

Summons and Agenda 26 June 2018

Chief Executive
Reading Borough Council
Civic Offices, Bridge Street,
Reading, RG1 2LU

Peter Sloman
Chief Executive

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18 June 2018

To: All Members of the Council

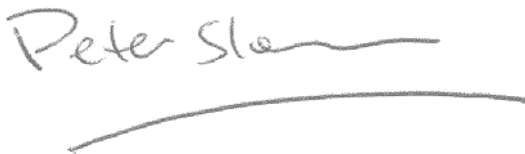
Your contact is:

Michael Popham - Democratic Services Manager

Dear Sir/Madam

You are hereby summoned to attend a meeting of the Reading Borough Council to be held at the Civic Offices, Reading, on **Tuesday 26 June 2018 at 6.30pm**, when it is proposed to transact the business specified in the Agenda enclosed herewith.

Yours faithfully



CHIEF EXECUTIVE

A G E N D A

Mayor's Announcements

1. To receive Mayor's Announcements.

Declarations of Interest

2. To receive any declarations of interest.

Minutes

3. The Mayor to sign the Minutes of the proceedings of the Council Meeting held on 23 May 2018 (Pages A1-A16)

Petitions

4. To receive petitions in accordance with Standing Order 8.

Questions from Members of the Public

5. Questions in accordance with Standing Order 9.

Questions from Councillors

6. Questions in accordance with Standing Order 10.

Reports and Recommendations from Committees

7. Leisure Procurement

Report by Director of Environment & Neighbourhood Services and a debate in accordance with Standing Order 8(6)(e) (Pages B1-B6)

8. Shaping Reading's Future: Our Corporate Plan 2018-21

Report by Chief Executive (Pages C1-C34)

9. Utilisation of Capital Receipts to Pump Prime Savings Delivery, Service Transformation and Manage Demand

Report by Director of Resources (Pages D1-D13)

Motions

10. Caversham Air Quality

Councillor Grashoff to move:

This Council notes with concern that in March 2018 Caversham Globe carried out professionally analysed Nitrogen Dioxide tests over a 2 week period on busy roads and junctions in Caversham and found that the results were well above the European

Union's legal average annual limit of 40 micrograms per cubic metre, as can be seen by the table below:

Location	Adjusted Results
59 Church Street, RG4 8AX (Waitrose Roundabout)	41.18
14 Church Street, RG4 8AR (Priory Avenue Junction)	46.83
Peppard Rd, Prospect St Junction (Prince of Wales Pub)	51.17
Church Rd, St Anne's Road Junction (Griffin Pub)	56.90

These tests followed on from one that was previously carried out over a 2 week period in December 2017 on the Church Rd, St Anne's Rd junction which showed a result of 56.2, which is consistent with the one observed in March.

As a responsible authority which is committed to tackling problems of air pollution in Reading, this Council accepts that whilst these recorded figures are not average annual figures they nevertheless show a worrying trend that warrants further investigation.

This Council therefore resolves to install two Council maintained diffusion tubes on the worst affected junctions North of the river, by the Prince of Wales Pub & the Griffin Pub, in order to facilitate the collection of annual data which is so important to help the Council, on behalf of residents of Caversham & Emmer Green, to build an accurate picture of air quality in the area and to subsequently form a plan to ensure the health of our Community going forward.

11. Illegal Traveller Encampment on Land at Portman Road

Councillor Lovelock to move:

This Council:

- Shares the concerns of local residents who have been severely inconvenienced by the illegal traveller encampment on land at Portman Road;
- Supports the action taken by Thames Valley Police under Section 61 of the Criminal Justice and Public Order Act 1994 to remove the vast majority of the illegal encampment from the land at Portman Road;
- Endorses the Council's action in obtaining a Court Order on 11 June 2018 to remove the remaining four caravans of the illegal encampment from the land at Portman Road;

The Council notes that Thames Valley Police was not able to remove the entire travellers' encampment from the Portman Road site because some of the land was classified as 'Highway' land and as such fell outside the jurisdiction of Section 61 of the Criminal Justice and Public Order Act 1994;

This Council therefore resolves to authorise the Director of Environment & Neighbourhood Services:

- to carry out all the necessary action to change the designation of the Highway land at Portman Road, which was used as part of the illegal traveller encampment, in order that any future incursions onto or abuses of the land could be dealt with promptly under this officer delegation and the powers available to the Thames Valley Police;
- to investigate and assess the extent to which similar sites, to the one at Portman Road, exist within the borough, which could be exploited for illegal encampments and prepare a comprehensive list of these potential sites, with a view to them being considered for re-designation as non-highway land;
- to submit a report to the Policy Committee or Strategic Environment, Planning & Transport Committee to seek a re-categorisation of the identified sites, where appropriate, subject to any necessary consultation processes and Equality Impact Assessments, with a view to minimising any potential future delays in dealing with unlawful traveller encampments or other abuses of the land at the identified sites.

12. 70th Anniversary of the NHS

Councillor Eden to move:

This Council notes that it is 70 years since the Atlee Government founded our NHS and it remains one of our countries greatest institutions with the principle of care free at the point of need funded by us all a mark of the decency of our society.

This Council believes that it is vital that this public service is properly funded, enabled to collaborate with local government particularly public health and social care.

This Council also believes that mental health services should be properly funded and respected and that this should be a priority.

As previous motions have stated this Council also believes that the NHS should remain a public service and not be privatised either openly or through stealth.

Therefore the Council resolves to:

- wish the NHS a very happy 70th birthday;
- thank the dedicated staff of the NHS for their work and care;
- continue to campaign to protect the founding principle of the NHS;
- to resist privatisation of and cuts to our NHS services.

WEBCASTING NOTICE

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

Members of the public who participate in the meeting will be filmed, unless they have given prior notice that they do not consent to this.

Please speak to a member of staff if you have any queries or concerns.

COUNCIL MEETING MINUTES - 23 MAY 2018

Present: Councillor R Williams (Mayor);

Councillors David Absolom, Debs Absolom, Ayub, Ballsdon, Barnett-Ward, Brock, Davies, Eden, D Edwards, K Edwards, Emberson, Ennis, Gavin, Gittings, Grashoff, Hacker, Hopper, Hoskin, James, Jones, Kaur, Khan, Lovelock, Manghnani, Maskell, McDonald, McEwan, McGonigle, McKenna, O'Connell, Page, Pearce, Robinson, Rowland, D Singh, R Singh, Stanford-Beale, Terry, Vickers, Warman and Woodward.

Apologies: Councillors Skeats, Stevens, White and J Williams.

1. ELECTION OF MAYOR

The first business to be transacted being the election of the Mayor, it was moved by Councillor Brock and seconded by Councillor Ennis and CARRIED:

"That Councillor D Edwards be elected Mayor of this Borough."

No other candidate having been nominated, Councillor D Edwards was duly declared elected.

2. APPOINTMENT OF DEPUTY MAYOR

It was moved by Councillor Pearce and seconded by Councillor McEwan and CARRIED:

"That Councillor Woodward be appointed Deputy Mayor of this Borough."

3. ADDRESS BY MAYOR

Councillor D Edwards addressed the Council.

4. MINUTES

The Minutes of the meeting held on 27 March 2018 were confirmed as a correct record and signed by the Mayor.

5. VOTE OF THANKS TO COUNCILLOR R WILLIAMS AND ED WILLIAMS AND TRISH THOMAS

It was moved by Councillor Ennis and seconded by Councillor Hacker and CARRIED:

"That the Council record their sincere appreciation of the ability, courtesy and diligence with which Councillor R Williams has discharged her duties attached to the office of Mayor since 24 May 2017. They also record their grateful thanks to Ed Williams and Trish Thomas for the support and assistance they rendered in the capacity of Mayor's escort throughout his term of office."

6. ADDRESS BY RETIRING MAYOR

Councillor R Williams addressed the Council.

COUNCIL MEETING MINUTES - 23 MAY 2018

7. REPORT ON THE RESULTS OF THE MUNICIPAL ELECTIONS

The Monitoring Officer submitted a report on the results of the Municipal Elections held on 3 May 2018. He also reported that all those elected had signed the Declaration of Acceptance of Office.

8. APPOINTMENT OF LEADER OF THE COUNCIL

It was moved by Councillor Page and seconded by Councillor Debs Absolom and CARRIED:

"That Councillor Lovelock be appointed Leader of the Council for the Municipal Year 2018/19."

9. CONSTITUTION; POWERS AND DUTIES OF THE COUNCIL AND COMMITTEES; SCHEME OF MEMBERS' ALLOWANCES; AND DELEGATIONS

The Monitoring Officer submitted a report making recommendations for the Municipal Year 2018/19 to:

- (1) appoint the Committees of the Council: the allocation of seats between Groups has to be calculated in accordance with Sections 15-17 of the Local Government and Housing Act 1989 and details have been circulated to Group Leaders before the meeting;
- (2) appoint a local Standards Committee for the authority;
- (3) agree the powers and duties of committees, sub-committees, partnerships and consultative Working Parties (Appendices A, B and C);
- (4) agree changes to the Constitution
 - Part 3 - Lead Councillor Portfolios (Appendix D)
- (5) agree the general dispensation granted to all Members as set out in para. 2.18 below.
- (6) amend the Council's scheme of Councillors' Allowances, and confirm those Councillors who meet the definition of Members having significant responsibilities in relation to the discharge of the Council's functions in terms of entitlement to Special Responsibility Allowance at Tier 3 for the remainder of the financial year 2018/19;
- (7) re-establish the Remuneration Panel for the Municipal Year 2018/19.

The Constitution for the authority will be amended in the light of these changes and published on the Council's website.

The powers and duties of the Committees and Sub-Committees are included in **Appendices A and B**. The terms of reference of Partnership and advisory and consultative bodies, and Member:Officer working groups, are included in **Appendix C**.

A. Constitution

COUNCIL MEETING MINUTES - 23 MAY 2018

2.1 That the Constitution for the authority be amended to include the action set out below.

B. General Reservation of Powers to the Council

2.2 That the following matters be reserved to the Council, in line with Article 4 of the Constitution, and any decisions of Committees in relation to them shall be submitted to the Council as recommendations:

- (a) changing the Constitution;
- (b) approving the authority's budget, and any application to the Secretary of State in respect of any Housing Land Transfer;
- (c) Approving the authority's budget strategy, including plans or strategies for:
 - o The control of borrowing and investments
 - o Capital expenditure
 - o Determining the authority's minimum revenue provision and agreeing the Council's capital strategy and asset management plan;

The budget framework is as set out in Part 4 of the Constitution (subject to review);

- (d) agreeing and/or amending the terms of reference for committees appointed by the Council, deciding on their composition and making appointments to them;
- (e) making a Members' allowances scheme under Article 2.5 of the Constitution;
- (f) changing the name of the area, conferring the title of freedom or freeman of the Borough;
- (g) (i) confirming the appointment of the Head of Paid Service;
(ii) confirming the dismissal of the Head of Paid Service, Chief Finance Officer and Monitoring Officer;
- (h) appointing the external auditors and agreeing the arrangements for their appointment;
- (i) making, amending, revoking, re-enacting or adopting bylaws and promoting or opposing the making of local legislation or personal Bills;
- (j) requesting a change to single-member electoral areas, and passing a resolution to change the Council's scheme of elections;
- (k) reorganisation of community governance - making an order giving effect to recommendations made in a community governance review under Section 86 of the Local Government and Public Involvement in Health Act 2007;

COUNCIL MEETING MINUTES - 23 MAY 2018

- (l) promoting and maintaining high standards of conduct by Councillors and Co-opted Members, including adopting a local Member code of conduct and establishing a local Standards Committee;
- (m) passing a resolution to make a change in governance arrangements for the authority under Section 9KC(1) of the Local Government Act 2000 as amended by Schedule 2 of the Localism Act 2011;
- (n) those functions set out in Part 3 Schedules 2 and 3 of the Council's Constitution which are shown as being for the Council to exercise, and which the Council has not delegated to a Committee or an officer;
- (o) setting the strategic vision and corporate objectives of the Council;
- (p) making referrals to the Secretary of State, the regulator or the NHS Commissioning Board arising from the exercise of the health scrutiny function of the authority, under Section 22A of the National Health Service Act 2006 (as added under Section 190(3) of the Health & Social Care Act 2012);
- (q) entering into joint arrangements with other local authorities under sections 101 and 102 of the Local Government Act 1972;
- (r) all other matters which, by law, must be reserved to Council.

C. Powers and Duties of Committees

2.3 Subject to the Schemes of Delegation to Officers,

The Committees listed in 2.4 below shall have delegated authority to exercise and perform the Powers and Duties of the Council in relation to the functions set out in Appendices A and B to this report.

D. Constitution of Committees

2.4. That for the Municipal Year 2018/19 there be constituted four standing Committees, and five Regulatory and Other Committees, as set out below:

Standing Committees

Policy Committee
Adult Social Care, Children's Services & Education Committee
Housing, Neighbourhoods & Leisure Committee
Strategic Environment, Planning & Transport Committee

Regulatory and Other Committees

Audit and Governance Committee
Health & Wellbeing Board
Licensing Applications Committee
Personnel Committee
Planning Applications Committee

COUNCIL MEETING MINUTES - 23 MAY 2018

2.4.1 That with regard to the Health and Wellbeing Board, under the provision of regulations 6 and 7 of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013:

- a) the duty to allocate seats to political groups under Sections 15 and 16 of the Local Government & Housing Act 1989 be disapplied;
- b) the following statutory Members, as officers, be non-voting members of the Board:
 - Director of Children, Education and Early Help Services (or her representative)
 - Director of Adult Care & Health Services (or his representative)
 - Director of Public Health, Berkshire (or her representative)
- c) The following will be co-opted as non-voting additional members:
 - The Chief Executive of Reading Borough Council (or his/her representative)
 - A representative from Reading Voluntary Action
 - A representative from Thames Valley Police's Reading Local Police Area

E. Codes and Protocols

2.5 That a local Standards Committee be appointed for the Municipal Year 2018/19 with unchanged terms of reference, standing orders and Rules of Procedure; that the Committee will consist of Councillors and at least one Co-opted Member; that Mrs T Barnes be re-appointed as a Co-opted Member for the 2018/19 Municipal Year; and that Mr D Comben be re-appointed as the Independent Person for 2018/19.

F. Constitution of Sub-Committees

2.6 That for the Municipal Year 2018/19 a Traffic Management Sub-Committee will be appointed by the Strategic Environment, Planning & Transport Committee; The Mapledurham Playing Fields Trustees Sub-Committee will be appointed by the Policy Committee; and the Licensing Applications Committee will establish a number of sub-committees (See Meetings of Committees, item (c) later on the agenda).

G. Establishment of Appeal, Review and Complaints Panels

2.7 That for the Municipal Year 2018/19, the following bodies be set up to handle appeals against decisions made by or on behalf of the authority:

- a) an Appeals Panel from which trained Councillors will be drawn to hear appeals on matters considered by the following bodies, as required by regulation:
 - Curriculum Complaints Panel
 - Removal of Early Years Providers Appeals Panel
- b) an Education Appeals Panel to deal with schools admission and school exclusion reviews in line with the provisions of the School Standards

COUNCIL MEETING MINUTES - 23 MAY 2018

Framework Act, 1998, to which Councillors may not be appointed.

- c) a Social Services Complaints Review Panel to hear individual complaints which reach the third stage of the Council's Social Services Complaints process, to which Councillors may not be appointed.
- d) a Secure Accommodation Panel.

H. Partnership Bodies

2.8 That, for the Municipal Year 2018/19, the Authority will continue to participate in the following joint consultative partnership bodies:

- Community Safety Partnership
- Children's Trust Board
- Children's Centres Strategic Advisory Board
- Cultural Partnership Board
- Community Learning & Skills Advisory Board
- Safer Reading Neighbourhood Forum

I. Education Bodies

2.9 That for the Municipal Year 2018/19 the following Education bodies be set up:

- SACRE (Standing Advisory Council on Religious Education)
- School Admission Forum

J. Safeguarding Bodies

2.10 That for the Municipal Year 2018/19 the following safeguarding bodies be set up:

- Adult Safeguarding Panel
- Children's Safeguarding Panel
- Parenting Panel

K. Advisory and Consultative Working Parties, Panels and Forums

2.11 That for the Municipal Year 2018/19, Councillors will be appointed to serve on the following advisory and consultative bodies, which may not meet formally, and which may operate as special interest groupings with whom partners and stakeholders may liaise and consult:

Equality Groups

- Access and Disabilities Working Group
- Alliance for Cohesion & Racial Equality
- Older People's Working Group

Special Interest Groups

- Arts and Heritage Forum
- Cycle Forum
- Town Twinning Group

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L. Member:Officer Working Parties

- 2.12 That for the Municipal Year 2018/19 the following advisory Member:Officer consultative Working Parties be established, to report to the bodies set out below:

COUNCIL

- Civic Board

PERSONNEL COMMITTEE

- Local Joint Forum

PLANNING APPLICATIONS COMMITTEE

- Planning Management Panel

- 2.13 That the powers and duties of the above bodies listed in H-L above for the Municipal Year 2018/19 be as set out in Appendix C to this report.

M. The Council's Constitution

- 2.14 That the following amended documents be approved for inclusion in the Council's Constitution for 2018/19:

- Lead Councillor Portfolios (Appendix D)

N. Scheme of Members' Allowances for the Financial Year 2018/19

- 2.15 That, further to Minute 41 of the meeting of Council on 27 March 2018, the following persons shall be regarded as, or equivalent to, "other Councillors carrying out other activities in relation to the discharge of the authority's functions as require the commitment of equivalent time and effort as for other categories of activity which would qualify for Special Responsibility Allowance" at Tier 3 for the remainder of the financial year 2018/19 (and subject to no Councillor receiving more than one Special Responsibility Allowance):

- Vice-Chairs of Committees
- Independent Person appointed in accordance with Section 28 of the Localism Act 2011

- 2.16 That the Remuneration Panel be re-established for 2018/19 with the same terms of reference as agreed at Minute 51 of the Council meeting on 13 November 2001; that its membership be Francis Connolly and Dick Taylor.

O. DELEGATIONS

- 2.17 The Monitoring Officer's delegated authority, under Section 33 of the Localism Act 2011, to grant a dispensation from the restrictions in Section 31(4) of the Act, which would allow members of the authority with a disclosable pecuniary interest to take part and vote on decisions in certain prescribed circumstances be agreed in the following circumstances:

- "(i) housing, where you are a tenant of your authority provided that those functions do not relate particularly to your tenancy or lease;

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- (ii) school meals or school transport and travelling expenses, where you are a parent or guardian of a child in full time education, or are a parent governor of a school, unless it relates particularly to the school which the child attends;
- (iii) statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992, where you are in receipt of, or are entitled to the receipt of, such pay;
- (iv) an allowance, payment or indemnity given to members;
- (v) any ceremonial honour given to members; and
- (vi) setting Council Tax or a precept under the Local Government Finance Act 1992;
- (vii) any other business which might reasonably be regarded as affecting the financial position of the Member and/or his/her spouse or partner to a greater extent than the majority of other Council Tax payers, ratepayers or inhabitants of the electoral division or ward, as the case may be, affected by the decision”;

and the general dispensation apply for four years, subject to it being renewed each year at the Annual Council Meeting.

It was moved by Councillor Lovelock and seconded by Councillor Page and CARRIED:

Resolved -

That recommendations 2.1 to 2.17 in the report by the Monitoring Officer be approved.

10. APPOINTMENT OF DEPUTY LEADER AND LEAD COUNCILLORS AND ALLOCATION OF PORTFOLIOS

It was moved by Councillor Lovelock and seconded by Councillor Page and CARRIED:

Resolved -

- (1) That Councillor Page be appointed the Deputy Leader of the Council for the Municipal Year 2018-19;
- (2) That for the Municipal Year 2018-19, the following Councillors be appointed as Lead Councillors for the services listed below:

Adult Social Care	Councillor Jones
Children	Councillor Terry
Corporate and Consumer Services	Councillor Brock
Culture, Heritage & Recreation	Councillor Hacker
Education	Councillor Pearce
Health, Wellbeing & Sport	Councillor Hoskin
Housing	Councillor Ennis
Neighbourhoods & Communities	Councillor James

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Strategic Environment, Planning & Transport	Councillor Page
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11. APPOINTMENT OF COUNCIL COMMITTEES AND OTHER BODIES

It was moved by Councillor Lovelock and seconded by Councillor Page and CARRIED:

Resolved -

- (1) That, subject to the provisions of the Local Government and Housing Act, 1989, and Regulations made thereunder, the following Councillors be appointed to serve on Committees in the Municipal Year 2018/19:

Adult Social Care, Children's Services & Education Committee (9:4:1:1)

<u>Labour</u> <u>Councillors</u>	<u>Conservative</u> <u>Councillors</u>	<u>Liberal Democrat</u> <u>Councillor</u>	<u>Green</u> <u>Councillor</u>
David Absolom	Grashoff	O'Connell	White
Hoskin	Robinson		
Jones	R Singh		
Kaur	Vickers		
Khan			
McEwan			
McKenna			
Pearce			
Terry			

Audit & Governance Committee (5:2)

<u>Labour Councillors</u>	<u>Conservative</u> <u>Councillors</u>
Brock	Stevens
Davies	Warman
Gittings	
McKenna	
Terry	

Health & Wellbeing Board

Leader of the Council
Lead Councillor for Health, Wellbeing and Sport
Lead Councillor for Adult Social Care
Lead Councillor for Children

Named Substitutes: Councillors McEwan and R Williams

Observer: Conservative Spokesperson

Housing, Neighbourhoods & Leisure Committee (10:4:1)

<u>Labour</u> <u>Councillors</u>	<u>Conservative</u> <u>Councillors</u>	<u>Green Councillor</u>
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Davies	Grashoff	McGonigle
Eden	McDonald	
Emberson	Manghnani	
Ennis	Stanford-Beale	
Gavin		
Hacker		
Hoskin		
James		
Rowland		
R Williams		

Licensing Applications Committee (7:3)

<u>Labour Councillors</u>	<u>Conservative Councillors</u>
D Edwards	Grashoff
Ennis	McDonald
Maskell	Skeats
Page	
Rowland	
D Singh	
Woodward	

Personnel Committee (4:1)

<u>Labour Councillors</u>	<u>Conservative Councillor</u>
Brock	Skeats
Lovelock	
Maskell	
Page	
(or nominees)	

Planning Applications Committee (9:3:1)

<u>Labour Councillors</u>	<u>Conservative Councillors</u>	<u>Green Councillor</u>
Brock	Hopper	J Williams
Emberson	Robinson	
Gavin	Vickers	
Maskell		
McEwan		
Page		
Rowland		
D Singh		
R Williams		

Policy Committee (10:4:1:1)

<u>Labour Councillors</u>	<u>Conservative Councillors</u>	<u>Liberal Democrat Councillor</u>	<u>Green Councillor</u>
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Brock	Skeats	O'Connell	White
Ennis	Stevens		
Hacker	Vickers		
Hoskin	Warman		
James			
Jones			
Lovelock			
Page			
Pearce			
Terry			

Standards Committee (5:2)

<u>Labour Councillors</u>	<u>Conservative Councillors</u>
Ayub	Vickers
Brock	Warman
D Edwards	
Gavin	
Khan	

(Together with the following independent member: Mrs T Barnes)

Named Substitutes (1:1)

<u>Labour Councillor</u>	<u>Conservative Councillor</u>
Maskell	Skeats

Strategic Environment, Planning & Transport Committee (9:4:1:1)

<u>Labour Councillors</u>	<u>Conservative Councillors</u>	<u>Liberal Democrat Councillor</u>	<u>Green Councillor</u>
David Absolom	Ballsdon	O'Connell	J Williams
Debs Absolom	Hopper		
Ayub	Robinson		
Barnett-Ward	Stanford-Beale		
Brock			
Gittings			
Khan			
Maskell			
Page			

- (2) That the following Councillors be appointed to serve on other bodies in the Municipal Year 2018/19:

Access and Disabilities Working Group (3:1)

<u>Labour Councillors</u>	<u>Conservative Councillor</u>
Eden	Manghnani

COUNCIL MEETING MINUTES - 23 MAY 2018

Khan
R Williams

Adult Safeguarding Panel (3:1:1)

<u>Labour</u> <u>Councillors</u>	<u>Conservative</u> <u>Councillor</u>	<u>Liberal Democrat</u> <u>Councillor</u>
David Absolom Hoskin Jones	Vickers	O'Connell

Alliance for Cohesion and Racial Equality (1:1:1:1)

<u>Labour</u> <u>Councillor</u>	<u>Conservative</u> <u>Councillor</u>	<u>Liberal Democrat</u> <u>Councillor</u>	<u>Green</u> <u>Councillor</u>
Lovelock	Manghnani	O'Connell	J Williams

Appeals Pool from which Members will be drawn to serve on the Curriculum Complaints Panel or the Removal of Early Years Providers Appeals Panel, as required by regulation.

<u>Labour Councillors</u>	<u>Conservative</u> <u>Councillor</u>
D Edwards Gittings Lovelock	Vickers

Arts & Heritage Forum (5:2)

<u>Labour Councillors</u>	<u>Conservative</u> <u>Councillor</u>
Brock Hacker Khan Rowland R Williams	Stanford-Beale Manghnani

Children's Centres Strategic Advisory Board
Lead Councillor for Children

Children's Safeguarding Panel (3:1:1)

<u>Labour</u> <u>Councillors</u>	<u>Conservative</u> <u>Councillor</u>	<u>Liberal Democrat</u> <u>Councillor</u>
David Absolom Pearce Terry	Robinson	O'Connell

Children's Trust Board

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Lead Councillors for Children and Education
Observers: Conservative Spokesperson

Civic Board (6:3:1)

<u>Labour</u> <u>Councillors</u>	<u>Conservative</u> <u>Councillors</u>	<u>Liberal Democrat</u> <u>Councillor</u>
Brock	Skeats	O'Connell
Ennis	Stanford-Beale	
Gittings	Stevens	
Lovelock		
Page		
R Williams		

Community Safety Partnership

Councillors James, Lovelock, Page and Terry
Observer: Councillor Manghnani

Cultural Partnership Board

Lead Councillor for Culture, Heritage and Recreation and other Group Spokespersons.

Cycle Forum (4:1)

<u>Labour</u> <u>Councillors</u>	<u>Conservative</u> <u>Councillor</u>
Debs Absolom	Hopper
Barnett-Ward	
Gittings	
Page	

Community Learning and Skills Advisory Board

Lead Councillors for Education and Children and Culture, Heritage & Recreation
Conservative Group Spokesperson

Local Joint Forum (3:1)

<u>Labour Councillors</u>	<u>Conservative</u> <u>Councillor</u>
Brock	Stanford-Beale
Lovelock	
Page	

(or nominees)

Older People's Working Group (5:1)

COUNCIL MEETING MINUTES - 23 MAY 2018

<u>Labour Councillors</u>	<u>Conservative Councillor</u>
Eden	Vickers
Jones	
Khan	
McEwan	
R Williams	

Parenting Panel (3:1:1)

<u>Labour Councillors</u>	<u>Conservative Councillor</u>	<u>Liberal Democrat Councillor</u>
David Absolom	Robinson	O'Connell
Barnett-Ward		
Terry		

Planning Management Panel (3:1)

<u>Labour Councillors</u>	<u>Conservative Councillor</u>
Maskell	Vickers
Page	
Rowland	
(or nominees)	

SACRE (3:1:1)

<u>Labour Councillors</u>	<u>Conservative Councillor</u>	<u>Liberal Democrat Councillor</u>
Khan	R Singh	O'Connell
Pearce		
D Singh		

Safer Reading Neighbourhood Forum (3:1)

<u>Labour Councillors</u>	<u>Conservative Councillor</u>
James	Manghnani
McEwan	
Rowland	

School Admission Forum

Councillors David Absolom and Pearce
Observers - Councillor Grashoff

Secure Accommodation Panel

Councillor D Edwards
Standing Deputy: Councillor D Singh

COUNCIL MEETING MINUTES - 23 MAY 2018

Town Twinning Group (2:1)

Labour Councillors Conservative

Brock Councillor
Woodward
(Mayor - ex-officio) Manghnani

- (3) That the terms of reference of the above bodies be as set out in Appendices A, B and C to the Monitoring Officer's report on the Constitution, Powers and Duties of the Council and Committees etc;
- (4) That the following Councillors be appointed/nominated as appropriate as Chairs/Vice-Chairs of the bodies listed at (2) above:

Working Party etc

Access & Disabilities Working Group

Adult Safeguarding Panel

Arts & Heritage Forum

Children's Safeguarding Panel

Children's Trust Board

Civic Board

Community Safety Partnership

Cultural Partnership Board

Cycle Forum

Community Learning and Skills

Advisory Board (formerly Lifelong Learning Board)

Local Joint Forum

Older People's Working Group

Parenting Panel

Planning Management Panel

SACRE

Safer Reading Neighbourhood Forum

School Admission Forum

Town Twinning Group

Chair/Vice Chair

Councillor Eden (Chair)

Councillor R Williams (Vice-Chair)

Councillor Jones (Chair)

Councillor Hacker (Chair)

Councillor R Williams (Vice-Chair)

Councillor Terry (Chair)

Councillor Terry (Chair)

Councillor Page (Chair)

Councillor James (nomination)

Councillor Hacker (Chair)

Councillor Debs Absolom (Chair)

Councillor Pearce (Chair)

Councillor Brock (Chair)

Councillor Khan (Chair)

Councillor Eden (Vice-Chair)

Councillor Terry (Chair)

Councillor David Absolom (Vice-Chair)

Councillor Maskell (Chair)

Non-Councillor

Councillor James (Chair)

Councillor Pearce (Chair)

The Mayor

12. APPOINTMENT OF CHAIRS/VICE CHAIRS OF COMMITTEES

It was moved by Councillor Lovelock and seconded by Councillor Page and CARRIED:

Resolved -

That the following be appointed Chairs and Vice-Chairs of the following Committees for the Municipal Year 2018/19:

COUNCIL MEETING MINUTES - 23 MAY 2018

Committee	Chair	Vice-Chair
Adult Social Care, Children's Services & Education	Councillor David Absolom	Councillor Kaur
Audit & Governance	Councillor Stevens	Councillor Davies
Health & Wellbeing Board	Councillor Hoskin	Dr A Ciecierski
Housing, Neighbourhoods & Leisure	Councillor Davies	Councillor Emberson
Licensing Applications	Councillor Woodward	Councillor Maskell
Planning Applications	Councillor Maskell	Councillor Rowland
Personnel	Councillor Brock	Councillor Lovelock
Policy	Councillor Lovelock	Councillor Page
Standards	Mrs T Barnes	Councillor D Edwards
Strategic Environment, Planning & Transport	Councillor Debs Absolom	Councillor Barnett-Ward

13. DATES OF COUNCIL MEETINGS FOR 2018/19

It was moved by the Mayor and seconded by the Deputy Mayor and CARRIED:

Resolved -

That, before the day of the Annual Meeting in 2019, meetings of the Council be held at half-past six o'clock in the afternoon on 26 June and 16 October 2018, and 22 January, 26 February and 26 March 2019, unless the Mayor shall specify some other date and time.

(The meeting closed at 7.35pm).

READING BOROUGH COUNCIL

REPORT BY DIRECTOR OF ENVIRONMENT AND NEIGHBOURHOOD SERVICES

TO:	COUNCIL		
DATE:	26 TH JUNE 2018	AGENDA ITEM:	7
TITLE:	LEISURE PROCUREMENT		
LEAD COUNCILLOR:	GRAEME HOSKIN	PORTFOLIO:	HEALTH, WELLBEING AND SPORT
SERVICE:	SPORT & LEISURE	WARDS:	BOROUGHWIDE
LEAD OFFICER:	GRANT THORNTON	TEL:	0118 937 2416
JOB TITLE:	HEAD OF ECONOMIC & CULTURAL DEVELOPMENT	E-MAIL:	grant.thornton@reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1 This report sets out the Council's strategic approach to the improvement and future management of its leisure provision including, in particular, swimming pools. The report is in response to and to inform a debate about the following petition that has been received:

'RG50 Make a Big Splash !!

We the undersigned residents of Reading and its environs, fully support the need for a new 50m swimming pool facility being opened within 3 years of Reading Borough Council closing Reading Central Swimming pool. We call upon RBC to:

- Work with the residents, and Aquatic Clubs of Reading and the ASA to deliver this much needed facility; and*
- Ensure that it is opened by 1 January 2021 at the very latest.'*

The petition has been signed by approximately 2,500 people and under the Council's Constitution entitles the petitioners to have issues raised debated at Full-Council.

2. RECOMMENDED ACTION

2.1 That the current position regarding the leisure procurement and the anticipated timetable for letting this contract as set out in paragraph 4.1 be noted.

2.2 That the procurement strategy and associated specification, which had been prepared in accordance with decisions taken at the Policy Committee meeting on the 31st October 2016 (Minute 48 refers) as set out in paragraph 3.3 be noted.

3. POLICY CONTEXT

- 3.1 Reading has a range of leisure facilities that are of mixed quality and the Council has identified the need for investment to modernise the leisure estate. The Council recognises that the provision of suitable and readily accessible sports facilities underpins participation in sports and physical activity and supports the delivery of the social and economic benefits that can be attributed to an active community. Reading needs a leisure offer that aligns with the Council's wider policies and priorities, including public health objectives and tackling inequality.
- 3.2 Policy Committee in November 2015 endorsed the key findings of a 'Leisure Review' carried out by external consultants and the recommended way forward. The findings of the facilities needs assessment were that whilst there is sufficient pool space in the Borough the quality of provision needed upgrading. The options appraisal recommended the replacement of the most outdated facilities with more modern cost-effective leisure facilities that would also offer a much better service to residents and users. Specific proposals included: a new competition standard pool and related indoor leisure provision, including sports hall, to replace Central Pool; a new 'neighbourhood' pool at Palmer Park to replace Arthur Hill Pool; and investment in other retained facilities. Re-provision of diving was also explicitly incorporated. Policy Committee also agreed a planned closure of Central Pool with provision of a demountable pool at Rivermead to provide continuity of provision. Committee approval was also secured to commence a procurement process to seek an operator to deliver the improvement of the Borough's leisure facilities as outlined above.
- 3.3 Policy Committee at its meeting on the 31st October 2016 endorsed the work being undertaken to progress the procurement process via a design, build, operate and manage (DBOM) contract, including the nature of the specification that was set-out in the public committee report:

'With significant financial constraints facing the Council now and into the future, affordability of any eventual set of proposals for the leisure estate is a critical driver for the procurement. Maximising the affordability of potential solutions to deliver the Council's aspirations has been a key guiding factor for the work to date, along with the requirement for a pool at Palmer Park to retain a good geographic spread of facilities. The agreed minimum specification for the new competition pool to be provided is therefore an 8 lane 25m pool with a separate flexible diving/learning pool. This will be complemented by a new 6 lane 25m pool at Palmer Park linking to the existing facilities to deliver the replacement facilities for Arthur Hill in the east of the Borough. This potentially will provide the most affordable solution whilst meeting the requirement for a geographic spread of facilities. The current proposal is that existing swimming and leisure facilities at South Reading and Meadway will also be retained and improved.'

These base specifications will be set-out as part of the 'employers minimum requirements' for the procurement process and it will be for bidders to develop their proposed optimum design solutions to meeting these requirements. This does provide scope for bidders to offer different or enhanced solutions through the procurement process.

Of course the service specification will involve much more than the physicality of new facilities and incorporate a range of issues and performance requirements. In particular the service specification will set-out the Council's expectations and requirements with regard to health and well-being outcomes and catering for Reading's diverse needs and demography.'

4. THE PROPOSAL

4.1 Current Position:

The procurement process has now formally commenced in line with the decisions taken by Policy Committee as set out above. The specification outlines the Council's requirements whilst providing bidders the flexibility to develop the best possible solution and deliver the optimum scheme whilst meeting affordability criteria and delivering the anticipated savings on current costs that the Council is required to make.

The opportunity was advertised in the Official Journal of the European Union (OJEU) at the end of March, Pre-Qualification Questionnaires completed by bidders mid-May and the procurement process will proceed through the stages of:

- Outline Solutions
- Detailed Solutions
- Dialogue
- Final tenders.

It is anticipated that the contract will be awarded to the successful tenderer in June 2019 with the operator taking on responsibility for managing facilities from September 2019 following a mobilisation period. It is anticipated that new facilities to be developed under the DBOM contract will come on stream approximately 18 months after the award of contract, in January 2021, although because of the complexities of major construction projects this timetable cannot be guaranteed at this stage. A clearer idea of the delivery timetable will emerge through the procurement process once detailed proposals are developed.

Consultation with key user groups, including the aquatics clubs, has commenced and the results of this consultation will be fed into the procurement process to inform bidding operators as they develop their proposals.

5. CONTRIBUTION TO STRATEGIC AIMS

5.1 The proposals set-out in this report for a major enhancement in the quality of the leisure estate and in the attractiveness of local facilities for residents, employees and visitors in Reading primarily contribute to the following priorities in the Corporate Plan:

- Providing the best start in life through education, early help and healthy living;
- Keeping the town clean, safe, green and active;
- Providing infrastructure to support the economy.

5.2 A key driver for the provision of high quality leisure facilities is to promote the health and well-being of the population. New facilities generally result in increased level of use and participation in the communities they are located. In turn this provides more opportunities to target specific initiatives to increase engagement and participation from those on low incomes or who have a range of health conditions that can be ameliorated through exercise and well-being programmes.

- 5.3 Replacing ageing and outdated facilities with modern ones will also have significant benefits in reducing levels of energy use, contributing to both sustainability and cost-effectiveness.

6. COMMUNITY ENGAGEMENT AND INFORMATION

- 6.1 Consultation with key stakeholders was carried out as part of the work to develop the indoor sports facilities strategy, including a range of sports clubs and operators. Consultation has also involved Swim England (formerly the Amateur Swimming Association) and Sport England to ensure that lead governing bodies for a variety of sports have been able to directly influence the strategy and are confident that it reflects their interests and input.
- 6.2 Following the report to Policy Committee in October 2016 that clearly set out the Council's intentions to upgrade the Borough's leisure facilities, a number of stakeholders have communicated their aspirations for the quality and specification of new provision, including swimming, diving and basketball clubs. Whilst the Council will ultimately need to balance these aspirations against cost and affordability in order to ensure that greatly improved facilities are delivered, the aspirations of local clubs will form part of the information that bidders receive and will need to respond to. Further and ongoing consultation with stakeholders and the public will be carried out over the coming months and as more detailed proposals are developed for both new and refurbished facilities.
- 6.3 The proposed new facilities to replace Central Pool and Arthur Hill Pool will require planning permission and be subject to statutory public consultation at the appropriate time.

7. EQUALITY IMPACT ASSESSMENT

- 7.1 *Under the Equality Act 2010, Section 149, a public authority must, in the exercise of its functions, have due regard to the need to—*
- *eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
 - *advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
 - *foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*
- 7.2 It is not considered that an Equality Impact Assessment (EIA) is relevant to the decision at this stage. It is anticipated that an EIA may be relevant to the future decisions required regarding the provision and location of permanent new leisure facilities and this will be undertaken in parallel with the development of the detailed proposals should it be required.

8. LEGAL IMPLICATIONS

- 8.1 The procurement processes for new leisure facilities will need to be compliant with the Public Contract Regulations 2015 and the Council's Contract Procedure Rules and involve advertisement in the Official Journal of the European Union. The project team to manage the procurement has the necessary expertise to ensure such compliance.

- 8.2 The Council provides its leisure facilities under the provision of Section 19 of the Local Government (Miscellaneous Provision) Act 1976.
- 8.3 The Council's Procedure Rule 8(6)(e) states that where a petition is submitted to the Council signed by 1,500 or more people who live work or study in the local authority's area, the Head of Legal and Democratic Services, at the request of the Lead Petitioner, will ensure that the topic of the petition is included on the next available agenda to allow a full Council debate on the matter. This item has been included on the Council's agenda in accordance with this local provision within the Council's Standing Orders.

9. FINANCIAL IMPLICATIONS

- 9.1 The financial implications will only be fully understood as the procurement process proceeds but the approach adopted will drive the best value possible from a competitive leisure operator market. The basic premise (supported by the feasibility and options work already undertaken) is that new and improved leisure facilities will increase participation rates and income across the whole leisure estate so that they run at an operating surplus. A proportion of this operating surplus will be paid to the Council by the leisure operator and this payment can then be used to cover the costs of Council borrowing to fund the capital works undertaken by the new operator to develop and refurbish the leisure facilities to be provided (the Council can borrow at much more favourable rates than leisure operators so this is the most financially advantageous model for a major leisure procurement).
- 9.2 The costs associated with the procurement process (project management, legal and specialist advisors) are identified in the Council's approved Capital Programme and total £176k, of which £80k had been spent prior to the current financial year.
- 9.3 Whilst the capital cost for the development of new and refurbishment of existing leisure facilities is not yet known, these will be built and/or managed by the operator and the net costs of financing that capital expenditure will also fall on the new operator. Similarly the ongoing maintenance costs of these facilities will be met by the operator, transferring risk from the Council and reducing the need to spend capital in the future.
- 9.4 A bid will be submitted to Sport England for a capital contribution of between £1.5m and £2m from their strategic facilities funding. Access to this funding stream is limited and any application requires the prior agreement of Sports England. Confirmation that the Council is eligible to apply has been obtained and the Council is in ongoing dialogue with Sport England with a view to submitting an application once detailed proposals are developed. With competition for limited resources there is, however, no guarantee that any application will be successful.
- 9.5 Once the new contract is in place a full year saving of £630k compared to current operating costs has been built into the Council's Medium Term Financial Strategy.

10. BACKGROUND PAPERS

10.1 'Review of Leisure Facilities and Future Provision' - Report to Policy Committee
30th November 2015.

'Review of Leisure Facilities and Future Provision' - Report to Policy Committee
31st October 2016.

READING BOROUGH COUNCIL

REPORT BY CHIEF EXECUTIVE

TO:	Council		
DATE:	26 th June 2018	AGENDA ITEM:	8
TITLE:	Shaping Readings Future: Our Corporate Plan 2018-21		
LEAD COUNCILLOR:	Cllr Lovelock	PORTFOLIO:	Leadership
SERVICE:	All	WARDS:	All
LEAD OFFICER:	Peter Sloman	TEL:	72067
JOB TITLE:	Chief Executive	E-MAIL:	Peter.sloman@reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The current Corporate Plan 2016-19 Building a Better Reading was published in February 2016. This report sets out and seeks approval to publish a new Corporate Plan - Shaping Readings Future: Our Corporate Plan 2018-21 to reflect the February Councils refreshed priorities and our medium term financial strategy published at council in February 2018.
- 1.2 This is a forward looking document focusing on the Council's key service priorities over the next three years.
- 1.3 The Corporate Plan is important to provide focus and to ensure that we prioritise what we do to try and safeguard as many services as possible and meet the challenges Reading faces.
The Corporate Plan outlines:
- The context for our service delivery;
 - Our contribution to Shaping Readings Future; and
 - What we will measure to show the difference that is being made
- 1.4 In 2017/18 the Council worked with partners at Reading University and businesses to develop a new Reading 2050 vision document which was launched in October. This sets out a shared view of key priorities for the future of Reading. The Council has endorsed this vision and, in its role as community leader, to work alongside other agencies and organisations to realise the vision's ambitions and are reflected in the plan alongside the refreshed priorities of the Council.
- 1.5 The Corporate Plan is attached at appendix one for consideration.

2. RECOMMENDED ACTION

- 2.1 Council is asked to approve the Corporate Plan 2018-21.

3. POLICY CONTEXT

- 3.1 Policy Committee and Council in February 2016 approved the Corporate Plan 2016-19: Building a Better Reading. The Councils Corporate Plan reflects our priorities for Reading and provides direction for our staff in delivering services to meet the needs of our communities whilst working to a budget set by our medium term financial strategy.

4. THE PROPOSAL

- 4.1 We have prepared a draft Corporate Plan for 2018-21, based on the refreshed corporate priorities developed by Councillors and Corporate Management Team in the autumn. The plan also reflects the Reading 2050 vision developed by partners. The Corporate Plan 2018-21: Shaping Readings Future is attached at appendix 1.
- 4.2 Progress against our measures of success is reported to Councillors and a half yearly report performance report is published twice yearly.

5. CONTRIBUTION TO STRATEGIC AIMS

- 5.1 The Corporate Plan priorities have been updated and take account of our need to ensure that we are financially sustainable so that we can continue to shape and influence the future of Reading and play our part in protecting the most vulnerable and shaping the Town's future by:
- Securing the economic success of Reading and provision of job opportunities
 - Ensuring access to decent housing to meet local needs
 - To protect and enhance the lives of vulnerable adults and children
 - Keeping Reading's environment clean, green and safe
 - Ensuring that there are good education, leisure and cultural opportunities for people in Reading
 - Ensuring the Council is fit for the future

6. COMMUNITY ENGAGEMENT AND INFORMATION

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

7. EQUALITY IMPACT ASSESSMENT

- 7.1 Under the Equality Act 2010, Section 149, a public authority must, in the exercise of its functions, have due regard to the need to—
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

7.2 The equality duty is relevant to the development of the corporate plan and an Equality Impact Assessment will be completed.

8. LEGAL IMPLICATIONS

8.1 There are no legal requirements to have a Corporate Plan. Nevertheless, considering the size and complexity of the services we provide and have responsibility for, it is sensible to have a strategic document for the organisation which sets out key priorities and activities against a robust and sustainable financial plan.

9. FINANCIAL IMPLICATIONS

9.1 Our financial situation is challenging during the period of the Medium Term Financial Strategy and Corporate Plan. Government funding for Reading will have been cut from nearly £58 million between 2010 and 2020, leaving the Council with a Government grant of under £2 million. That grant may be removed entirely by 2020. Over the next years, we have significant savings to deliver in order to balance our budget and move to a sustainable footing in the longer term.

9.2 The priorities within the Corporate Plan form the basis of our spending plans over the next three years with an on-going need to reduce our budget further by meeting challenging savings targets. Therefore, this plan and the budget will continue to be updated every year to take account of changes.

10. BACKGROUND PAPERS

10.1 Appendix one -Corporate Plan 2018-21

10.2 Medium Term Financial Strategy, Policy Committee & Council, February 2018

Shaping Reading's Future



Our Corporate Plan 2018-21



Reading
Borough Council
Working better with you

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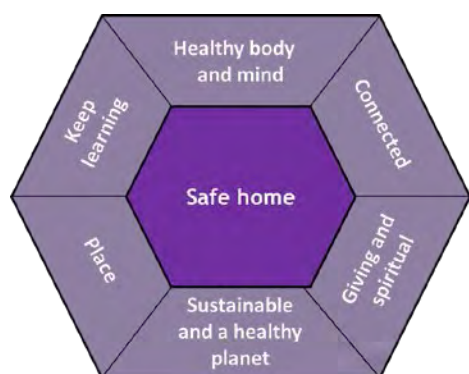
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An overview of our plans

If you live here, work here or just visit, you will already know Reading is a great place to be. It is also a town of contrasts. We rival London as the UK's top performing local economy. The Council is dedicated to ensuring Reading can achieve its potential and everyone can benefit from its success.

Although we are a unitary authority, the objectives of Reading 2050 and our own priorities, cannot be achieved by the Council alone. We brand our approach "Working better with you" because we believe people, communities and local organisations working with the democratically elected Council can achieve so much more by working together.

This Corporate Plan explains how we will do just that over the next three years, against the backdrop of financial challenges such as reductions in Government funding and growing demands on key Council services. Despite the challenge, we are determined to make a positive difference to people's lives. We also have an opportunity to integrate wellbeing into our services that will support residents and staff through the following ways:



Healthy body and mind - physical activities like walking, running and dance, amongst other possibilities, can encourage people to make healthy choices like stopping smoking and improving their diet

Connected - enable people to connect with others so they don't feel lonely and isolated

Giving - opportunities for giving back to our communities and getting involved through volunteering

Sustainable and a healthy planet - what do we do to look after and take pride in our environment, like recycling and public transport

Place - places that you can visit like gardens, museums and recreational grounds

Keep learning - opportunities to learn new things like singing and languages

Safe home - feeling safe and secure in a place you can call home

We have listened to what you have told us and our priorities for 2018-21 are:

- **Securing the economic success of Reading**
- **Improving access to decent housing to meet local needs**
- **Protecting and enhancing the lives of vulnerable adults and children**
- **Keeping Reading's environment clean, green and safe**
- **Promoting great education, leisure and cultural opportunities for people in Reading**
- **Ensuring the Council is fit for the future**

We want everyone to benefit from Reading's success. That means we need to ensure the economic success of Reading is sustainable. We will build on important infrastructure improvements by continuing to identify external funding streams and by working with key partners, including key public transport projects. The transformation of the Abbey Quarter into a major regional visitor destination, the removal of Reading's biggest traffic bottleneck at Cow Lane and the delivery of a new railway station at Green Park will drive forward the economy and create more inward investment. This will attract new business, creating more jobs and opportunities for residents. Better broadband as part of our 'Smart Cities' project and improved learning and training opportunities will equip people to take advantage.

Demand for new homes - particularly **new affordable homes** - has never been higher. 700 new homes are needed in Reading every year. 58% of these homes need to be affordable. We will use Council land and planning agreements

to increase the amount of new affordable housing. Families will move into new Council housing at Conwy Close and our ambition is to build even more council homes. Homes for Reading will offer a number of private rented homes at affordable rents. We will continue with the regeneration of Dee Park, which has already delivered over 500 new homes, and modernise existing homes at Coley, Hexham Road and Granville Road. We will deliver a borough-wide licensing scheme and a new Rent with Confidence scheme for Reading's large private rented sector, in order to hold landlords to account and drive up standards. We will also continue to develop innovative schemes like the Lowfield Road modular accommodation and our Rent Guarantee Scheme, as part of our proactive work to prevent people from becoming homeless.

The need to **protect and enhance the lives of vulnerable adults and children** continues to increase everywhere. Reading needs to adapt to meet the challenge. Older people tell us they want to remain as independent as possible, for as long as possible. We will promote independence through information and advice. Transforming our service through digital self-help options will give us a modernised service to meet the needs of the increasing elderly population. Quick responses will continue to be available where this is needed. For vulnerable children, we will put in place a 'whole system' approach to young people and families, identifying needs and delivering interventions early. We will invest in recruiting permanent managers and staff, and improve training and support to social workers, making Reading a more attractive place to work. The Council's transition to the new children's services company - Brighter Futures for Children - continues with the aim of being operational by autumn 2018. We are investing heavily to improve children's social work and aim to see an improved OFSTED rating as soon as possible.

A **clean, green and safe environment** is what many people judge us on. Greener, because we are working towards an ambitious recycling target of 50% by 2020. We will review our waste services, increase what we collect from the kerbside and work with residents to help reduce contamination of recycling. We have already cut our own carbon footprint by 50%, three years ahead of schedule. We will continue to reduce carbon emissions and water consumption from council premises and operations. Alongside other initiatives, sustainable transport schemes like bus priority corridors will help improve air quality. Safer, because we are introducing Public Space Protection Orders, which will allow the police and the council to take quicker and tougher action on things like littering, dog fouling, street drinking, drug use in public places and aggressive begging. At the same time we will signpost vulnerable people to support agencies and continue working without our safeguarding partners. Cleaner by continuing to focus on rapid responses to fly tipping, regular grass cutting, and cleaning and working with our Business Improvement District Partnership in the town centre to ensure it is clean, safe and an attractive environment. These initiatives will contribute to the approach of a **place** and a **sustainable and healthy** planet in promoting wellbeing for residents.

Our ambition is for **great education, leisure and cultural opportunities** for all. All of these things contribute to improving people's life chances and their quality of life; providing people with a range of health and educational benefits. For young people, outcomes need to keep pace with Reading's strong economic performance. We will work with all schools to improve attainment and help young people overcome any barriers which may be blocking progress. We have created more than 2,500 new primary school places and will deliver a new secondary school by 2021. We are finding new and innovative ways to improve and modernise our leisure and cultural offer at no additional cost. We will partner with a new leisure operator to build new, modernswimming pools and leisure

facilities, replacing outdated and expensive-to-run facilities. We are making the best possible use of our buildings by creating new shared neighbourhood community ‘hubs’ at Battle, Southcote and South Reading, providing library services alongside space for community activities, adult learning and other services. Proposals are being developed for a new Cultural Trust model that could deliver cultural services in the future. The opening of Reading Abbey in summer 2018 will provide a key focal point for culture in the town and region. We hope that these opportunities will promote Reading’s wellbeing through a *healthy body and mind, spirit*, a feeling of being *connected* and a chance to *keep learning*.

To underpin delivery, the Council needs to change to ensure it is **fit for the future** to cope with the significant financial challenges it faces. Government funding for Reading will have been cut from nearly £58 million between 2010 and 2020, leaving the Council with a Government grant of under £2 million. We are still waiting to hear how funding for Business Rates will work in the future. Over the next three years we need to deliver more than £40 million of savings whilst at the same time transforming how we work and how we deliver services to residents. Only by creating a financially sustainable Council can we achieve all of our ambitions. We need to work with all of the town’s different sectors to try and ensure we are all focused on building a town with strong values and with opportunities for all. We will deliver a £122m capital programme to provide more new school places, homes, transport infrastructure and investment. We will also modernise and transform how we work; increasing opportunities for customers to ‘self-serve’ and access more services on line.

We are confident our new Corporate Plan provides a strong framework for the Council and for the town to meet the challenges which we know lie ahead, and ensure everyone who lives and works here has the opportunity to share in Reading’s success story. We are determined to ensure the Council thrives as an organisation so that it can make its contribution to shaping Reading’s future. This Corporate Plan is driven by our specific statutory responsibilities as a local authority as well as the themes and vision of Reading 2050.



Reading 2050 Vision

In 2017/18 the Council worked with Reading UK CIC, Barton Wilmore, Reading University and local businesses to develop a new Reading 2050 vision document which was launched in October. This sets out a shared view of key priorities for the future of Reading.

<i>Reading 2050 themes are developing:</i>	<i>Its vision is to:</i>
<ul style="list-style-type: none"> • A city of culture and diversity • A city of rivers & parks • A green tech city 	<ul style="list-style-type: none"> • Share success to support and enable thriving communities • Deliver a real sense of place and identity • Thrive on cultural and cross generational diversity • Recognise our heritage and natural assets • Embed technology to deliver innovation and low carbon living for all • Welcome ethical and sustainable businesses which support Reading

The Council has endorsed this vision and, in its role as community leader, is working alongside other agencies and organisations to realise the vision’s ambitions. In the plan we have weaved the vision 2050 objectives into our priorities showing how we contribute to the shared aims for Reading.

Our priority: Securing the economic success of Reading

Reading 2050 vision

- Welcomes ethical and sustainable businesses
- Shares success to support and enable thriving communities



Reading is set to become one of the fastest growing economies in the UK but we still face significant challenges; in particular, we need to continue to invest in transportation links, skills development and education.

The average weekly salary of £655 is 18% above the national average. Almost 50% of the working population is educated to degree level or equivalent which is the 6th highest in the UK. Reading also has the 7th highest employment rate in the UK. There are 474 per 10,000 population businesses per capita, an increase of 3.6% on 2017.

What have we achieved?

Economy

- One of the most dynamic economies for wages, jobs, high skills, and productivity and business start-ups in the country. Centre for Cities 'Cities Outlook 2018' ranks Reading 2nd behind London for highest wages and businesses per Capita.
- Excellent performance for productivity, skills and employment.
- Leading UK city for growth, according to the Demos-PwC 'Good Growth for Cities Index 2018'.
- Piloted a Reading on Thames festival led by Reading UK and secured Great Place funding (one of only 16 nationally) to sustain the festival for next three years, further progressing Reading's cultural renaissance and attractiveness to inward investors and a skilled workforce.
- Reading is home to 20 companies that have been voted best place to work.

Skills

- Reading has a higher than average proportion of jobs in high tech sectors.
- Established Elevate Me - the place for 16-24 year olds in Reading to get help, advice and support on employment, work experience, volunteering and mentoring.
- Secured 'Building Better Opportunities' European Social Fund (ESF) /Lottery funding for a similar service for adults so that we can give an 'all-age' range of interventions.

Infrastructure

- Superfast Broadband: High levels of customer uptake of provided broadband services puts Reading as the 5th most successful within the National League Tables. Broadband coverage is now at 98% against a target of 95%.
- Reading UK operates as a private sector led partnership with the public sector, creating opportunities and removing barriers to growth in Reading, enhancing opportunities for all and improving the reputation at all levels.
- Reading's Business Improvement District (BID)¹ led by Reading UK, has transformed the town centre and businesses have voted to extend the BID to 2019.
- The creation of a business rates pilot across Berkshire in 2018/19 will help an additional £35m of business rates income collected in Berkshire to be retained in Berkshire. This money will be spent on infrastructure projects, not day-to-day services.
- Delivery of key sustainable transport initiatives including:
 - £17M funding secured from the Department for Transport and nearby developers to implement Green Park Station.
 - First phase of Route 422, National Cycle Network, shared cycle and pedestrian facilities delivered on the northern side of the Bath Road, completion of Phases 1 and 2 of South Reading Mass Rapid Transit Scheme and £10m secured from the Department for Transport for phases 3 and 4 and £19m funding secured for the proposed East Reading MRT scheme.
- Submission of the Council's Local Plan to Government for formal inspection and approval. The plan sets out where housing and commercial development will take place to provide the homes and jobs Reading needs as well as policies to support open space, the environment and Reading's local heritage.
- For the first time the Local Plan explicitly recognises the 'Abbey Quarter' as a key asset for the town and its future. It will build on the restoration of the ruins and Abbey gate as part of the Abbey Revealed project (the ruins will re-open to the public on the 16th June 2018) and incorporate the Reading Prison site, which will be a key part of the jigsaw to further develop a thriving town centre and secure inward investment.

What are the current issues?

- Three areas of the town are in the most deprived 5% in the country, in terms of 'education, skills and training'.²
- Whilst Reading has a highly skilled workforce overall, there remains a significant cohort of low and unskilled people.
- Keeping the town moving and improving our connectivity to the wider UK economy, through free-flowing roads and easily accessible public transport, are key to our growth strategy.
- Increased competition from new retail developments in Bracknell and Oxford.

¹ Business Improvement Districts (BIDs) is a public-private partnership in which businesses within a defined area of the town pay an additional levy to fund improvements

² Index of Multiple Deprivation 2015

- The need to create a Reading Town Centre Development Framework, to build on the 2050 vision and deliver a vibrant and dynamic town centre that will reflect the changes in retail/leisure/residential mix and deliver high quality development.
- Ensuring that the future re-development of the Prison site meets Reading's long-term 'place-making' ambitions, and reflects its unique significance to the town and potential to deliver culture / heritage based regeneration and growth.

Next Steps

We intend to deliver the following key projects

Project	Key Milestones	Timeline
Major Transport Schemes	<ul style="list-style-type: none"> • Delivery of phase 3 of the NCN 422 cycle improvement scheme • Delivery of phases 3 and 4 of South Reading Mass Rapid Transit (MRT) scheme • Continued development and delivery of the East Reading MRT 	Autumn 18 Spring 20 Spring 21
Berkshire Local Industrial Strategy	<ul style="list-style-type: none"> • Consultation draft • Final draft 	October 18 March 19
Extension and renewal of the Business Improvement District (BID)s for Town Centre and businesses surrounding the Reading Abbey area	<ul style="list-style-type: none"> • Baseline services for BIDS • Provide corporate, legal and financial support to BID process • To endorse and promote two new bid plans for 2019-24 	Summer 18 Autumn 18 Oct 18 - Feb 19
Superfast Broadband delivery	Total Homes passed <ul style="list-style-type: none"> • 73582 • 74264 • 74320 	March 19 March 20 March 21
Successful bid to Transforming Cities Fund seeking significant capital funding to enhance public transport, walking and cycling infrastructure in the wider Reading area. The bid will be in partnership with West Berkshire, Wokingham and Bracknell Forest Councils	<ul style="list-style-type: none"> • Stage 1 bid • If successful with stage 1 bid submit Stage 2 	June 2018 Spring 2019



- Continue to deliver the Reading on Thames Festival with Reading UK CIC and build sustainability, reputation and impact over the next 3 years
- Deliver the Building Better Opportunities initiative, led by New Directions in partnership with Reading Voluntary Action, to provide skills and employment outcomes for out of work adults
- Review and adopt the Community Infrastructure Levy's (CIL) charging schedule for ensuring that development contributes to the cost of the infrastructure it will rely upon; such as schools, transport and leisure provision.
- Continue to encourage all contractors to use local labour and to offer opportunities for SME's to engage in the tendering process
- Reading station will mark the western end of the Elizabeth Line (formerly known as Crossrail), with services to Reading due to begin in 2019
- Work with the Local Enterprise Partnership and other Berkshire authorities to agree the allocation of Business Rate Pilot funds
- The Council and development partners continue to work collaboratively to deliver successful regeneration of key development sites, including Hosier Street and Southside
- Work with the Local Education Partnership and other Berkshire councils to develop a local 'Industrial Strategy' to ensure that Berkshire secures the Government investment it needs to remain a driver of UK economic growth and a leading European sub-regional economy

Measures of success

Success Measures	2017/18 Result	2018/19 Target	2019/20 Target	2020/21 Target
Percentage of people who are economically active	79.6%	79.7%	79.8%	80%
Growth in Business Rates	0.1%	0.5%	0.5%	0.5%
Superfast broadband coverage	97.62%	99.01%	99.92%	100%
Percentage of people who use sustainable modes of transport to access Reading town centre (i.e. rail, bus, cycle, walk etc.).	79%	80%	82%	85%

Our Priority: Ensuring access to decent housing to meet local needs



Reading 2050 vision

- Delivers a real sense of place and identity
- Shares success to support & enable thriving communities
- Embed technology to deliver innovation and low carbon living for all



With a strong economy and excellent transport networks in Reading, demand for homes, and genuinely affordable homes, has increased. Reading is a small, tightly constrained urban borough with limited land available for new homes. This means that we have to make the best use of existing housing and do all that we can to increase the supply of housing, and particularly of affordable homes.

There is significant demand for new homes, as is the case nationally. 2,100 new homes have been delivered during 2014-17. The average house price is £306,192 which is above the national average. 27% of Reading's homes are in the private rented sector.

What have we achieved?

- Over the last fifteen years (2002-2017), the Council has delivered almost 10,000 homes, exceeding the policy targets for provision of housing by almost 1,700
- Launched a new housing company called Homes for Reading (wholly owned by the local authority) to buy portfolios of properties for private sector rental, and make a proportion of these available at Local Housing Allowance rent level.
- Reduced use and length of stay in B&B - 146 households, including single people, were in B&Bs on 1st April 2017 and this has been reduced to only 40 in shared B&Bs in February 18
- Further increased the supply of temporary accommodation as part of the Council's new build housing programme. Launched a new Rent with Confidence Scheme to drive up standards in the private rented sector and recognise good landlords
- Launched a Rent Guarantee Scheme, which matches people who are at risk of homelessness with landlords who have properties to let. Rent is capped at the Local Housing Allowance level so that it is affordable for tenants. In return for holding the rents at these levels landlords have their rent and deposit guaranteed by the Council

- Secured £7.3m from the Government’s Housing Infrastructure Fund to facilitate new housing developments including the third phase of the regeneration of Dee Park (this figure includes £1.4m for Central Pool site, see page 24)

What are the current issues?

- House prices and rents are high, with an average increase of 43% since 2008
- A need for 700 new dwellings each year is identified, 400 of which need to be affordable homes, if we are to meet housing need
- Reading has one of the highest levels of Private Rented Sector housing in the country (over 27% of all dwellings) so improving quality and ensuring we have the right mechanisms to secure this accommodation for local people is a priority.
- Impact of welfare reform: The full roll-out of Universal Credit and the Local Housing Allowance (housing benefit payable) being frozen for 4 years continues to present challenges for households reliant on benefit and for the Council in supporting households to sustain or secure affordable housing in a high demand area. Local Housing Allowance was ‘frozen’ at 2015/16 levels. For a 3 bed property, as an example that means a £180 per month shortfall when comparing the benefit rate payable with the amount which would have been payable.
- Rough sleeping has increased in Reading. The annual rough sleeper count in November 2017 found 31 rough sleepers, up from 22 in 2016 - this reflects a rise in rough sleeping in large towns and cities across the country. This reflects a rise in rough sleeping in large towns and cities across the country. Moreover, rough sleeping is known to have an impact on a person’s mental and physical health.
- Ensuring safety in our high rise council homes

Next Steps

We intend to deliver the following key projects

Project	Key Milestones	Timeline
Reduce the level of rough sleeping in the borough	<ul style="list-style-type: none"> • Implement new homelessness support service contracts • Bid for 18/19 and 19/20 additional government funding • Create new Street Life Guide app 	Sept 2018 May 2018 Sept - Dec 2018
Develop a new Housing Strategy	<ul style="list-style-type: none"> • Consultation • Adoption at HNL Committee 	July - Sept 14th November
New Build Council Housing Programme Deliver Phase 1 & 2 Scope Phase 3	<ul style="list-style-type: none"> • Complete the remaining 57 units within phase 1 of the programme • Complete the 86 units of phase 2 • Carry out feasibility study for phase 3 	Autumn 2018/ Autumn 2019. Staggered - Autumn 2019 to Spring 2021 2018/19
Safeguard residents of high rise flats across tenure	<ul style="list-style-type: none"> • Implement a scheme to jointly inspect high rise properties with Berkshire Fire and Rescue Service to review fire safety • Procure and implement 5 year programme of fire safety works to Council flatted blocks 	Complete 32 inspections of high rise buildings by 30 th September 2018 April and ongoing - per detailed programme

Homes

- Meet as much of the identified housing need as possible within Reading in the emerging Local Plan, and work closely with the neighbouring authorities of Wokingham, West Berkshire and Bracknell Forest to identify how any shortfall will be made up
- Develop a new cross-tenure Housing Strategy
- Utilise resources including Local Authority land, retained Right to Buy receipts, and S106 receipts to increase the amount of new affordable housing in the town
- Completion of Phase 2B of the regeneration of Dee Park including 145 new residential units, 4 commercial units with associated infrastructure, landscaping and environmental improvements.
- Continue to negotiate affordable housing contributions as part of new housing developments
- Invest in a programme of planned improvements to our homes, including additional fire safety works following an independent external review of Council Housing fire safety systems and a tenants' review
- Continue to invest in the modernisation of Hexham Road flats and fit gas central heating in Granville Road flats
- Homes for Reading (the Council's housing company) to acquire homes for private rent (target minimum 100 homes in 18/19) including a proportion at sub-market rent as availability viability allows (target minimum 100 homes in 18/19)
- Further develop and extend the Council's under-occupation scheme to make best use of limited affordable housing



Homelessness

- Implement new Homelessness Reduction Act provisions which extend the Council's statutory responsibilities
- Homelessness services are supporting a shift in focus and funding towards a more flexible model that provides immediate and emergency responses to those who are homeless or rough sleeping. This includes a more individually tailored support service for single homeless people; a stronger multi-agency approach to meeting complex needs; and services which prevent homelessness
- Continue to develop innovative options to prevent and relieve homelessness
- Working with partners and across services to ensure that every contact is optimised to prevent homelessness at the earliest stage possible - making homelessness prevention 'everybody's business'
- Complete procurement of new homelessness support services with improved early intervention services for rough sleepers

Private Sector Housing

- Deliver a comprehensive self-funded Borough wide licensing scheme for the private rented sector to reduce the number of Private rented sector homes that fail to meet the requirements of the decent homes standard
- Undertake joint inspections of high rise residential property with the Royal Berkshire Fire and Rescue Service to secure an holistic overview of fire safety matters for individual buildings

Success Measures	2017/18 Result	2018/19 Target	2019/20 Target	2020/21 Target
Number of additional homes completed per annum	700	671	671	671
Number of additional affordable homes completed (includes council homes and through planning process)	Available end June	406 needed	406 needed	406 needed
Numbers of families in bed & breakfast accommodation (shared facilities)	24	12	0	0
Total number of cases where positive action was successful in preventing homelessness	362	375	400	425
Total number of homeless or "at risk" households assisted to secure private rented sector accommodation	178	185	205	225

Our Priority: Protecting and enhancing the lives of vulnerable adults and children



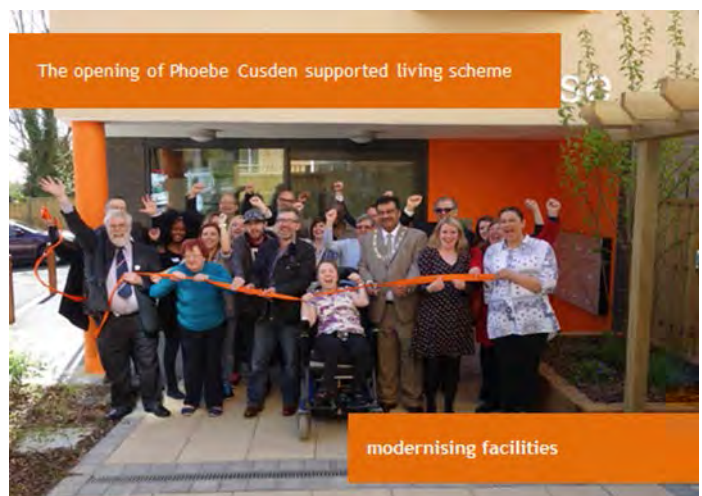
People tell us they want to live independently for as long as possible. We will promote independence through information, advice and a range of personalised options, including digital self-help options to meet eligible social care needs. Permanent admissions to residential and nursing care are reducing with 99 in 2017/18 despite the elderly population increasing to 19,659 - a 10% increase in the past five years. There were 3,504 new referrals to adult social care during 2017/18.

We will place children at the heart of our children's services. We will listen to children and evidence when we have done that. We will also ensure recruitment and retention of our workforce is supported through learning, development and regular management oversight and supervision of all staff. In the past year there have been 3,267 referrals to social care for a service and 276 children looked after as at 31st March 2018.

What have we achieved?

Adults

- Our in house provider services in Adult Social Care have been rated "Good" by the Care Quality Commission
- We have continued to work to reduce delays in discharges from hospital
- HIV tests at all new episodes offered to 100% of people
- 98.1% of people using our sexual health services rated the satisfaction as good or excellent
- 140 older people attend local clubs and 10% are 90+



Children

- The Single Point of Access (SPA) was established in July 2017 to deal with all levels of issues relating to young people, and has resulted in more effective inter-agency working and relationships.
- As part of its ongoing improvement journey, the Council is setting up a wholly-owned company, 'Brighter Futures for Children', to build on progress made to-date and to deliver long-term and sustainable improvements for children and young people in Reading.
- We have Developed an early intervention and prevention partnership strategy which sets out how we
 - identify families who need support at the earliest opportunity;
 - agree which agency is best placed to provide early support;
 - measure the impact;
 - evidence the associated reductions in cost to both the Local Authority & partners
- Children's Services Improvement Plan addresses key areas for development across Early Intervention and prevention, and children's social care services. The plan is monitored, measured and challenged through the Children's Services Improvement Board, which has an independent chair
- Our Special Education Needs and Disability Strategy is focussing on sufficiency for children and young people to ensure their needs are met in the most appropriate settings



What are the current issues?

Adults

- The rising demand, cost and limited availability of services for people with specialist needs
- Recruitment and retention in Adult Social Care at Reading Borough Council and in the wider market
- The transition of children to young adults who require specialist services
- Commissioning services to meet changing demands in an underdeveloped market place.
- Managing the Council's priorities for preventative services against a backdrop of increasing numbers in Reading's population with immediate care needs
- Meeting the demand for appropriate care to facilitate timely hospital discharges

Children

- Increase in number of Looked After Children
- Rising demand for child social care services
- Challenges in recruiting permanent social workers and front line managers
- Improving services for vulnerable children following the challenging Ofsted inspection of 2016

Next Steps

We intend to deliver the following key projects

Project	Key Milestones	Timeline
Early Intervention Reduction of £500K from 0-5 years provision through a partnership approach to service delivery	<ul style="list-style-type: none"> • Early Help assessments from partner organisations • Annual review of Children's Single Point of Access, Early Help with pilot proposed for reducing demand on front door 	<p>September 2018</p> <p>June 2018</p>
Permanent Staff Recruitment Programme Reduction of agency staff to 15% by 31.3.19 £500K	<ul style="list-style-type: none"> • Recruitment specialist appointed • New recruitment partner established • Increase in number of permanent staff by 10% 	<p>May 2018</p> <p>June 2018</p> <p>December 18</p>
Increase the number of LAC children in high quality local placements Proposed savings £3.5M	<ul style="list-style-type: none"> • Review & refresh of Foster Carer recruitment campaign • Sufficiency 2019-20 strategy agreed and in place • Increase in number of children placed closer to Reading by 25% 	<p>June 2018</p> <p>September 2018</p> <p>June 19</p>
Implementation of an improved Front Door for accessing Adult Social Care	<ul style="list-style-type: none"> • Define and approve new model of delivery • Implement Phase 1 Changes • Review, amend and implement permanent new model • Release efficiency savings 	<ul style="list-style-type: none"> • June 2018 • July 2018 • October 2018 • March 2019
Develop a new learning and development pathway for staff to ensure they are highly skilled and equipped to deliver the services	<ul style="list-style-type: none"> • Review training needs analysis and determine gaps • Consult with staff on opportunities and options • Develop and implement revised pathway • Monitor impact in terms of recruitment and retention 	<ul style="list-style-type: none"> • September 2018 • November 2018 • January 2019 • March 2019
Develop a 3 year Joint Commissioning Strategy for Reading, 'Caring for our futures', coproduced with key partners which includes future demand and current market intelligence	<ul style="list-style-type: none"> • Develop first draft of strategy to support consultation • Consult with key partners to further develop the strategy • Launch strategy and associated action plan 	<ul style="list-style-type: none"> • July 2018 • September 2018 • January 2019
Delivery of a new model to meet the health and wellbeing needs of the people of Reading	<ul style="list-style-type: none"> • Initial focus on review of the impact of our prevention and early intervention offer • Address the wider determinants of Public Health • Deliver a wellbeing service for the people of Reading to enable healthier lifestyles 	<ul style="list-style-type: none"> • September 2018 • January 2019 • April 2019

Adults

- To review our customer journey for adults and particularly the information and advice available to ensure a quick response is provided when in need of care and support, and more options are available to help people to remain at home.

- Work in partnership with the Voluntary Sector to support people to retain independence through community services that supports services that keep people active and engaged with friends and others who can offer support
- A focus on workforce and improving practice by developing a learning and development pathway for staff and defining the Reading Adult Social care 'staff' offer to improve recruitment and retention rates
- Supporting to develop a sustainable market place offering a choice of high quality services to meet the needs and aspirations of service users
- To improve the prevention of admission and hospital discharge performance by offering re-enablement within 6 hours of a referral to avoid hospital admission and an improved discharge to assess service to allow people to be cared for at home including facilitating discharge at the weekend
- To identify and prioritise the Public Health issues in Reading and allocate resources accordingly to meet local needs and public health concerns, including addressing the negative health impacts in homelessness, sexual health and drug and alcohol dependence
- Re-launch the Safe Places scheme with retailers to provide places of safety for vulnerable adults if they are scared or at risk while out and about

Children

- A 'whole system' approach to children, young people and families to identify needs early and deliver interventions that improve outcomes and support independence. This will be done with a new Access to Resources Team
- Work to support the physical, mental and emotional health needs of children and young people will be focussed on timely assessment and purposeful interventions, and will work in partnership with other professionals
- Ensure that children in care have secure and timely outcomes by being placed in permanent family settings
- Make the transition to the new 'Brighter Futures for Children' company by autumn 2018. This includes the appointment of a Chair and permanent Director of Children's Services
- Ensure children and families can access support at times of need, telling their story only once
- Young people who have been looked after by the local authority have positive independence and develop socially and economically

Success Measures	2017/18 Result	2018/19 Target	2019/20 Target	2020/21 Target
Adults				
Reduced Delayed Transfers of Care for Health & Social Care - DToC	5.4%	3.5%	3.5%	3.5%
Increased number of service users receiving direct payments	16% (186)	20% (240)	25% (300)	30% (360)
Decrease the permanent new admissions to Residential or Nursing care per 100,000 population for Older People (65+)	560	550	540	530
Decrease the permanent new admissions to Residential or Nursing care per 100,000 population for Younger people (18-64)	12.1	12.0	11.5	11

Children				
Increase the number of LAC children in high quality local placements	35% outside 20 miles	25%	20%	15%
Increase the number of families receiving early partnership support preventing the need for statutory intervention - reducing the number of open children's social care cases	1800	1600	1500	1400
Increase percentage of permanent social workers	65%	75%	80%	85%

Our Priority:

Keeping Reading's environment clean, green and safe



Reading 2050 vision

- Embeds technology to deliver low carbon living for all
- Recognises our heritage and natural assets
- Shares success to support and enable thriving communities
- Delivers a real sense of place and identity



Reading has committed to achieving zero carbon by 2050. A key part of this zero carbon development is set out in the Local Plan. Major insulation retrofit schemes and renewable energy programmes will be needed.

Waste collection and disposal services will continue to transform over the coming years, in order to drive down costs, not least by achieving an ambitious recycling target of 50% by 2020 and reducing the 74,000 tonnes of waste collected per year and 400 fly tipping incidents annually.

Reading's Community Safety Partnership brings together the Council, Police, Probation agencies, Fire and Rescue and Health along with other organisations to agree shared strategic priorities for the town. The Council and Police support five Safer Neighbourhood Forums across Reading to work with local communities to tackle local priorities including the 8,408 crimes against the person reported in 2017/18.

What have we achieved?

- New electric-powered vehicles reduce the impact of the Council fleet on local air quality by reducing nitrogen dioxide associated with diesel vehicles
- Forbury gardens and Caversham Court received Green Flag awards for Excellence



- We installed over 9000 solar panels on corporate buildings, schools and houses, enough to supply electricity to 500 houses
- Replaced streetlights with low energy alternatives
- First phase of Route 422, National Cycle Network, shared cycle and pedestrian facilities on the northern side of the Bath Road,
- Completion of Phases 1 and 2 of South Reading Mass Rapid Transit Scheme £10m Funding secured from the Department for Transport for phases 3 and 4 of the South Reading MRT Scheme and £20m funding secured for East Reading MRT scheme
- Despite a national trend of declining bus usage, patronage on Reading Buses services rose by one million trips in 2016/17 to 21.7 million journeys in total during that period. This was the fifth year in succession that bus trips have increased
- Reading Buses' fleet is one of the cleanest and most modern in the country, with a significant proportion of their vehicles using Compressed Natural Gas (CNG). CNG is a much cleaner fuel that produces no particulates, no hydrocarbons, virtually zero carbon and drastically reduces the amount of nitrogen oxide (55% less) put into the air.
- We now collect plastic pots, tubs and trays, as well as food and drink cartons and foil in household recycling bin or box in order to increase the amount of waste we recycle
- The Love Clean Reading app for reporting a range of matters to the council, including, fly-tipping, abandoned vehicles, highways issues and overgrown vegetation
- Improved the outcome for victims of hate crime, monitoring reporting and running a Hate Crime Forum: over 500 hate crime incidents and crimes have had community oversight scrutiny and challenge by a community panel in 2017-18
- Protected victims of modern day slavery (MDS) within Reading as per the Community Safety Partnership delivery group action plan; a new database that captures non-personal information of victims of crime is improving our understanding of the nature and levels of MDS in Reading.
- Coordinated partnership activity to reduce domestic abuse and improve outcomes for victims. Introduced DARIM (Domestic Abuse Repeat Incident Meeting) to improve the multi-agency response to high volume repeat low/medium risk cases. Increased referrals to, and the effectiveness of, the MARAC (Multi Agency Risk Assessment Conference), which coordinates safety planning for high risk victims of domestic abuse. The referral levels are now in line with national targets.
- Worked with the police to protect land from unauthorised encampments, reducing resources spent on evictions and environmental impacts. In 2017-18 sixteen locations across Reading weresecured, with no repeat encampments on these sites to-date.
- Violent crime has fallen in Reading Town Centre by 28%. We have achieved this by working in partnership to ensure Local Authority support for police actions, with more visible on-street presence of police, street pastors and other uniformed staff and taking an early intervention approach.
- Used licensing powers and the provision of a Town Safe Radio Scheme (coupled with CCTV) to reduce town centre crime resulting in Reading achieving the Purple Flag award.



- Supported victims of Anti-Social Behaviour (ASB) across the borough and the latest figures show a 92% case satisfaction level

What are the current issues?

- While the Government predict that Reading will no longer breach the nitrogen dioxide limits by 2020, work is still required to improve **air quality** principally arising from car and diesel train emissions
- Increased demand for residents parking schemes
- Combatting a rise in drug dealing in public places
- Modern day slavery and adult exploitation work is identifying increasingly complex cases and a rise in vulnerable adults having their homes taken over
- Recent neighbourhood’s survey identified **increased public concern in respect of ASB** with 44% of those surveyed at the end of 2017 reporting that ASB had got worse in their area. The top 3 issues identified by the survey were parking issues, drugs and begging.
- The number of reported **Domestic Abuse** cases remains high - although this is positive in terms of those experiencing abuse receiving support, this creates a pressure on commissioned services and internal teams such as Children’s Services.
- Increased levels of unauthorised encampments impacting on settled communities
- Rise in drug dealing and aggressive begging
- Increase in **fly-tipping and environmental and highways infringements**.
- Waste - low rates of **recycling** compared with similar Councils
- Cost of Maintaining and improving our public realm especially in the Town Centre

Next Steps

We intend to deliver the following key projects

Project	Key Milestones	Timeline
Market testing and increase trading of services	<ul style="list-style-type: none"> • Ensure strong in house options • Undertake market testing 	March 2019
Update Local Transport Plan & develop and implement a new borough wide car parking and air quality strategy	<ul style="list-style-type: none"> • Completion of a targeted feasibility study to deliver nitrogen concentration compliance • The development of a coherent Electric Vehicle charging infrastructure strategy to facilitate the adoption of Electric Vehicles with the Borough • Publish updated Local Transport Plan setting out our vision for reducing congestion and improving air quality 	July 2018 2019-20
Thames Valley New Energy (EU funded project)	Renewable energy, storage and retrofit schemes.	2019 to 2022

Community Safety Strategy (CSP) 2019 - 2021- supports targeted reduction of crime and ASB	<ul style="list-style-type: none"> • New priorities for the CSP with plans and targets agreed • Plan published. 	March 2019
Reduce impacts of Class A Drugs in the town	<ul style="list-style-type: none"> • Establish Drug and Alcohol Partnership Group (Police to Chair) • Action plan developed/ measures of success to be agreed 	June 2018 September 2018

- Drive down costs of waste collection and disposal and drive up recycling rates to 50% by 2020 through a range of service improvements, including both enforcement and education.
- Work with partners to deliver air quality improvement projects and deliver planned changes to the air quality monitoring network.
- Review current Streetcare operations in relation to the National Litter Strategy which focuses on clear messages to reduce waste, cleaning up the country and improving enforcement.
- Carry out initiatives to install renewable energy technologies and meet the objectives set out in the Council's Carbon Plan.
- In partnership with other local authorities, establish a 'white label' service to sell energy to residents in order to provide residents with a reliable, good value local energy tariff.
- Introduce Public Space Protection Orders to take action to tackle a range of nuisance behaviours including littering, dog fouling, street drinking, drug use in a public place and aggressive begging.
- Reduce aggressive begging by linking enforcement and support activity to help vulnerable individuals to access specialist services through coordinating partnership work.
- Work together in partnership to proactively support those who suffer from a drug addiction problem to access treatment. This will be done by taking enforcement action against those who deal drugs on the streets of Reading, and in tackling the environmental and other impacts of drug dealing. This includes protecting vulnerable adults and children from being exploited by drug dealers.
- Protect victims of modern day slavery within Reading as per the Community Safety Partnership delivery group action plan.
- Coordinate partnership activity to reduce domestic abuse and improve outcomes for victims including work with adult social care staff to increase referrals of high risk domestic abuse cases for adults with a disability, learning disability or mental health issue.
- Carrying out the Play and Recreational Space Review and identifying investment opportunities.
- Maintaining and improving public realm including parks and open spaces.

Success Measures	2017/18 Result	2018/19 Target	2019/20 Target	2020/21 Target
Percentage of household waste sent for re-use, recycling and composting	30.47%	39%	50%	50%
Satisfaction with Antisocial behaviour case handling	97%	97%	98%	99%
Reading Borough Carbon Footprint (kilotonnes of CO2 emissions eq)	618*	695	677	659

*2015 data published in 2017

Our Priority:

Promoting great education, leisure and cultural opportunities for people in Reading

Reading 2050 vision

- Share success to support and enable thriving communities
- Deliver a real sense of place and identity
- Thrive on cultural and cross generational diversity
- Recognise our heritage and natural assets



Outcomes for young people are below the regional average and in Reading's economic context should be much better. Whilst our workforce is highly skilled overall, there remains a significant proportion with few if any qualifications. Embracing Reading's diversity and equipping all our residents to access both economic and social opportunities will be crucial in ensuring that Reading continues to thrive as a multi-cultural and tolerant town.

We will ensure that the accessibility and quality of leisure and cultural provision is enhanced, including ensuring that the needs of those who face barriers to access are addressed.

What have we achieved?

Education

- The Council recently completed its £61 million expansion programme to create 2,500 additional primary school places, with the opening of Civitas Academy, in Great Knolly's Street, in February
- £6million of Housing Infrastructure fund secured to help bring forward the delivery of phase 3 of the Dee Park Regeneration including a new school.
- Sure Start Whitley retained their "good" rating following Ofsted inspection. Inspectors thought the leadership team



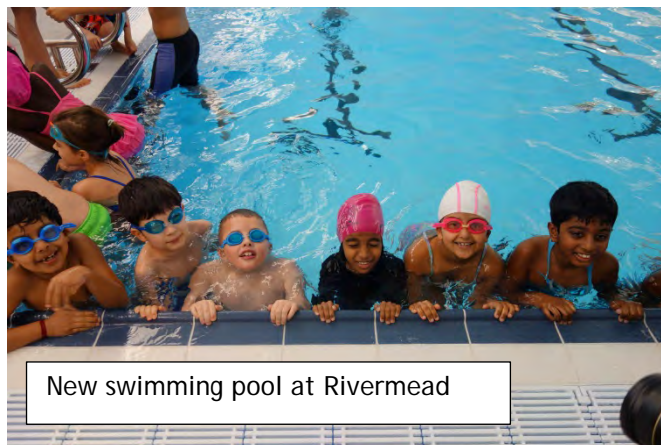
at Sure Start Whitley had maintained a good quality of education in all areas since the last inspection in 2015.

- Consolidation of 2017 Key Stage 2 results show that the borough has improved 80 places in the National League Table.
- Strategy for Special Educational Needs and Disability (SEND) 2017- 2022, which addresses the key areas for improvement and development that will support universal and specialist provision across a range of agencies in meeting the needs of children and young people with SEND and their families.
- Rapidly improving Ofsted outcomes in early year's settings: August 2015 88% good or better to August 2017 94% good or better to exceed the England average (93%).
- Primary Ofsted ratings good or better have improved: 73% August 2015 to 89% good or better August 2017.
- Special schools 100% rated good or better since 2015.
- Contractor appointed and carrying out conservation work on Reading Abbey revealed project
- Reading Libraries secured £40,000 from the Arts Council England to commission Reading Rep to develop a festive show 'Alby the Penguin Saves Christmas'. Special Alby Rhyme time and Storytime sessions delivered in Reading libraries.
- Adult Education - New Directions Learning & Employment service is Ofsted rated good and maintains Matrix accreditation for the quality of its Information, Advice and Guidance Services.
- New Directions are leading on the delivery of 'Building Better Opportunities' in partnership with Reading Voluntary Action, to improve employability and reduce unemployment for adults not currently accessing jobs.
- The Cultural Education Partnership is established and functioning well, providing quality arts and cultural experiences for children and young people in Reading, especially those who would otherwise miss-out, giving them the opportunity to aspire, achieve and participate.

Leisure & Culture

- Reading Museum awarded Full Accreditation status by Arts Council England.
- The Abbey Revealed project has been implemented to time and on budget. A new Abbey linked Gallery at the Museum opened in February 2018 and openings for the Abbey Gate in April 18 and Abbey Ruins in June 18, thanks to £1.7m secured from Heritage Lottery Fund.
- Secured £500k of Arts Council funding to complete the refurbishment of South Street Arts Centre which improved facilities by extending the building, revamping the main hall, and installing new seating, toilets and a purpose-built bar that will support financial sustainability.
- For the first time over 40,000 people attended the Pantomime at the Hexagon, the vast majority being local residents, families and lots of school children.
- Forbury Gardens and Caversham Court Gardens have both received Green Heritage Site awards, which are awarded to parks which have conserved their historical features to a high standard and maintain their historic character and appearance.
- Reading has maintained its Purple Flag award and is recognised for providing a vibrant and diverse mix of dining, entertainment and culture while promoting the safety and wellbeing of visitors and local residents.
- Three organisations in the town received National Portfolio (NPO) status for the first time: Readipop, CultureMix, and Museums Partnership Reading, partnership between Reading Museum and Museum for English Rural Life, received grants from NPO worth £1.7m over four years, giving Reading three NPO funding organisations and a big boost as Reading moves towards becoming a major cultural destination.

- Great Places scheme to build on the success of the 2016 Year of Culture: following the award of a £550k grant to put arts, culture and heritage at the heart of the town. The support will also help to create the “Reading-on-Thames” festival, which marries Reading’s waterways heritage with a rich cultural programme.
- Invested significantly to improve the condition of South Reading Leisure Centre which reopened in February.
- £1.4m Housing Infrastructure Fund received for development of Central Pool site.
- Technology is supporting Library Service development. Self-service kiosks have been introduced at all libraries in 2017. Wi-Fi is now available at all sites, fixed computers were upgraded in 2015, and Reading Online support digital inclusion through the provision of 1:1 support at regular sessions in branches. A new Library Management System has been implemented. New e-book, e-magazine and online learning resources have all been introduced.
- Re-opening of The Weller Centre (formerly known as the Amersham Road Community Centre) after a £600,000 extension and refurbishment. The Centre is now operated by Earley Charity, who funded both the project and Catalyst Housing, providing a vibrant community hub offering activities and support for local people.



New swimming pool at Rivermead

What are the current issues?

Education

- Increase in pupils being placed at The Avenue, which thereby increases the demand for transport for Special Educational Needs and Disability (SEND) pupils.
- Closing the gap in attainment, for vulnerable and disadvantaged children, including those in care and with learning disabilities, is vital to ensure equality of life chances later on.
- Secondary School places experienced sharp upturn for year 7 pupils in September 2019, which will require 8 forms of entry of that provision, bulge classes and building a brand new secondary school in central Reading.
- Reduce the number of days lost due to exclusions from school.
- Resolve issues regarding a proposed free school at Mapledurham.

Leisure

- The key strategic issue impacting on leisure and cultural services is modernising facilities and ensuring they can be operated without a revenue budget subsidy. New models of delivery are needed that secure additional resources from external partners to ensure they are commercially viable.
- Whilst the town’s culture and leisure opportunities are accessed by the vast majority of residents there are significant cohorts who face barriers to access. This can lead to increased levels of obesity and poorer health and well-being for both adults and children in respect of physical activity; and poorer quality of life, mental health, social isolation and well-being with regard to culture. Addressing these barriers and widening participation is a key target.

Next Steps

We intend to deliver the following key projects

Project	Key Milestones	Timeline
Leisure procurement of a new operator to manage existing and develop new facilities including a competition standard pool with diving provision and a new pool at Palmer Park to replace Arthur Hill	<ul style="list-style-type: none"> Consult key stakeholders & user groups <p>Key stages of the procurement process:</p> <ul style="list-style-type: none"> Outline solutions Detailed solutions Consult public on new facilities Final Tenders 	<p>June - Sept 18</p> <p>July 18 November 18</p> <p>March 19 April 19 Award contract June 2019 New contract commences September 2019.</p>
Establishment of a Cultural Trust	<ul style="list-style-type: none"> Commission consultants to develop business case and financial model. Feasibility report. Decision on next steps. 	<p>June 2018</p> <p>October 2018 December 2018</p>
Great Place scheme implementation: 'Reading a Place of Culture.'	<ul style="list-style-type: none"> Reading- on-Thames Festival Agree 'cultural commissions' to meet priority social outcomes Community led research and evaluation. Detailed planning for year 2. 	<p>September 2018</p> <p>June/July 2018</p> <p>Ongoing</p> <p>October 2018 - January 2019</p>
School building and provision programme - Developing a new secondary school to open in September 2021	<ul style="list-style-type: none"> Bid for government funding for new secondary school Secure appropriate Trust partners Establish interim bulge class provision until the new school opens 	<p>June 2018</p> <p>June 2018</p> <p>Sept 2019</p>

Education

- Participate in national Library -led schemes: Bookstart/Summer Reading Challenge to improve levels of literacy
- New Directions basic skills course provision - supported by the Library service to improve levels of literacy
- Agreement to the location of bulge classes to meet future secondary place needs and progression of options for the development of a new permanent secondary school to open in September 2021
- Provision of new Special Education Needs accommodation at The Avenue and Blessed Hugh Farrington.
- Work with our development partner to deliver a new primary school at Dee Park
- Commencement of the development of a new two form primary school at Green Park

Leisure & Culture

- Provide high quality leisure facilities - progress procurement of a new leisure operator to run the Council's facilities, including development of new facilities and refurbishment of those retained. This includes development of new swimming, diving and leisure facilities to replace Central and Arthur Hill Pools. This

will be a complex process involving competitive dialogue over a twelve month period.

- Develop an overarching physical activity and well-being strategy
- Create new shared neighbourhood community 'hubs' at Battle, Southcote and South Reading to provide library services alongside space for community activities, adult learning and other services, to make better use of buildings and resources and improve local facilities. Consult on a proposal to reduce library service branch open hours and other changes.
- Increase the use of library buildings by community groups, partners and other Council services to make best use of the facilities
- Move the Toy Library to a more accessible location at Central Library and promote the offer more widely
- Extend the Library Service programme of technology, supporting inclusion and develop the online service offer further.
- Develop proposals and a business case for a Cultural Trust (or similar) model for the delivery of cultural services into the future.
- Encourage a thriving culture and heritage sector delivering the aspirations of the Culture & Heritage Strategy including reopening of Reading Abbey in summer 2018 with the project running until 2020.
- Extensive improvement and refurbishment of the Town Hall allowing marriages and other ceremonies to take place there, a new inquest room for the Coroner and new café offer.
- Delivery of Museums Partnership Reading business plan, the National Portfolio Organisation partnership between Reading Museum and Museum for English Rural Life, including development of a joint youth strategy in year 1

Success Measures	2017/18 Result	2018/19 Target	2019/20 Target	2020/21 Target
Improved Key stage results and narrowing gap in attainment	59%	61%	63%	65%
Percentage of schools rated good or outstanding on assessment	92%	96%	100%	100%
Reduce number of days lost through fixed term exclusions in secondary schools	1685	842.5	800	750
Reduction in the percentage of young people Not in Education, Employment or Training (NEET)	2.8%	2.1	1.7%	1.3

Our Priority:

Ensuring our Council is fit for the future



In many areas the Council performs well, achieving good outcomes for residents, and the quality of staff and services are good. This is reflected in external accreditation; for example, achievement of Customer Service Excellence Accreditation within the Customer Service Centre. In excess of 25,000 customer contacts are dealt with via the Call Centre and Customer Hub on a monthly basis. 12,000 residents are in receipt of housing benefit and the council has undertaken 660 financial assessments for benefits received in the past year.

However, in recent years the Council has struggled to perform as it wishes across all areas and in the way residents have a right to expect. The Council faces a significant financial challenge over the next three years with a requirement to deliver savings of over £40M. To deliver these savings and achieve the ambitions in this plan the Council will have to change to ensure it can thrive in the current, constrained financial environment.

Our improvement approach is called TEAM Reading and its rallying cry is challenging everyone to

- *work Together*
- *be Efficient*
- *Ambitious and*
- *Make a difference.*

Team Reading is not just about the 2835 Council staff. It is about ensuring all of Reading's different sectors are focused on building a town with strong values and a shared vision for its success.

What have we achieved?

- Berkshire Local Authorities Business Rates pilot - will enable each local council to retain at least an additional £1m of business rates, while the remainder of the estimated £35m retained will be set aside for agreed infrastructure improvements across the county
- The Customer Services Team has maintained both Customer Service Excellence (CSE)'s Compliance Plus and Contact Centre Association (CCA) Global Standard 6 following an in-depth review of the service. Reading remains one of the few local authorities in the country to achieve the two standards for both its call centre and face-to-face service.
- Delivered £80m of budget savings whilst minimising service reductions and managing budget pressures

- During the creation of the Medium Term Financial Strategy every effort has been made to protect services and to find even more efficient means of service delivery, including through early intervention to manage demand.
- The total cut in the Council's carbon footprint to 45% since 2008. In cash terms, it means the Council is estimated to have saved £5.8 million in energy costs since 2008 and are currently on track to meet the 2020 target of 50%. £1 million was saved in 2016/17 alone.
- We have continued to deliver and expand our online offer with over 135 services available on line for customer self-service. Our web site receives 90k unique visits a month, 40k customers have registered for self-service and over 10k to receive their council tax bills on line.
- Self-service kiosks have been introduced in all Reading libraries; offering a quick and efficient way of issuing, returning and paying for items.
- 86% of customer queries are resolved at the first point of contact.
- The percentage of customer satisfied with the Call Centre and Customer Hub continues to exceed 85%.
- Developed Delivery Plans for each department to plan improvements in performance and value for money.



What are the current issues?

- To meet the financial challenge the Council needs to transform and become a more agile and forward thinking organisation, exploring commercial opportunities as well as different delivery models.
- Building the capacity and resilience of staff to ensure services are delivered effectively.
- Completing the audit of the 2016/17 accounts.
- Delivery of an ambitious £43.2m savings programme.
- Making the Medium Term Financial Strategy (MTFS) sustainable in the longer term will require broader thinking about the size and shape of the Council.
- Delivery of a Children's Company - Brighter Futures for Children by October 2018.
- Customer focussed digitisation - investing in enabling and digital technologies such as modern gov.
- Reducing our reliance on agency staff to fill gaps, increasing the proportion of posts with a permanent staff member.
- Improve the effectiveness of procurement of goods and services.
- Resolve the 80 outstanding pay claims against the council.

Next Steps

We intend to deliver the following key projects

Project	Key Milestones	Timeline
Plan and deliver new ICT service to follow current ICT Managed Service Contract which ends in March 2021	<ul style="list-style-type: none"> • Identify and appraise options for service and delivery model • Agree future model • Procurement and/or service design • Transition to new service • New service starts 	<ul style="list-style-type: none"> • Sep 18 - Mar 19 • April 19 - June 19 • July 19 - Sept 20 • Oct 20 - Mar 21 • Apr 21

Launch of the new Children's Company	Go Live Successful Management	October 18
Completion of the 16/17 and 17/18 audit of the Council accounts	<ul style="list-style-type: none"> Audits signed off 	November 18
Delivery of the of 3 year savings plan	<ul style="list-style-type: none"> Savings achieved 18/19 £17,062,000 Savings achieved 19/20 £15,416,000 Savings achieved 20/21 £7,649,000 	March 19 March 20 March 21
Maximise Business Rates to support income collection	<ul style="list-style-type: none"> Engage with rateable value finder company Visiting empty premises Prompt recovery to ensure payment 	March 21
Increase take up of on line services	In line with digitisation corporate programme workstream	March 21

Customers

It is essential that we enable our customers, residents and people who use our services to work with us to shape services to suit their needs. Increasingly, collaboration, co-production and shared or integrated services will be required to ensure we deliver sustainable services for the future, with increased opportunities for customers to access information and services online to reduce costs.

Managing Change

The Council will need to work differently in the future, to ensure provision of sustainable services that meet the needs of our communities. The new environment, within which the Council is operating, is very different to our past experiences and as such, requires new ways of working.

A delivery programme, with eight workstreams, has been implemented to manage and oversee the business transformation and savings that are needed, and ensure that limited resources are used as effectively as possible in meeting our priorities. This will include:

- Maximise external funding options and income generation opportunities
- Using organisational development interventions to ensure we have a multi-skilled, and flexible workforce, with the appropriate skills and knowledge to meet the demands of future services
- Investing in improving and enabling ICT to deliver services as efficiently as possible including enabling residents to self-serve.
- Improving secure information sharing facilities both internally and with partners
- Developing our data analysis and reporting capabilities to inform decision making
- Enabling our staff to make healthy lifestyle choices

Investment & Assets

We will deliver a £122m capital programme to provide new school places, homes, transport infrastructure and investment to consolidate our buildings.

The rationalisation of the Council's property estate is making good progress and continues to reduce running costs and future maintenance liability whilst improving customers' experience and optimising income generation. Including the following:

- Rationalisation of office accommodation to enable disposal of surplus properties and reduce running costs including two RBC buildings vacated for potential future disposal
- Improved utilisation of existing buildings by consolidating Adult Services staff at the Avenue Centre and Children's Services teams at the Civic Offices and Whitley Health Building
- In addition, the council will invest in commercial properties in the Greater Reading area to both generate a sustainable income flow and to stimulate and / or maintain economic growth

Success Measures	2017/18 Result	2018/19 Target	2019/20 Target	2020/21 Target
Improve Customer satisfaction with our front of house	88%	70%	75%	80%
Increase in take up of online services - number of people signed up for an online account	New Measure	10%	20%	30%
Delivery of Medium Term Financial Strategy - total budget requirement	125.3m	142.9m	126.7m	128.5m
Reducing agency spend	£13m	£10m	£8m	£6m
Percentage of Council Tax collected	96.60%	96.85%	97.1%	97.35%
Percentage of Business Rates collected	96.28%	97%	97.25%	97.50%

READING BOROUGH COUNCIL
REPORT BY THE DIRECTOR OF RESOURCES

TO:	COUNCIL		
DATE:	26 June 2018	AGENDA ITEM:	9
TITLE:	UTILISATION OF CAPITAL RECEIPTS TO PUMP PRIME SAVINGS DELIVERY, SERVICE TRANSFORMATION AND MANAGE DEMAND		
LEAD COUNCILLOR:	JASON BROCK	PORTFOLIO:	CORPORATE & CONSUMER SERVICES
SERVICE:	ALL	WARDS:	BOROUGHWIDE
LEAD OFFICER:	JACKIE YATES	TEL:	0118 937 4710
JOB TITLE:	DIRECTOR OF RESOURCES	E-MAIL:	Jackie.yates@reading.gov.uk

Appendix 1 Capital Receipts Strategy

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 Council agreed its Medium Term Financial Strategy 2018/19 – 2020/21 in March 2018. It identified the need to deliver revenue savings and service improvements totalling £40.373m over the period. A Delivery Fund totalling £14.250m was also identified to facilitate their delivery. This report updates members on the governance arrangements being put in place to manage the capital receipts strategy necessary to pump prime specific savings and service improvement projects.
- 1.2 Bids by service areas against the Delivery Fund have been received totalling £13.576m and work is ongoing to review business cases to ensure they are only approved where they offer value for money and meet required criteria.

2. RECOMMENDED ACTION

2.1 That Council:

Notes the governance arrangements being put in place to deliver the savings and service transformation as set out in the Council's agreed Medium Term Financial Strategy and agrees the associated Capital Receipts Strategy (attached at Appendix 1) required to facilitate delivery.

3. POLICY CONTEXT

- 3.1 Members agreed a Medium Term Financial Strategy (MTFS) in March 2018 that set challenging savings targets for the coming three years amounting to £40.373m. The scale and front end loading of these cost reductions requires, as identified in the report to Council, significant investment up front in order to facilitate their implementation and generate the required savings and service improvement.
- 3.2 Ordinarily much of the cost of delivering these savings and service improvements would not be eligible to be capitalised. However, to assist local authorities in investing in long term efficiency and improvement initiatives, the Minister for Housing Communities & Local Government issued a Direction on 6 February 2018 giving local authorities the continued freedom to use qualifying capital receipts from the sale of their own assets to help fund the revenue costs of transformation projects and savings delivery. Specifically the Direction requires that expenditure:
- is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners;
 - is properly incurred for the financial years that begin on 1 April 2016, 1 April 2017, 1 April 2018, 1 April 2019, 1 April 2020 and 1 April 2021; and
 - that expenditure treated as capital expenditure in accordance with it only be met from capital receipts,
- 3.3 As part of the MTFS, the budget setting process identified a capital receipt backed Delivery Fund with a total value of £14.250m over the period 2017/18 to 2020/21 to fund the pump-priming costs of delivering the aforementioned ongoing savings (£40.373m).
- 3.4 A gateway review process is in place to ensure that all expenditure against the Delivery Fund is validated and approved to ensure it represents value for money, cannot be contained within existing general service budgets and falls within the definition of the Direction, and hence can be legitimately capitalised.
- 3.5 In light of the recent difficulties faced by Northamptonshire County Council (NCC) external auditors are increasingly likely to scrutinise any expenditure local authorities charge under this Directive. Failure to comply with the conditions of the Direction could result in such expenditure having to be charged back to the revenue budget.
- 3.6 The Government inspection team sent into NCC found that, amongst other failings, significant amounts of general running costs had erroneously been charged to capital under the banner of being “transformational”. In addition, the pre-requisite requirement to seek Full Council’s approval to agree a suitable strategy and identify the specific items to be capitalised had not been sought. These findings are likely to feature more heavily in the general guidelines issued to external auditors for the coming year.

4 Use of the Delivery Fund

- 4.1 Each Directorate has written a Delivery Plan, setting out the individual savings proposals within their area and identifying any associated pump prime funding to facilitate delivery. A Corporate Programme Board reporting into the Corporate Management Team (CMT) and

subsequently, on a quarterly basis, to the Policy Committee has been established to oversee the delivery of the eight key workstreams. These workstreams will be set up as Programme Boards supported by multi-disciplinary teams. They and their CMT sponsors are as follows:

- Adults Transformation Seona Douglas
- Assets Alison Bell
- Children's Company Peter Sloman
- Children's Transformation Kim Drake
- Commercialisation Jackie Yates
- Cultural and Leisure Trust Alison Bell
- Digital Futures Jackie Yates
- Transport and Parking Alison Bell

4.2 To date, the value of calls against the Delivery Fund to support specific projects totals £13,576m. They are summarised in Table 1 below. A schedule of all proposed projects, together with the investment required to achieve delivery and the basis for capitalisation in accordance with the Direction is attached at Appendix 1.

It should be noted that the schedule includes some contingency elements which may or may not prove necessary. It should also be noted that calls against the Delivery Fund fall predominantly in 2018/19 and 2019/20.

Table 1. Calls Against The Delivery Fund

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	TOTAL £000
DOR	1,149	1,888	1,625	1086	5,748
DCEEHS	100	1,684	1,452	-	3,325
DACHS	709	1,518	685	250	3,192
DENS	108	821	473	-	1,401
TOTAL	2,095	5,911	4,234	1,336	13,576

N.B. The Resources Directorate (DOR) line includes all corporate programme support.

4.3 The Chief Executive, together with the Director of Resources and the Head of Finance will continue to operate a gateway and approval process to ensure that all funding released from the Delivery Fund has a sound business cases; offers value for money, will facilitate savings delivery etc. and cannot be funded from within existing service budgets.

4.4 Funding of this quantum (if all bids are ultimately approved via the gateway review process) would be from £13.595m of flexible capital receipts.

4.5 The ability to fund such capitalisation is dependent on relevant capital receipts being available (back to back HRA receipts are not eligible). The nature of the Direction enabling the Flexible Use of Capital Receipts does not allow for expenditure in any one year to be temporarily funded by borrowing in advance of future capital receipts.

4.6 Table 2 below shows that the Council should have sufficient qualifying receipts available to resource the Delivery Fund provided that in year receipts are realised as originally projected. Officers will keep receipts realisation under review throughout the year to ensure that expenditure does not exceed funding.

Table 2. Forecast of Qualifying Capital Receipts

	2017/18 (£m's)	2018/19 (£m's)	2019/20 (£m's)	2020/21 (£m's)
Available Receipts b/f from Apr '12 to Mar '16	12.3	-	-	-
Equal Pay Costs	(12.3)	-	-	-
Balance c/f	-	-	-	-
Available Receipts b/f from post Mar '16	1.0	5.1	6.6	5.9
Anticipated Receipts in Year	10.8	8.1	4.5	0.5
Equal Pay Costs	(3.7)	-	-	-
Delivery Fund Use	(2.1)	(5.9)	(4.3)	(1.3)
Other Use	(0.9)	(0.7)	(0.9)	-
Balance c/f	5.1	6.6	5.9	5.1

N.B. The 2017/18 column is shown for completeness and includes the estimated balance of outstanding Equal Pay settlements which have been accrued for in 2017/18.

- 4.7 It is feasible that the Council's Capital Receipts Strategy may need updating during the year. For example, the Children's Company (Better Futures For Children) may wish to amend some of the current savings proposals agreed as part of the MTFs on the basis that the Board's experience is greater transformation is more likely by focusing on other areas, the costs/savings estimated at the time the budget was set prove significantly different and hence either additional funds or savings need to be found, or simply, other opportunities arise. If this is the case, a revised Capital Receipts Strategy will be presented to Council for consideration and if approved, subsequently reported to the Ministry for Housing, Communities and Local Government.
- 4.8 The Policy Committee will receive regular reports on progress with savings delivery and use of the Delivery Fund as part of the Council's quarterly financial reporting.

5. CONTRIBUTION TO STRATEGIC AIMS

- 5.1 The proposals contained in this report are aligned with the following corporate priority:
To remain financially sustainable to deliver service priorities

6. COMMUNITY & STAKEHOLDER ENGAGEMENT

- 6.1 Not relevant to this report.

7. LEGAL IMPLICATIONS

- 7.1 The Council has a duty to ensure that any costs associated with the delivery of future ongoing savings or service improvements are included in an appropriate strategy that has been approved by Full Council. This was achieved by its inclusion in the 2018/19 Budget Setting Report.

7.2 The Council has a duty to properly account for its revenue and capital expenditure. The provisions set out in the Direction allow the Council to charge certain costs that deliver future ongoing savings and service improvement to capital (where financed by qualifying capital receipts)

8. EQUALITY IMPACT ASSESSMENT

8.1 Under the Equality Act 2010, Section 149, a public authority must, in the exercise of its functions, have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

8.2 There are no equality issues arising directly from this report.

9. FINANCIAL IMPLICATIONS

9.1 The Council's MTFS is predicated on the ability to deliver significant savings over the following three years totalling £40.373m. This quantum is a challenging target and front end loaded offering little scope for slippage in delivery.

9.2 Essential to the successful delivery of the savings and associated service transformation is the availability of pump prime funding to access additional capacity and skills. The Delivery Fund identified and agreed by Council of £14.250m facilitates this.

9.3 The ability to fund the necessary change and improvement costs requires sufficient capital receipts. Realisation of anticipated receipts will be closely monitored as it is not possible to temporarily fund these costs by borrowing in advance of qualifying receipts being received in future years.

9.4 Recent high profile publicity on failure to comply with the requirements surrounding the flexible use of capital receipts to fund service transformation and savings are likely to result in greater scrutiny by auditors. It is therefore essential we continue to review costs to make sure they can justifiably be financed from capital receipts.

9.6 The Council's Minimum Revenue Provision (MRP) Policy allows for surplus capital receipts to be used to repay internal debt and thus reduce the General Fund's Capital Financing Requirement (CFR). The reduction in the CFR has a revenue impact in so far as the amount repaid reduces pound for pound the MRP charge to revenue in the year the repayment is made.

9.7 The use of Flexible Capital Receipts to fund savings and transformation (i.e. those receipts generated and available to the General Fund since 1st April 2016) reduces the receipts available to reduce the CFR, and could be seen as an opportunity cost to the General Fund. However, were those receipts used to fund the CFR they would not be available to deliver transformation and on-going savings.

9.8 The short term impact on the General Fund of applying capital receipts under the freedoms granted by the Flexible Use of Capital Receipts Direction is therefore net nil, i.e.

the opportunity cost of not reducing MRP by applying capital receipts to reduce the CFR and lower MRP is directly offset by the savings of change costs which would otherwise have been charged to revenue. The overall CFR remains unaltered as does the net cost to revenue (MRP and Change Costs combined).

10. BACKGROUND PAPERS

None

Capital Receipts Strategy
Pump Priming Savings Delivery, Service Transformation and Demand Management

Delivery Fund (use of Capital Receipts)				Forecast use of Capital Receipts (£000's)				
Dir	Savings/ Transformation Area	Savings (£000's)	Resource	Total	17/18	18/19	19/20	20/21
DOR	CSS2-B Housing Benefit Overpayment Recovery	345	Housing Benefit Overpayment Recovery Officer	122	12	54	56	
DOR	Capacity and leadership to deliver change and savings across programme as well as delivery of specific savings in cl. CSS12-C: Christmas Closure CSS10-C: Increased use of Apprenticeship Levy to fund training	500	Head of HR	366		120	122	124
DOR	Capacity and leadership to deliver change and savings across programme as well as delivery of specific savings. Incl. CSS39-A Contract Management Savings	1,050	Head of Procurement	366		120	122	124
DOR	Service restructure and reconfiguration	Transform Service Delivery	Recruitment Costs	42	42			
DOR	Supporting delivery of directorate savings and improving Accounts Payable processes	Transform Service Delivery	Strategic Business Partner - CSS	103		68	35	
DOR			Accounts Payable Assistant	27		27		
DOR	Process improvements and more efficient accounts production	Reduce Cost	CIPFA Big Red Button	19	19			
DOR	Improve Corporate Debt Collection - centralisation of invoices	Transform Service Delivery	Resource to Improve Corporate Debt Collection - centralisation of invoices	96	32	32	32	
DOR	CSS13-A Digitisation - cross cutting savings and redesign of council-wide services	490	Firmstep developer x2	92		92		
DOR	Service restructure and reconfiguration	Transform Service Delivery	SOLACE Recruitment Fees For Future Finance Function	32	32			
DOR	CSS1-B: Engagement of transformation partner to drive process efficiency and cost reduction in parallel with market testing of service CSS11-C: Revenues and Benefits market testing	954	External Support to undertake Market Testing (outsourcing) of the Revenue and Benefits Services	115	41	74		
DOR			Additional legal and TUPE advice	20		20		
DOR			Associated project costs, supplies and services	10		10		
DOR	CSS45-C Cost of Financial Analysts for two years to support commercialisation work	Transform Service Delivery	2 Finance Analysts	306		116	94	96
DOR	CSS4-C Corporate Approach to Reducing Fraud	196	IT Costs	25		25		
DOR			Contingency	20		20		
DOR	CSS43-C Management and Staffing Review	592	Organisational design and change support	50		50		

Delivery Fund (use of Capital Receipts)				Forecast use of Capital Receipts (£000's)				
Dir	Savings/ Transformation Area	Savings (£000's)	Resource	Total	17/18	18/19	19/20	20/21
DOR	Working across Corporate Programme	Supporting all savings delivery	Corporate Programme Manager	275	130	72	73	
DOR	Working across Corporate Programme	Supporting all savings delivery	National Management Trainee allocated to programme	87	18	34	35	
DOR	Legal support to deliver Corporate Programme and associated savings	Supporting range of savings in the programme	Contracts Solicitor	55	2	26	27	
DOR			Employment Solicitor	26	1	12	13	
DOR			Conveyancing/Contracts Solicitor	47		23	24	
DOR	HR support to deliver Corporate Programme and associated savings	Supporting range of savings in the programme	HR Support	20	20			
DOR	Working across Budget development and MTFS	Supporting range of savings in the programme	Finance Director	100	100			
DOR	Accounts Payable process improvement	Transform Service Delivery	Finance Support	27	27			
DOR	CSS39-A : Contract Management Savings	3,050	V4S Procurement Consultancy Support. Payments due as percentage of savings delivered	400	100	150	150	
DOR	Improvements to Electronic Social Care Record and Reporting (MOSAIC) and provision for improvement of other IT systems over term of Programme	orm Service D	Reporting and Performance	225	225			
DOR			Senior Consultant to act as System Owner	91	91			
DOR			Process review and MOSAIC improvement for Children's Services	23	23			
DOR			Programme Management	20	20			
DOR			Early Help Implementation	5	5			
DOR			Interim reporting post in Children's Services	43	43			
DOR			Corporate Systems Owner	107	91	16		
DOR			Finance Specialist	115	75	40		

Delivery Fund (use of Capital Receipts)				Forecast use of Capital Receipts (£000's)				
Dir	Savings/ Transformation Area	Savings (£000's)	Resource	Total	17/18	18/19	19/20	20/21
DOR			Project Manager on Business Objects Implementation	16		16		
DOR			Adult's Business Objects Implementation	34		34		
DOR			MOSAIC & FUSION Commitments Interface - implementation costs	11		11		
DOR			Business Objects Developer	35		35		
DOR			Provision for application management improvements in other systems (includes. 18/19 itrent review)	200		100	100	
DOR	Capacity to support delivery of change and savings across programme	Transform Service Delivery	Capacity and leadership to deliver change and savings across programme	276		92	92	92
DOR	Capacity to manage and support HR and workforce change associated with Corporate Programme	Transform Service Delivery	HR Capacity	450		150	150	150
DOR	Contingency for capacity to manage and support Corporate Programme of Change as delivery vehicle for £40m savings and projects to ensure transformation to underpin financial	Transform Service Delivery	Managing Change Contingency	1,250		250	500	500
DCEEHS	Working across workstream of Corporate Change Programme to deliver savings and transformation	Supporting all savings delivery	Programme Manager	188	52	68	68	
DCEEHS	DCEEHS18-A Creation of Access to Resources Team	1,000	Senior Commissioner	98	48	50		
DCEEHS	DCEEHS2-C Review of Continuing Health Care (CHC) funding for children. Investment in resource required - fixed term Social Worker for 24 months to assess all cases and on going Business Support in Access to Resources Team	300	Social Worker & Business Support	128		64	64	
DCEEHS	DCEEHS5-C Increase capacity of local 'under 20 mile' placements for Looked After Children (LAC)		Programme Manager	125		62	63	
DCEEHS	DCEEHS9-C Revise under 5 offer to make best use of early years and childrens centre provision. Generate income or reduction in staff	3,576	Project Manager	55		55		

Delivery Fund (use of Capital Receipts)				Forecast use of Capital Receipts (£000's)				
Dir	Savings/ Transformation Area	Savings (£000's)	Resource	Total	17/18	18/19	19/20	20/21
DCEEHS	DCEEHS5-C & DCEEHS9-C Reducing LAC Costs ad Changing the under 5 offer		Pre-Birth Team	253		126	127	
DCEEHS	DCEEHS10-C:Design and implement a Reading supported lodging scheme either in house or with a local provider to reduce costs of supported lodgings Also linked to DCEEHS4-C: Increase Reading Borough Council foster carers	566	Project Manager x 2	220		110	110	
DCEEHS	DCEEHS11-C Option 2 Full cost analysis to determine best use of Pineroft/Cressingham	500	Project Manager	125		62	63	
DCEEHS	DCEEHS05-B: Current level of additional investment will no longer be required following delivery of Improvement Plan	500	Recruitment and Workforce & Management Training	500		325	175	
DCEEHS	These resources are connected to Children's transformation and the following savings: DCEEHS12-A Early Help: Set a target and generate additional income from schools DCEEHS13-A: Review support function for admissions to increase the online/digital support and facility							
DCEEHS	DCEEHS14-A: Review to redesign the Early Years offer DCEEHS21-A: Stop subsidising school contracts with Berkshire Health Care trusts							
DCEEHS	DCEEHS29-A:Pineroft Residential Unit - Generate additional income as a result of selling a residential placement to other local authorities							
DCEEHS	DCEEHS31-A: Reshape the family support offer in line with the Findings of the transformation project are being led by IMPOWER, a company who work							
DCEEHS	Reduction of DSG deficit and improve commissioning of High Needs and LAC placements							
DACHS	Resources used for the facilitation of the delivery of the Programme wide savings. Directly linked to the following savinas:							
		5,111	Professional standards, number Quality Assurance, partner liaison: Threshold Management	374		186	188	
			Social work, casework reduction project: Team manager	153		76	77	
			Social work, casework reduction project: Social Workers	537		263	274	
			Social work, casework reduction project: Business Support	330		162	168	
		Managing demand	SEND Commissioner	150		75	75	
			Strategic Lead for Transformation	245	49	98	98	

Delivery Fund (use of Capital Receipts)				Forecast use of Capital Receipts (£000's)				
Dir	Savings/ Transformation Area	Savings (£000's)	Resource	Total	17/18	18/19	19/20	20/21
DACHS	DACHS28-A:Better Care Fund-Minor Adaptations	979	Project Support	17	17			
DACHS	DACHS29-A:Financial Realignment DACHS30-A:National Insurance Underspend Also responsible for DACHS12-C:Transformation focused staff funded		Programme Officer	75	15	30	30	
DACHS	DACHS 2-C: Changes to Adult Social Care Front Door DACHS27-A:Group Home Rental Increase Also supports delivery of CSS Digitisation savings and coordination of DACHS32&33-A:Review and Right Sizing Care Packages & Stretch Targets	432	Transformation Project Manager	192	62	65	65	
DACHS	DACHS22-A:Transformation of wellbeing DACHS31-A ASC Restructure	1,101	Transformation Project Manager	159	51	54	54	
DACHS	DACHS16-A:Effective Utilisation of Extra Care DACHS17A:Learning Disabilities (Operations Team) DACHS23-A:Development of Home Care DACHS20-A:VCS Development and Commissioning. <i>This resource also supports delivery of</i>	837	Transformation Project Manager	169	61	54	54	
DACHS	DACHS25&26-A:Deputies-Review the charging policy in line with the Court of Protections Remuneration fees DACHS34&35-A & 1C FAB Team Fees & Charges & Stretch Target DACHS5-C:Increased usage of Assistive Technology and Equipment DACHS7-C:Increased usage of Direct Payments	1,370	Transformation Project Manager	162	54	54	54	
DACHS	DACHS32&33-A Review and Right Sizing Care Packages & Stretch Targets	1,300	Social Workers X6 (S117, LDX2,MH, OP, PD)	818	350	468		
DACHS	DACHS3-C:Reducing Adult Social Care contracts spend	1,200	Commissioning Capacity at Senior Level	240	80	80	80	
DACHS	ASC Mobile Working	Transform Service Delivery	Adult Social Care mobile (devices)	80		80		
DACHS	DACHS4-B:Review of alternative delivery models for Public Health	430	Public Health Specialist	30		30		
DACHS	DACHS1-B:Delivery Models for Commissioning, Prevention & Quality Services	800	Contingency for consultancy advice for service shaping	200		100	50	50
DACHS	Informs all commissioning projects to ensure demand is understood and markets are shaped accordingly	Managing demand	Specialist Needs Analysis	30		30		

Delivery Fund (use of Capital Receipts)				Forecast use of Capital Receipts (£000's)				
Dir	Savings/ Transformation Area	Savings (£000's)	Resource	Total	17/18	18/19	19/20	20/21
DACHS	The resource supports restructures. wider remodelling of the Workforce, and learning & development. Associated savings: DACHS8-C: Commissioning Team Realignment DACHS9-C: Implementation of Business Support restructure DACHS10-C: Locality Team Realignment	562	Workforce consultancy & Training Programmes	500		300	100	100
DACHS	DACHS21-A: To review the operation of the Willows and consider maximising step down bed opportunity to generate	1,545	Market shaping consultancy, Project	275		75	100	100
DACHS								
DENS	Working across workstream of Corporate Change Programme to deliver savings and transformation	Transform Service Delivery	Project Officer	51	9	21	22	-
DENS	DENS28&35-B: Review of waste collection delivery models. Also connected to DENS28-A: Waste Operations-optimising collection routes to reduce number of rounds, generate additional income by increasing trade waste customers DENS36-A: Increase Trade Waste Collection and Disposal service turn over by 100% (£650,000pa to £1.3m)	1,544	External procurement and contract consultancy, Round scheduling costs, specialist contract bidding consultants, Legal support, Set up contract delivery unit, Administration resource, Contract manager costs, Procurement of IT systems, Introduction of revised collection	200	54	95	51	-
DENS	DENS54-B (DENS25-C) Review option of trust model for Arts	250	Consultancy costs	300	-	150	150	-
DENS	DENS5-A Maximising Income from the Town Hall & Museum	220	Consultancy support to provide commercial advice on business plan and associated staffing structures to maximise income following building re-configuration	30	-	30	-	-
DENS	DENS4-C, 5-C, & 6-C Review existing Parking Permit Charges	309	Comms Support, IT Support	50	-	50	-	-
DENS	DENS34-C Extend residents parking permit areas.	300	Consultant support	300	-	150	150	-
DENS	DENS42-C Introduce Bus Lane Enforcement on Kings Road and Forbury Road bus lanes	100	DLO support to introduce new parking schemes	70	-	70	-	-

Delivery Fund (use of Capital Receipts)				Forecast use of Capital Receipts (£000's)				
Dir	Savings/ Transformation Area	Savings (£000's)	Resource	Total	17/18	18/19	19/20	20/21
DENS	DENS59-C Make theatres break even through working with other operators	150	Independent consultants to market test (establish feasibility / business case)	25		25		
DENS			Project management (consultant) of procurement process (if it goes ahead based on 1st stage)	50			50	
DENS	DENS24-C Alternative delivery models - identify and prioritise those services that are most likely to yield a significant saving with the 3-year MTFs period.	1,200	Specific requirements and resources to be confirmed	250	20	180	50	-
DENS	DENS33-C Extend houses in multiple occupation (HMO)/private rented sector (PRS) Licensing	40	New IT system (£25k), required if discretionary regime needs to be introduced (£50k)	75	25	50	-	-
				13,576	2,095	5,911	4,234	1,336

