	-	-
New Capital Bid - S106 Kenavon Drive Landscape	120	(120)	-	33	(33)	-	-	-	-	-	-	-
Reading Football Club Social Inclusion Unit to SRLC	-	-	-	1,534	(1,534)	-	-	-	-	-	-	-
Small Leisure Schemes	311	-	311	93	(20)	73	488	(299)	189	-	-	-
Levelling Up Delivery Plan - New performance space at the Hexagon Theatre	-	-	-	3,245	(2,916)	329	10,455	(9,648)	807	-	-	-
Levelling Up Delivery Plan - New Reading Library at the Civic Centre	-	-	-	1,603	(1,532)	71	6,884	(5,068)	1,816	113	-	113
Abbey Quarter restoration works	50	(50)	-	95	(95)	-	25	(25)	-	-	-	-
High Street Heritage Action Zone	252	(252)	-	933	(763)	170	-	-	-	-	-	-
Berkshire Record Office - extension of storage space	16	-	16	263	-	263	41	-	41	-	-	-
Hexagon lighting & emergency lighting replacement	15	-	15	255	(120)	135	-	-	-	-	-	-
Hexagon replacement of PA System	-	-	-	360	-	360	-	-	-	-	-	-
Town Hall Equipment	190	-	190	15	-	15	-	-	-	-	-	-
Tilehurst Library Works	62	(62)	-	-	-	-	-	-	-	-	-	-
Culture - Sub Total	23,773	(2,189)	21,584	15,574	(7,036)	8,538	18,705	(15,055)	3,650	283	-	283

General Fund Capital Programme 2023/24 - 2025/26

Scheme Name	2022/23 Forecast			2023/24 Forecast			2024/25 Forecast			2025/26 Forecast		
	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)
Economic Growth and Neighbourhood Services												
Environmental & Commercial Services												
Playground equipment and Refreshment: Boroughwide	530	-	530	702	(44)	658	-	-	-	-	-	-
Re-wilding highways, parks and open space verges	76	-	76	-	-	-	-	-	-	-	-	-
Tree Planting	30	-	30	50	-	50	50	-	50	50	-	50
Annual Bridges and Carriage Way Works programme & Highway Infrastructure Works	4,654	(1,638)	3,016	1,842	(1,432)	410	-	-	-	4,000	-	4,000
Carriageways & Pavements Investment Programme	-	-	-	5,000	-	5,000	3,900	(900)	3,000	900	(900)	-
Cemetery Machinery	-	-	-	66	-	66	-	-	-	-	-	-
CIL Local Funds - Heritage and Culture	285	(285)	-	-	-	-	-	-	-	-	-	-
CIL Local Funds - Leisure and Play	419	(419)	-	250	(250)	-	-	-	-	-	-	-
Highway Signals_Capital Bid	200	-	200	200	-	200	-	-	-	-	-	-
Highways Operational Resilience _ Capital Bid	-	-	-	74	-	74	-	-	-	-	-	-
Highways Structures Capital Bid	1,450	(600)	850	3,850	(600)	3,250	600	(600)	-	-	-	-
Invest to save energy savings - Street lighting	771	-	771	400	-	400	-	-	-	-	-	-
Pedestrian Defined Urban Pocket Gardens	75	-	75	-	-	-	-	-	-	-	-	-
Pedestrian dropped kerb facilities with tactile pavers	240	-	240	-	-	-	-	-	-	-	-	-
Pedestrian handrails	240	-	240	-	-	-	-	-	-	-	-	-
Pumping Station Upgrade Scheme (new)	229	-	229	-	-	-	-	-	-	-	-	-
Purchase of Electric Road Marking Machine	-	-	-	65	-	65	-	-	-	-	-	-
Railway footbridge lighting in West Reading	70	-	70	-	-	-	-	-	-	-	-	-
Reading Station Subway	206	(206)	-	-	-	-	-	-	-	-	-	-
Restoration of historic Wall at Caversham Court Gardens	-	-	-	100	(100)	-	-	-	-	-	-	-
Town Centre Improvements	307	-	307	-	-	-	-	-	-	-	-	-
Free bulky waste service - collection vehicle	-	-	-	64	-	64	-	-	-	-	-	-
Cattle Market Car Park	-	-	-	519	(519)	-	-	-	-	-	-	-
Digitised TRO's	-	-	-	300	-	300	-	-	-	-	-	-
Eastern Area Access Works	100	(100)	-	99	(99)	-	-	-	-	-	-	-
Local Traffic Management and Road Safety Schemes	135	(135)	-	285	(285)	-	150	(47)	103	150	(150)	-
Oxford Road Corridor Works	150	(150)	-	148	(148)	-	-	-	-	-	-	-
Traffic Management Schools	216	(216)	-	215	(215)	-	-	-	-	-	-	-
Western Area Access Works	64	(64)	-	64	(64)	-	-	-	-	-	-	-
New Kit/Vehicles for Commercial Services Dvlpt	-	-	-	84	-	84	-	-	-	-	-	-
Vehicle Maintenance Workshop	-	-	-	1,312	-	1,312	-	-	-	-	-	-
New Vehicle for Highways & Drainage Commercial Service	-	-	-	71	-	71	-	-	-	-	-	-
Replacement Vehicles	2,781	-	2,781	-	-	-	-	-	-	-	-	-
Environmental & Commercial Services - Sub Total	13,227	(3,813)	9,414	15,760	(3,756)	12,004	4,700	(1,547)	3,153	5,100	(1,050)	4,050

General Fund Capital Programme 2023/24 - 2025/26

Scheme Name	2022/23 Forecast			2023/24 Forecast			2024/25 Forecast			2025/26 Forecast		
	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)
Economic Growth and Neighbourhood Services												
Property & Asset Management												
The Heights Permanent Site Mitigation	44	(44)	-	343	(343)	-	100	(100)	-	-	-	-
Invest in Corporate buildings/Health & safety works	1,180	-	1,180	1,320	-	1,320	1,000	-	1,000	1,000	-	1,000
1 Dunsfold Fitout for BfFC Family Contact Centre - Development for Community Use	275	-	275	75	-	75	-	-	-	-	-	-
Accommodation Review - Phase 2A - 2C	556	-	556	1,000	-	1,000	-	-	-	-	-	-
Corporate Office Essential Works	-	-	-	891	-	891	-	-	-	-	-	-
Katesgrove Community and YOS Refurbishment - Development for Community Use	150	-	150	600	-	600	-	-	-	-	-	-
BFFC Accommodation Review	-	-	-	150	-	150	-	-	-	-	-	-
Regeneration Projects	125	-	125	2,329	-	2,329	200	-	200	-	-	-
Acre Business Park	-	-	-	478	-	478	122	-	122	-	-	-
The Keep building works and improved arts/culture facilities	94	-	94	-	-	-	-	-	-	-	-	-
Property & Asset Management - Sub Total	2,424	(44)	2,380	7,186	(343)	6,843	1,422	(100)	1,322	1,000	-	1,000
Management & Sustainability												
Renewable Energy	193	-	193	-	-	-	-	-	-	-	-	-
Salix Decarbonisation Fund	1,574	-	1,574	-	-	-	-	-	-	-	-	-
Corporate Solar Programme	-	-	-	491	-	491	896	-	896	784	-	784
Management and Sustainability - Sub Total	1,767	-	1,767	491	-	491	896	-	896	784	-	784
Economic Growth and Neighbourhood Services Total	52,001	(16,229)	35,772	63,222	(28,459)	34,763	42,084	(30,738)	11,346	14,415	(7,973)	6,442

General Fund Capital Programme 2023/24 - 2025/26

Scheme Name	2022/23 Forecast			2023/24 Forecast			2024/25 Forecast			2025/26 Forecast		
	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)
Economic Growth and Neighbourhood Services (Education Schemes)												
Additional School Places - Contingency	50	(50)	-	450	(450)	-	250	(250)	-	250	(250)	-
SEN Provision - Avenue Centre	4,291	(4,291)	-	76	(76)	-	-	-	-	-	-	-
Asset Management	286	(286)	-	300	(300)	-	306	(306)	-	312	(312)	-
Children in care Emergency Provision	35	-	35	-	-	-	-	-	-	-	-	-
Civitas- Synthetic Sports Pitch	-	-	-	24	(24)	-	-	-	-	-	-	-
Contribution to SEN School Wokingham	123	(123)	-	-	-	-	-	-	-	-	-	-
Crescent Road Playing Field Improvements	311	(311)	-	-	-	-	-	-	-	-	-	-
Critical Reactive Contingency: Health and safety (Schools)	500	(500)	-	500	(500)	-	500	(500)	-	500	(500)	-
Fabric Condition Programme	3,448	(3,448)	-	2,000	(2,000)	-	2,000	(2,000)	-	1,000	(1,000)	-
Green Park Primary School	60	(60)	-	-	-	-	-	-	-	-	-	-
Heating and Electrical Renewal Programme	1,047	(1,047)	-	1,000	(1,000)	-	1,000	(1,000)	-	1,000	(1,000)	-
Initial Viability work for the Free School at Richfield Avenue	20	(20)	-	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	59	(59)	-	-	-	-	-	-	-	-	-	-
Meadway Early Years Building Renovation	-	-	-	-	-	-	-	-	-	-	-	-
Modular Buildings Review	50	(50)	-	950	(950)	-	500	(500)	-	500	(500)	-
New ESFA funded schools - Phoenix College	-	-	-	-	-	-	-	-	-	-	-	-
Pinecroft-Children who have complex health, physical,sensory,disabilities & challenging behaviour	53	-	53	-	-	-	-	-	-	-	-	-
Cressingham- Community Short Breaks Provision	-	-	-	300	-	300	-	-	-	-	-	-
Dee Park Regeneration - Housing Infrastructure Fund (school)	500	(500)	-	5,500	(5,500)	-	6,000	(6,000)	-	-	-	-
Public Sector Decarbonisation Funds - School Estate Double Glazing Programme	1,065	(1,065)	-	-	-	-	-	-	-	-	-	-
SCD Units	473	(473)	-	-	-	-	-	-	-	-	-	-
School Estate Solar PV Programme	323	(323)	-	-	-	-	-	-	-	-	-	-
Schools - Fire Risk Assessed remedial Works	560	(560)	-	200	(200)	-	100	(100)	-	-	-	-
SEN Norcot	83	(83)	-	-	-	-	-	-	-	-	-	-
SEN High Needs provision capital allocations	-	-	-	4,977	(4,977)	-	-	-	-	-	-	-
The Heights Temporary School	351	(351)	-	-	-	-	-	-	-	-	-	-
Park Lane Primary School Annexe Replacement	500	(500)	-	2,000	(2,000)	-	-	-	-	-	-	-
Economic Growth and Neighbourhood Services (Education Schemes) Total	14,217	(14,129)	88	18,297	(17,997)	300	10,656	(10,656)	-	3,562	(3,562)	-

General Fund Capital Programme 2023/24 - 2025/26

Scheme Name	2022/23 Forecast			2023/24 Forecast			2024/25 Forecast			2025/26 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)
Resources												
Customer Digital Experience	750	-	750	-	-	-	-	-	-	-	-	-
Universal Digital Systems	812	-	812	98	-	98	-	-	-	-	-	-
IT Future Operating Model	538	-	538	834	-	834	468	-	468	-	-	-
Democratic Hybrid AV	-	-	-	90	-	90	-	-	-	-	-	-
Re-Procurement / Reimplementation of Finance System	440	-	440	160	-	160	-	-	-	-	-	-
Education Management System	384	-	384	-	-	-	-	-	-	-	-	-
Cemeteries and Crematorium	-	-	-	85	-	85	-	-	-	-	-	-
Cremator Procurement	1,313	-	1,313	487	-	487	-	-	-	-	-	-
Cremator	-	-	-	55	-	55	-	-	-	-	-	-
Burial Land Acquisition	80	-	80	1,070	-	1,070	500	-	500	-	-	-
Resources Total	4,317	-	4,317	2,879	-	2,879	968	-	968	-	-	-

General Fund Capital Programme 2023/24 - 2025/26

Scheme Name	2022/23 Forecast			2023/24 Forecast			2024/25 Forecast			2025/26 Forecast		
	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)
General Fund Total	79,468	(30,651)	48,817	95,225	(48,256)	46,969	59,713	(41,394)	18,319	21,455	(11,535)	9,920
General Fund Schemes currently on hold pending business cases												
Transport Demand Management Scheme	-	-	-	400	-	400	200	-	200	-	-	-
Maintenance & Enhancement of Council Properties	-	-	-	8,800	-	8,800	-	-	-	-	-	-
Salix Decarbonisation Fund	-	-	-	951	-	951	-	-	-	-	-	-
Salix Re-Circulation Fund	57	-	57	467	-	467	-	-	-	-	-	-
Renewable Energy	502	-	502	819	(450)	369	15	-	15	-	-	-
On hold Total	559	-	559	11,437	(450)	10,987	215	-	215	-	-	-
General Fund Total (including schemes currently on hold pending business cases)	80,027	(30,651)	49,376	106,662	(48,706)	57,956	59,928	(41,394)	18,534	21,455	(11,535)	9,920

HRA Capital Programme 2023/24 - 2025/26

Scheme Name	2022/23 Forecast			2023/24 Forecast			2024/25 Forecast			2025/26 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)
Major Repairs - Existing Homes Renewal	8,944	-	8,944	9,889	-	9,889	10,929	-	10,929	10,820	-	10,820
Major Repairs - Zero Carbon Retrofit works	2,617	-	2,617	13,911	-	13,911	11,582	-	11,582	11,803	-	11,803
Disabled Facilities Grants	600	-	600	665	-	665	688	-	688	701	-	701
New Build & Acquisitions - Phase 2 - 4	13,815	(9,019)	4,796	17,598	(277)	17,321	13,548	(6,300)	7,248	4,277	(2,037)	2,240
Local authority new build programme for older people and vulnerable adults	1,350	-	1,350	14,240	(7,465)	6,775	19,215	-	19,215	10,885	(6,528)	4,357
Housing Management System Phase 1	502	-	502	-	-	-	-	-	-	-	-	-
Housing Management System Phase 2	-	-	-	553	-	553	-	-	-	-	-	-
Grand Total	27,828	(9,019)	18,809	56,856	(7,742)	49,114	55,962	(6,300)	49,662	38,486	(8,565)	29,921