

To: Councillor Brock (Chair)
Councillors Page, Duveen, Emberson,
Ennis, Hoskin, James, Jones, Pearce,
Robinson, Rowland, Skeats, Stevens, Terry,
Warman and White

Direct: ☎ 0118 9372303

18 September 2019

Your contact is: **Simon Hill - Committee Services (simon.hill@reading.gov.uk)**

NOTICE OF MEETING - POLICY COMMITTEE 26 SEPTEMBER 2019

A meeting of the Policy Committee will be held on Thursday, 26 September 2019 at 6.30 pm in the Council Chamber, Civic Offices, Reading, RG1 2LU. The Agenda for the meeting is set out below.

1. CHAIR'S ANNOUNCEMENTS
2. DECLARATIONS OF INTEREST
3. MINUTES 7 - 18
4. PETITIONS AND QUESTIONS

To receive any petitions from the public and any questions from the public and Councillors.
5. DECISION BOOK REFERENCES
6. THAMES VALLEY POLICE - CHIEF CONSTABLE AND POLICE & CRIME COMMISSIONER
7. ARTHUR HILL POOL **BOROUGH WIDE** 19 - 28

Councillors Brock, Emberson & Ennis / Director of Economic Growth and Neighbourhoods

This report provides an update on the former Arthur Hill Swimming Pool following the discontinuance of the disposal process, and sets out a recommended way forward for the property to be appropriated by the Council's Housing Revenue Account and developed to provide key worker housing for rent.

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8.	HOUSEHOLD WASTE - THE WAY FORWARD	BOROUGH WIDE	29 - 76
	Councillors Page & James / Director of Economic Growth and Neighbourhood Services		
	This report sets out a way forward for the Household Waste service to achieve the strategy of increasing recycling and reducing the cost of waste.		
9.	CHESTNUT WALK IMPROVEMENTS	ABBEY	77 - 80
	Councillors Rowland & Page / Director of Economic Growth and Neighbourhood Services		
	This report seeks approval for improvement works to Chestnut Walk.		
10.	BRIDGE MAINTENANCE (WORKS) TERM CONTRACT 2020-2024	BOROUGH WIDE	81 - 84
	Councillor Page / Director of Economic Growth and Neighbourhood Services		
	This report informs the Committee of the ongoing procurement process for the Bridge Maintenance (Works) Term Contract 2020-2024 and seeks authority to enter into a contract with the successful tenderer.		
11.	BUILDINGS COMPLIANCE AND CONDITION PROGRAMME	BOROUGH WIDE	85 - 90
	Councillors Brock & Emberson / Director of Economic Growth and Neighbourhood Services		
	This report seeks approval to release designated capital spend of £4.5m to carry out a programme of compliance and condition work across the Council's corporate buildings over the next three years.		
12.	HYPEROPTIC FULL FIBRE INSTALLATION TO COUNCIL HOUSING STOCK	BOROUGH WIDE	91 - 98
	Councillors Ennis and Emberson / Director of Resources		
	This report seeks approval to enter into a non-exclusive Wayleave Agreement with Hyperoptic to install "Fibre To The Premise" to the Council's high-rise housing stock.		
13.	QUARTER 1 2019-20 PERFORMANCE MONITORING REPORT	BOROUGH WIDE	99 - 132

Councillor Emberson / Director of Resources

This report sets out the projected revenue and capital outturn positions for 2019/20 for the General Fund and the Housing Revenue Accounts as at the end of June 2019 (Quarter 1), and the performance for the first quarter against the measures of success published in the Council's Corporate Plan.

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| 14. | READING'S ARMED FORCES COVENANT AND ACTION PLAN - MONITORING REPORT | BOROUGH WIDE | 133 - 146 |
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Councillor Brock / Chief Executive

This report presents an annual update on the Armed Forces Covenant and progress against the associated action plan.

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| 15. | WARD BOUNDARY REVIEW WORKING GROUP | BOROUGH WIDE | 147 - 150 |
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Councillors Brock & Emberson / Returning Officer

This report recommends that an advisory cross-party Ward Boundary Review Working Group be established, to assist the development of the Council's response to the consultation by the Local Government Boundary Commission for England on a review of Reading's ward boundaries.

ITEM TO BE CONSIDERED BY THE COMMITTEE ACTING AS SHAREHOLDER OF READING TRANSPORT LIMITED

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| 16. | READING TRANSPORT LIMITED - APPOINTMENT OF DIRECTOR | BOROUGH WIDE | 151 - 152 |
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Councillor Brock / Director of Resources

This report asks the Committee, acting as shareholder of Reading Transport Limited, to approve the appointment of the company's new Finance Director to the RTL Board.

ITEM TO BE CONSIDERED BY THE COMMITTEE ACTING AS SHAREHOLDER OF HOMES FOR READING LIMITED

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| 17. | HOMES FOR READING - APPOINTMENT OF DIRECTOR | BOROUGH WIDE | 153 - 154 |
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Councillor Brock / Assistant Director of Legal and Democratic Services

This report asks the Committee, acting as shareholder of Homes for Reading (HfR), to agree the appointment of the Director of Economic Growth and Neighbourhood Services to the HfR Board.

ITEM TO BE CONSIDERED BY THE COMMITTEE ACTING AS SOLE MEMBER FOR BRIGHTER FUTURES FOR CHILDREN

18. BRIGHTER FUTURES FOR CHILDREN CONTRACTS UPDATE

**155 -
160**

Councillors Brock, Terry, Pearce & Emberson / Director of Resources

This report asks the Committee, in its capacity as sole member for Brighter Futures for Children Limited, to note the key performance indicators and management information metrics for the Service Delivery Contract.

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

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Present: Councillor Brock (Chair);

Councillors Page (Vice-Chair), Duveen, Emberson, Hoskin, James, Jones, Pearce, Robinson, Rowland, Skeats, Stevens, Terry and Warman

Apologies: Councillors Ennis and White

RESOLVED ITEMS

11. MINUTES

The Minutes of the meeting held on 10 June 2019 were agreed as a correct record and signed by the Chair.

12. QUESTIONS

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

	<u>Questioner</u>	<u>Subject</u>	<u>Reply</u>
1.	Ann Dally	Revenue Collection	Cllr Emberson
2.	Ann Dally	Mental Health linked to Problem Debt	Cllr Hoskin
3.	Peter Burt	Sale of Arthur Hill Pool	Cllr Brock
4.	Peter Burt	Review of FOI arrangements	Cllr Brock
5.	Roger Lightfoot	Sale of Central Pool site	Cllr Brock
6.	Roger Lightfoot	Leisure Contract	Cllr Hoskin
7.	Stuart Kinton	Third Thames Bridge	Cllr Page
8.	Stuart Kinton	Schemes to Reduce Carbon Emissions	Cllr Page
9.	Stuart Kinton	Reducing Personal Car Use	Cllr Page
10.	Tony Warrell	Eldon Square Gardens	Cllr Rowland

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

13. CLIMATE EMERGENCY

Further to Minute 48 of the meeting of full Council on 26 February 2019, the Director of Economic Growth and Neighbourhood Services submitted a report outlining the Council's progress to date in tackling climate change, work in progress and setting out the proposed approach to responding to the climate emergency declaration made by the Council on 26 February 2019. The following documents were attached to the report:

- Appendix 1 - Modelling a Zero Carbon Pathway
- Appendix 2 - Existing Projects

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- Appendix 3 - Item 11 Full Council - 26th February - Council Climate Emergency Declaration
- Appendix 4 - 'Reading Climate Change Strategy 2013-20 Action Plans

The report summarised work in progress including the development of the new Reading Climate Change Strategy, which would be launched in April 2020, and the new Local Plan which set requirements for zero carbon planning on all large residential developments and BREEAM 'Excellent' standard on large commercial developments. It also summarised a Climate Emergency Action Framework which set out the major actions that would be needed to make significant progress towards a carbon neutral Reading by 2030.

The report explained that an internal Corporate Task Group would be established to oversee the coordination of the Climate Emergency Framework, ensuring its principles and objectives were embedded as part of day-to-day business and that key projects were taken forward across the Council. All the standing Committees would report on the relevant elements of Reading's Climate Change Strategy and the Climate Emergency Action Framework. The role of the Policy Committee would be to take an overview of the success of the Corporate Plan in delivering the climate change objectives, as well as matters relating to energy, budget and the Council's own operations and to the Council's constitution and governance arrangements. Work with businesses on the low carbon economy through the Local Enterprise Partnership, Reading UK and Reading 2050 would also feed into Policy Committee.

Resolved -

- (1) That the progress made to date by the Council's proactive approach to addressing climate change issues and impacts in Reading be welcomed, while noting the scale of the ongoing challenge;**
- (2) That the climate emergency declaration be embedded across all Council services, activities, plans and other relevant work to ensure a fully integrated and systematic approach to the Council's own response to this challenge;**
- (3) That it be agreed that while the Council would lead by example the scale of the climate emergency challenge required action across all of Reading's communities, and that to this end the Council work with and through the long-established Reading Climate Change Partnership and Reading UK to align respective strategies towards ensuring they secured the active participation of residents, businesses and other organisations across the borough;**
- (4) That the Chief Executive write to the Government and local MPs setting out the urgent need to equip local authorities with the policy framework, powers and funding necessary to deliver this critical agenda;**
- (5) That all future Committee reports include a section on environmental implications and necessary mitigations and all reports to the committees**

consider the impact of the decisions being taken on the council's ability to respond to the Climate Emergency and achieving a carbon neutral Reading by 2030.

14. ENERGY PROCUREMENT

The Director of Economic Growth and Neighbourhood Services submitted a report seeking approval to enter into new contracts for energy supply. An appendix to the report setting out the Energy Purchasing Strategy was submitted separately in closed session (see Minute 26 below) due to the inclusion of commercially sensitive information.

The report explained that the Council currently spent in the region of £2m per year on energy supply and that the majority of this was procured centrally through a framework agreement managed by Crown Commercial Services, reducing risk and price through aggregated purchasing with other customers. The current energy contracts would end on 31 March 2020.

To facilitate the procurement of new energy contracts, a range of different energy supply framework contracts and other purchase options had been assessed against the Council's business requirements, such as customer service, length of advance buying window available and available risk strategies. Notice would be given on current contracts once new contract terms had been confirmed.

At the meeting an amendment to the recommendation was moved and agreed which specified that the Council should enter into contracts with an energy supplier(s) that could demonstrate that they purchase from 100% renewable generation sources.

Resolved -

That the Director of Economic Growth and Neighbourhood Services and the Assistant Director of Procurement, in consultation with the Lead Councillors for Corporate and Consumer Services and Strategic Environment, Planning and Transport, be authorised to enter into energy supply contracts for gas and power for the period 2020 to 2024, with an energy supplier(s) that could demonstrate that they purchase from 100% renewable generation sources, through entering into an access agreement for the framework tendered by West Mercia Energy.

15. WATER PROCUREMENT

The Director of Economic Growth and Neighbourhood Services submitted a report seeking approval to enter into a new contract for water supply. A Strategy for Procurement of Water, Wastewater and Ancillary Services, was listed as Appendix 1 to the report, but had been submitted separately as an exempt item due to the inclusion of commercially sensitive information (see Minute 26 below).

The report noted that the Council currently spent in the region £250k annually on water and waste water supply. The non-household (business) water and waste water market

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had been deregulated in April 2017 and since then the Council had been on a 'deemed' contract with Castle Water for its water supply. This contract was a temporary arrangement that was non-compliant with the Public Procurement Regulations 2015, and a long-term supply contract therefore needed to be procured.

The report explained that there were now a number of frameworks for water supply with the key differentiator between providers being the ability to provide ancillary services to assist with the effective management of water resources. The available water supply framework contracts had been assessed and selected on price, customer service and access to ancillary services and it was recommended to use the London Energy Project (LEP) Direct Award process to procure water services from the LEP's appointed water retailer Anglian Water Business Limited.

Resolved -

That the Executive Director of Economic Growth and Neighbourhood Services and the Assistant Director of Procurement and Contracts be authorised to enter into water supply contracts for the period 2019 to 2022 with Anglian Water Business (National) Limited through entering into an access agreement for the London Energy Project pan-London water framework; the contract being through Crown Commercial Services and the Yorkshire Purchasing Organisation (YPO) framework RM3790.

16. ESTABLISHING A CLEANER AIR AND SAFER TRANSPORT FORUM

Further to Minute 9 of the meeting of Council on 22 May 2019, the Director of Economic Growth and Neighbourhood Services submitted a report setting out proposed Terms of Reference for the new 'Cleaner Air & Safer Transport Forum' which had been set up at the Council AGM on 22 May 2019. The proposed Terms of Reference were attached to the report at Appendix 1.

The report explained that the Forum's key topic areas would be cross-cutting themes around transport-related matters including air pollution, electric charging infrastructure, staff travel planning and policies, education initiatives, school initiatives and other transport projects which promoted sustainability, healthy living, energy efficiency and carbon reduction. The Forum could make recommendations to the Council's Committees and Sub-Committees on ways to bring about positive change to support the Council's climate change agenda. The Forum would incorporate the work of the Cycle Forum, while allowing for an annual 'conference' or meeting.

The report asked the Committee to approve the Terms of Reference and to appoint the Councillor membership of the Forum.

Resolved -

- (1) That the Terms of Reference for the Cleaner Air & Safer Transport Forum be approved, as set out in Appendix 1 to the report;**

- (2) That the Councillor membership of the Forum be agreed as follows:

Cleaner Air and Safer Transport Forum (4:1:1:1)

<u>Labour</u> <u>Councillors</u>	<u>Conservative</u> <u>Councillor</u>	<u>Liberal Democrat</u> <u>Councillor</u>	<u>Green</u> <u>Councillor</u>
Debs Absolom Barnett-Ward Gittings Hoskin	Stanford-Beale	Duveen	Whitham

- (3) That the previous appointment of Councillor Barnett-Ward as the Chair of the Forum at the Council meeting held on 22 May 2019 be noted.

17. REVIEW OF RESIDENTS PARKING PERMIT CHARGES AND NEW RESIDENTS PARKING SCHEMES

The Director of Economic Growth and Neighbourhood Services submitted a report on a review of the charges for residents and visitor parking permits, which had been included in the Council's agreed Medium Term Financial Strategy.

The report summarised improvements to the permit scheme since the introduction of a first permit change in 2017, including improved enforcement, a new online permit application process, and a flexible visitor permit renewal system. It set out benchmarking information on charges in similar local authorities and information on the potential for a virtual permit scheme. The report also summarised the progress of delivery of new residents parking schemes which would be developed through the Traffic Management Sub-Committee.

The report proposed increases to permit charges that, if agreed, would provide funding to develop, consult on and introduce a new virtual visitor permit scheme and to improve enforcement of the permit areas. The new charges would be implemented for permit renewals from 1 October 2019. It was also recommended that future proposed changes to permit charges be submitted to the Traffic Management Sub-Committee, and then incorporated within the Council's annual review of fees and charges.

Resolved -

- (1) That the following proposed changes to parking permit charges be approved and introduced from 1 October 2019:

An increase in the first permit charge from £30 to £40;
An increase in the second permit charge from £120 to £150;
An increase in the third permit charge from £240 to £300;
The cost of a book of visitor permits be increased from £22 to £25 (maintain first two visitor books for free);

- (2) That the current permit holders be notified by letter of the changes to the residents permit scheme;
- (3) That future changes to Residents Parking Permit charges be submitted to the Traffic Management Sub-Committee at its November meeting each year in order for recommendations from that Sub-Committee to be incorporated within the Council's annual fees and charges review considered at February Policy Committee each year;
- (4) That a review of Virtual Visitor permits take place, consulting with members of the Traffic Management Sub-Committee on any potential scheme;
- (5) That officers progress concept designs of the new residents' parking schemes as detailed in para 3.8 and those schemes be reported to Traffic Management Sub-Committee in September 2019 for approval to progress informal and formal consultations.

18. ST MICHAEL'S PRIMARY SCHOOL - PRIORITY SCHOOLS BUILDING PROGRAMME

The Director of Economic Growth and Neighbourhood Services submitted a report on proposed major refurbishment works to St Michaels Primary School as a part of the second phase of the Department for Education's (DfE) Priority Schools Building Programme. The report sought approval to award a contract for the works and to spend the grant funding from the DfE.

The report noted that in 2014 the Council had made several bids for the renovation of school buildings in very poor condition, and had been successful with bids for work at Caversham Primary, Phoenix College and St Michaels Primary. The DfE had agreed that the project at St Michaels would be designated as 'self-delivery' for the local authority. The project was to meet condition need only, and did not address the suitability of existing accommodation or potential shortfalls in accommodation.

The report explained that the proposed works included recladding the two-storey block to improve thermal values, upgrading or replacing necessary elements such as windows, doors and ceiling tiles as well as upgrading heating and lighting services. Changes to improve accessibility include the addition of an accessible WC off the entrance lobby. The current entrance doors would be replaced with an automatic glazed door entry system and new fire escape doors would be added to the hall to improve fire evacuation. Phasing of the project would allow the school to remain operational throughout the building works.

The report stated that the contractor E W Beard Ltd had been selected via the Intermediate Construction Framework (an OJEU tender framework), and that the agreed work had initially been valued by the DfE at £2.41 million based upon their usual rates for refurbishment works. It was reported at the meeting that the DfE had now confirmed an increased grant of £2.72m to cover the full cost of the works. The grant needed to be spent by 31 March 2021.

Resolved -

- (1) That the Council enter into a contract with E W Beard Ltd to carry out the proposed refurbishment works;
- (2) That spend approval be given for the £2.72 million grant funding from the DfE for condition works at the school.

19. SCHOOL ESTATE HEATING AND ELECTRICAL PROGRAMME

The Director of Economic Growth and Neighbourhood Services submitted a report on a programme of condition and compliance works for school and nursery heating and electrical installations. A list of all identified works, shown by school, was attached to the report at Appendix 1.

The report explained that a survey had been carried out across Reading's community schools and nurseries to ascertain the current condition and compliance of their heating and electrical installations, which had identified the need for works of the order of £5.8m. The works had been categorised and prioritised according to the level of risk and further evaluated according to condition factors, impact on health and safety and financial implications. The highest priority works would be carried out in 2019/20.

The report sought approval for the release of designated capital programme funding to carry out a three year programme of works totalling £2.411m, and to authorise the Deputy Director of Assets and Regeneration to enter into the contracts required to deliver the works.

Resolved -

- (1) That the release of designated capital programme funding of £2.411m to deliver a three year programme of works across Reading's community schools and nurseries, up to 31 March 2022, be approved;
- (2) That the carry forward of £311k, originally designated for spend in 2018/19, be approved;
- (3) That the Deputy Director of Assets and Regeneration be authorised to enter into the contracts required to deliver the works.

20. LOCAL GOVERNMENT BOUNDARY COMMISSION REVIEW OF WARD BOUNDARIES 2019-20

The Returning Officer submitted a report on an electoral review of the Council by the Local Government Boundary Commission for England (LGBCE), and seeking approval for a Council Size submission to the review, which was attached to the report at Appendix C. The current timetable for the review was attached to the report at Appendix A, and a Members Briefing pack for Reading attached to the report at Appendix B.

The report explained that the LGBCE had given the Council notice that, based on its analysis of the 2017 annual canvass in Reading, it would be undertaking an electoral review of the Council, because over 30% of the authority's current wards had a variance greater than 10% from the authority's average ratio of elector. Two wards - Abbey and Whitley - had an electorate which exceeded the average by more 25% and 15% respectively, and Redlands had an electorate which was lower than the average by more than 20%. Church and Southcote wards had also been over 10% below the average.

The report explained that the first phase of the review was a discussion with the Council about the size of the Council (total number of Councillors), which required the authority to indicate whether it wished to retain elections by thirds, or to move to either election by halves or all-out elections. Attached to the report at Appendix C was a proposed submission to the LGBCE on Council Size, which stated a preference for a Council of 48 Councillors, representing 16 wards of comparable size, with three Councillors per ward, based on the retention of elections by thirds. This would represent an increase of two Councillors from the current Council of 46 Councillors representing 16 wards, with 15 three-member wards which held elections by thirds and one Councillor elected every four years in the remaining ward of Mapledurham.

Resolved -

That the Council Size Submission, as attached to the report at Appendix C, and its stated preference for a Council size of 48 Councillors representing 16 wards of comparable size with elections by thirds, be agreed and presented to the Local Government Boundary Commission for England.

21. QUARTER 4 PERFORMANCE REPORT

The Director of Resources submitted a report setting out the interim revenue and capital outturn positions for 2018/19 as at the end of March 2019, as well as performance against the measures of success published in the Council's Corporate Plan. The following appendices were attached to the report:

- Appendix 1 - General Fund Outturn;
- Appendix 2 - Corporate Programme Savings Report;
- Appendix 3 - Delivery Fund;
- Appendix 4 - Performance Outturn; and
- Appendix 5 - Capital Outturn and roll forward requests.

The report explained that the provisional revenue outturn for the General Fund at directorate level indicated a net overspend of £1.1m. Within this Adult Care and Health Services were reporting an underspend of £0.434m, Children, Education & Early Help Services/ Brighter Futures for Children an overspend of £1.942m, Environment and Neighbourhood Services an underspend of £0.284m and Resources and underspend of £0.133m. The report summarised the main budget variances within each directorate.

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The report also explained that in addition to Directorate budgets there were a number of financing and corporate-wide budgets including income from Council Tax and Business Rates, Treasury and Capital Financing Costs, and Corporate and Contingency Provisions. The projected outturn on these Corporate Items was a £4.2m underspend against budget - predominantly the result of not being required to use contingency and risk provisions held to cover potential overspends. It was therefore recommended that the overall net outturn of £3.2m be transferred to reserves, with £0.500m to further build general reserves and the remainder as specific reserves.

The provisional outturn for the Housing Revenue Account was a £2.9m underspend, due to rent collection rates being higher than budgeted and expenditure on reactive, planned and revenue funded major repairs being less than anticipated. The General Fund Capital Programme showed a net underspend of £10.060m, with details set out in Appendix 5 to the report, and the Housing Revenue Account Capital Programme showed an underspend of £3.636m.

The report also included a summary of performance, as at 31 March 2019, against the success measures published in the Council's Corporate Plan. Key shifts in performance or significant variation from the target were explained in the report and the full suite of twenty nine measures and progress against targets as at the end of March 2019 were set out in Appendix 4 attached to the report.

Resolved -

- (1) That the following be noted:
 - (a) The provisional General Fund outturn position: a £3.2m underspend, as at the end of March 2019;
 - (b) The provisional outturn position on the Housing Revenue Account as at the end of December 2018 (a £2.9m underspend) and the lower net drawdown of reserves of £1.2m rather than the budgeted £4.1m;
 - (c) The progress in achieving agreed savings proposals and the associated spend to support those changes contained in the Delivery Fund;
 - (d) The use of the Capitalisation Direction to fund transformation (Appendix 3);
 - (e) The capital outturn as detailed in Appendix 5 and approves the roll forward of variances into the 2019-20 approved Capital Programme;
 - (f) The performance achieved against the Corporate Plan success measures as set out in paragraphs 10.1-10.6 and Appendix 4 attached;

- (2) That unspent contingency provisions of £3.2m be set aside to further bolster reserves - £0.5m relating to general reserves and the balance to earmarked reserves.

22. READING TRANSPORT LIMITED - OPERATIONAL UPDATE

The Director of Resources submitted a report providing the Committee, acting in its role as shareholder of Reading Transport Limited (RTL), with an operational update on the company. The update was attached to the report at Appendix 1.

The report noted that RTL was a wholly-owned company of Reading Borough Council. The company's Articles of Association set out its obligations in terms of reporting to the Council as Shareholder as well as the matters which were reserved to the Shareholder. The Operational Update had been submitted by the Company in respect of its reporting obligations.

The report explained that key points in the update included the acquisitions by RTL of Newbury and District Ltd in September 2018 and Courtney Coaches Ltd in April 2019, both of which were operating as subsidiaries of RTL. The update also noted that new ticketing technology, the roll out of contactless payments and the introduction of a phone app during the period had reduced boarding times, although journey times on some routes were still suffering due to congestion. The Company proposed to continue with its fleet replacement programme (10% per annum) ensuring the fleet remained fit for purpose.

Resolved -

That the Committee, acting as shareholder of RTL, note the Operational Update attached to the report at Appendix 1.

23. READING TRANSPORT LIMITED - APPOINTMENT OF DIRECTORS

The Director of Resources submitted a report asking the Committee, acting as shareholder of Reading Transport Limited (RTL), to appoint directors to the RTL Board. There were four vacancies, arising from Trish Thomas, Mike Townend, Cllr Woodward and Martin Adams (employee representative) coming to the end of their four-year terms.

Resolved -

- (1) That Trish Thomas, Chris Gavin, Cllr R Williams and Martin Adams (employee representative) be appointed as Directors of Reading Transport Ltd;
- (2) That a report providing the shareholder with information on Board membership roles, skills and experience be submitted to a future meeting.

24. EXCLUSION OF THE PRESS AND PUBLIC

Resolved -

That pursuant to Section 100A of the Local Government Act 1972 (as amended), members of the press and public be excluded during consideration of items 25-26 below as it was likely that there would be a disclosure of exempt information as defined in the relevant paragraphs specified in Part 1 of Schedule 12A to that Act.

25. READING TRANSPORT LIMITED - SHAREHOLDER REPORT

The Director of Resources submitted a report to the Committee acting as shareholder of Reading Transport Limited (RTL), presenting at Appendix 1 a report from RTL providing an update to the shareholder on the following matters:

- Operational Update
- Financial Performance to P82018/19 and close-down of FY 2017/18
- Pension Scheme Commitments
- Dividend 2018/19
- Fleet Replacement 2018/19 & Capital Investment
- Strategic Plan Update

The RTL report also set out a number of recommendations for approval from the shareholder.

Resolved -

That the Committee acting as Shareholder of Reading Transport Ltd:

- a) **Note the Company's financial management information for 2018/19 and the trading loss incurred in 2017/18 together with the potential implications for the dividend assumed within the Council's Medium Term Financial Strategy;**
- b) **Note the commitment of RTL to delivering the 2018/19 dividend target and to working with the Shareholder to ensure that future targets remain achievable;**
- c) **Agree the following recommendations as set out in the RTL report at Appendix 1:**
 - i. **Note the content of this review;**
 - ii. **Approve the updated fleet replacement programme;**
 - iii. **Approve the provision of lease finance to Reading Buses by means of an extension of the existing Master Lease Agreement, should it be required to facilitate the purchase of vehicles as set out in the report, and authorise the Head of Finance to agree terms with the Company;**

- iv. Note the completion of the previously approved acquisition of Courtney Coaches Ltd;
 - v. Note the ongoing work to identify a preferred option to mitigate the balance sheet and profit & loss account impacts of the Local Government Pension Scheme and the detailed actuarial assessments commissioned;
 - vi. Note the progress being made with developing and implementing the Strategic Action Plan following completion of the joint review project;
- d) Note the retirement of Tony Pettitt the Company's Chief Finance and Information Officer in August 2019 and thank him for his service in Reading.

(Exempt information as defined in Paragraph 3).

26. ENERGY AND WATER PROCUREMENT

The Director of Economic Growth and Neighbourhood Services submitted a report presenting the purchasing strategies listed as appendices to the reports on Energy and Water Procurement, which had been considered in the public session of the meeting (Minutes 14 and 15 above refer). The strategies contained commercially sensitive information and had therefore been submitted separately. The following documents were attached to the report:

- Appendix 1 - Energy Purchasing Strategy
- Appendix 2 - Strategy for Procurement of Water, Wastewater and Ancillary Services

Resolved -

That the Energy Purchasing Strategy and Strategy for Procurement of Water, Wastewater and Ancillary Services be noted.

(Exempt information as defined in Paragraph 3).

(The meeting started at 6.30 pm and closed at 9.00 pm)

READING BOROUGH COUNCIL

REPORT BY DIRECTOR OF ECONOMIC GROWTH AND NEIGHBOURHOOD SERVICES

TO:	POLICY COMMITTEE		
DATE:	26 SEPTEMBER 2019		
TITLE:	ARTHUR HILL POOL		
LEAD COUNCILLOR:	CLLR BROCK CLLR EMBERSON CLLR ENNIS	PORTFOLIO:	LEADERSHIP CORPORATE & CONSUMER SERVICES HOUSING
SERVICE:	PROPERTY & ASSET MANAGEMENT / HOUSING	WARDS:	
LEAD OFFICER:	GIORGIO FRAMALICCO	TEL:	118 9372604
JOB TITLE:	DEPUTY DIRECTOR PLANNING TRANSPORT & REGULATORY SERVICES	E-MAIL:	giorgio.framalicco@reading.gov.uk

1. PURPOSE OF REPORT

- 1.1 This report provides an update on the former Arthur Hill Swimming Pool and sets out the recommended way forward for the property following the discontinuance of the disposal process.
- 1.2 The report sets out the recommended way forward which is for the property to be appropriated by the Council's Housing Revenue Account and developed to provide key worker housing for rent.

Appendix A: Site plan

Appendix B: Appraised development option

2. RECOMMENDATIONS

- 2.1 Policy Committee notes the current position on the Arthur Hill site, including the updated condition reports which provide a positive position for taking the site forward.
- 2.2 Policy Committee approves the appropriation of the site into the Housing Revenue Account (HRA) to enable the Council to develop and deliver housing as key worker accommodation to rent.
- 2.3 Policy Committee approves the option to charge an Affordable Rent (80% Market Rent) level for the key worker accommodation developed on the site.
- 2.4 Policy Committee delegates authority to the Executive Director DEGNS and the Assistant Directors for Legal and Financial Services, in consultation with the Lead Member for Housing, to allocate up to £5m (including contingency) of Housing Revenue Account spend to deliver circa 15 new Council homes at the Arthur Hill site. Spend approval is subject to the proposed development gaining planning permission.
- 2.5 Policy Committee delegates authority to the Executive Director, DEGNS and the Assistant Directors for Legal and Financial Services, in consultation with the

Lead Member for Housing, to procure a multi-disciplinary team to carry out all necessary work towards site development, including detailed designs, securing planning permission and assisting in the procurement of a main contractor for the development.

- 2.6 Policy Committee delegates authority to the Executive Director, DEGNS to appoint a main contractor, in consultation with the Assistant Directors for Legal and Financial Services and the Lead Member for Housing.

3. POLICY CONTEXT

- 3.1 In November 2015 Policy Committee endorsed the Strategic Leisure Review's recommendation to replace old, outdated facilities at Arthur Hill and Central Pools with new swimming and leisure facilities. In line with this decision, Full Council on 18 October 2016 resolved:-

- That the permanent closure of Arthur Hill Pool be approved from 19 December 2016.
- That following closure the pool site be declared surplus to requirements and be disposed of by advertising in line with the Council's approved policy to both third sector organisations and on the open market. As part of this, planning policy would seek the retention and restoration of the locally listed frontage of the building.
- That a sum equivalent to the capital receipt arising from the disposal is invested in new replacement swimming facilities.

- 3.2 Arthur Hill Pool was subsequently listed as an Asset of Community Value (ACV) on 8 November 2016.

4. BACKGROUND AND CURRENT POSITION

- 4.1 The site was subsequently marketed in line with the ACV process. A number of bids were received, including from the third sector, such that the site could not be disposed of within six months of the Council's notification of its intention to dispose.

- 4.2 A local developer was selected as the preferred bidder. The company identified a residential end use and tendered an unconditional offer of £1,150,000. This was formally accepted by the Council at Policy Committee in July 2018. Following a longer than anticipated period of due diligence and the submission of a reduced unconditional offer by the preferred bidder, it was not possible to complete the disposal.

- 4.3 To inform next steps, the Council commissioned external specialist companies to provide updated condition reports at the Arthur Hill site with a focus on the locally listed frontage. This was a comprehensive exercise comprising external, internal and sub-ground investigations to obtain in particular an understanding of any impact from chlorinated water leakage when the pool was operational. The exercise confirmed negligible levels of chloride and sulphate levels in the concrete, mortar and soil samples tested, providing a positive position on the site.

- 4.4 Members are asked to note that the Council was notified in early August of a petition calling on the Council to 'include the possibility of reopening Arthur Hill for leisure, sporting, and community activities in its options review'. It is understood the

petition will be presented to September Policy Committee and that it has gathered sufficient signatures to be debated at the next full Council meeting.

5. OPTIONS

5.1 The Council remains committed to the delivery of new swimming and leisure facilities with a replacement for Arthur Hill Pool at Palmer Park. The procurement process is complex and a report on the next stages of the process is proposed to be presented in the autumn with a potential contract start date in early 2020. The timetable for the delivery of a new pool at Palmer Park will be published as part of the procurement report. The new pool at Palmer Park will be built to modern standards including high standards of sustainable construction.

5.2 The options therefore are to re-market the site for disposal in accordance with the ACV process or for the Housing Revenue Account to appropriate the site for the development of social housing for rent. The removal of the cap on HRA borrowing and increased off site section 106 affordable housing contributions from developers now provides funds to secure an affordable housing scheme on the site.

5.3 Re-Marketing the Site for Disposal

5.4 A further disposal exercise on the open market would allow all interested parties to submit bids within the six month timetable.

5.5 It is not possible to precisely define the length of time it may take to dispose of the site via this process. As well as allowing for the six month ACV period, the time needed to carry out necessary actions, such as the amount of pre-disposal work carried out by the Council to reduce risk and the marketing period, cannot be quantified with any certainty at this stage. Other key factors will also have an impact, including dialogue with the preferred purchaser, due diligence work by both parties, legal work including contract drafting and approval etc. Disposal via this process could take up to 24 months, but it should be emphasised that completion cannot be guaranteed within that timeframe.

5.6 A period of time would then be required to obtain planning permission for the agreed re-use of the site, with a development timetable to be defined at that time. The total timetable from marketing the site to it being developed out for the agreed end use is likely to be at least three years. Given the outcomes of the previous marketing exercise, it is likely that the property would attract offers from parties to develop the property for housing and potentially from parties considering the reuse of the site for leisure uses.

5.7 Appropriation for Housing

5.8 An appropriation for Council housing purposes does not constitute a disposal if the properties are for rent. The Arthur Hill site would be appropriated for the development of affordable housing, including for key workers, by utilising the financial resources within the Housing Revenue Account (HRA) and the use of s.106 receipts from developer contributions.

5.9 In order to fully consider this option a high level design appraisal for the development of housing on the site (Appendix B) was carried out. The proposal retains the locally listed frontage with demolition of the remaining building. This indicative appraisal confirms that the HRA has capacity to build out the scheme, at a high level estimated total cost of up to £3.8m for a 15 unit scheme. There would also be a transfer of debt of £750k from the General Fund to the HRA to reflect the appropriation taking the total cost to £4.55m.

- 5.10 It would take approximately two years to complete the development taking into account the design requirements, level of community engagement involved in the planning process and allowing for any potential unforeseen issues in the construction phase. A planning application could be submitted and determined within the next 6 months. In parallel with this a contract to demolish the rear (not locally listed) element of the building could be secured and implemented to reduce the overall development timeframe.
- 5.11 The Arthur Hill site is in close proximity to a number of key employment sites, including the town centre and the Royal Berkshire Hospital. This and the size of the site in being able to accommodate around 15 units, offers the Council a good location to develop affordable housing for key workers. Key workers would also include social workers employed by the Council.

6. CONCLUSION AND RECOMMENDATIONS

- 6.1 The intention to market dispose of the site did not prove possible. Follow up due diligence has provided greater certainty on conditions at the site and in respect of the locally listed frontage. This provides a positive platform for taking the site forward.
- 6.2 As reflected in the current status of the site, an open market and ACV compliant disposal process is uncertain and will, in all likelihood, incur further time, cost and delay in bringing the site back into a purposeful and active use. It would however allow any interested party to bid for the site.
- 6.3 Appropriation into the HRA for the purposes of accommodation for rent provides the Council with control of the site and thus the greatest certainty in developing and delivering a cost effective, sustainable and socially useful scheme for Reading in the shortest possible time. The provision of new affordable housing would support a key Council priority and a focus on key working housing would support services including those provided by the Council such as social workers and other key public sectors.
- 6.4 It is therefore recommended that the Arthur Hill site is appropriated into the HRA to enable the Council to develop and deliver housing for rent with a focus on key worker accommodation.
- 6.5 The Council has received a petition calling on the Council to include the possibility of reopening Arthur Hill for leisure purposes. At the time of writing it is understood that the report will be presented to Policy Committee and then to Full Council in October.

7. CONTRIBUTION TO STRATEGIC AIMS

- 7.1 The disposal of the property supports the corporate aim of remaining financially sustainable to deliver service priorities and the objectives underpinning the Medium Term Financial Strategy. The appropriation of the property to the HRA would support the priority to improve access to decent housing to meet local needs.

8. COMMUNITY ENGAGEMENT AND INFORMATION

- 8.1 Any proposal to develop this site will be subject to full consultation through the planning process.

9. LEGAL IMPLICATIONS

- 9.1 Section 122 of the Local Government Act 1972 enables the Council to appropriate land for any statutory purpose for which it is authorised to acquire land.
- 9.2 Section 9 of the Housing Act 1985 enables the Council to develop housing accommodation.

10. FINANCIAL IMPLICATIONS

- 10.1 The Council has made a commitment to reinvest the equivalent capital funds received from the disposal of this site into new swimming and leisure facilities. Whilst an appropriation results in a transfer of debt from the HRA to the Council’s general fund, the overall capital investment at Palmer Park will far exceed the value secured from any market disposal.
- 10.2 Any appropriation of the site to the HRA would see a corresponding adjustment to debt between the General Fund and the HRA - reducing the capital financing costs to the General Fund and increasing the charges to the HRA to reflect the transfer value of the site. The consequence of such a transfer would be to reduce revenue costs to the general fund but increase them to the HRA. An appropriation of the asset to the HRA would not however be eligible to be used to finance Delivery Fund expenditure as Flexible Capital Receipts.
- 10.3 80% of market rent capped at LHA levels would be affordable to most key workers. Based on Charging 80% of Market Rent a small return to the HRA would be achieved as set out below. Developing an energy efficient building will keep energy needs to a minimum for the occupiers and thereby reduce the overall costs associated with occupying the building.

Subsidy Required (S106 funding)	Borrowing	Total spend	Average Rental Level on 2 Bed flat Per month	Annual revenue return to the HRA
£2.28m	£2.27m	£4.55m	£800	£50k

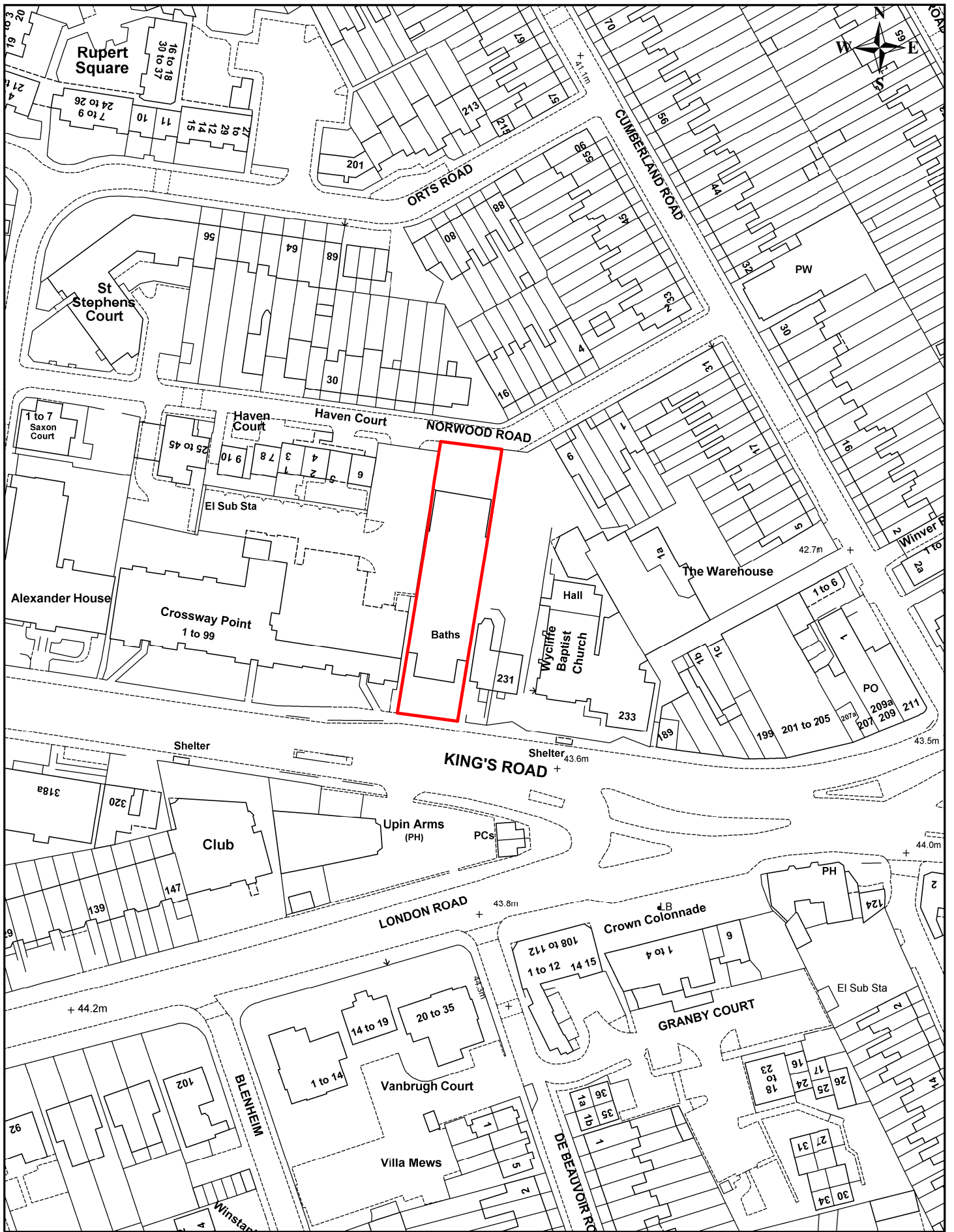
11. ENVIRONMENTAL IMPLICATIONS

- 11.1 On the 26th of February 2019 the Council declared a Climate Emergency and resolved to take action to accelerate a carbon neutral Reading to 2030. The Council will therefore seek to ensure the scheme delivers on this commitment by developing a design that adheres to passivhaus principles.
- 11.2 The application of the fabric first approach of passivhaus reduces greenhouse gas emissions and delivers significant long term energy savings to the tenants. The low running costs and higher quality building mean that costs are significantly reduced over the life of the building for the occupiers.
- 11.3 Studies undertaken by the Passivhaus House Trust indicate that buildings achieve a 75% reduction in space heating requirements and costs, compared to standard UK new build.
- 11.4 The use of sustainable material will play an important role in the design. This, combined with the high quality of building physics achieved through insulation, thermal bridge-free design and airtightness ensures that a Passive House will last.

11.5 In addition to the above, the site offers a sustainable location for residents in terms of access to employment, schools and other local services via good public transport, pedestrian and cycling networks. While seeking to encourage and support sustainable travel, the scheme will provide charging points for electric vehicles.

12. BACKGROUND PAPERS

- Strategic Leisure Review report to Policy Committee November 2015
- Disposal of Arthur Hill Pool report to Policy Committee July 2018



Title: Arthur Hill Pool & Fitness Studio, 221-225 Kings Road, Reading, RG1 4LS

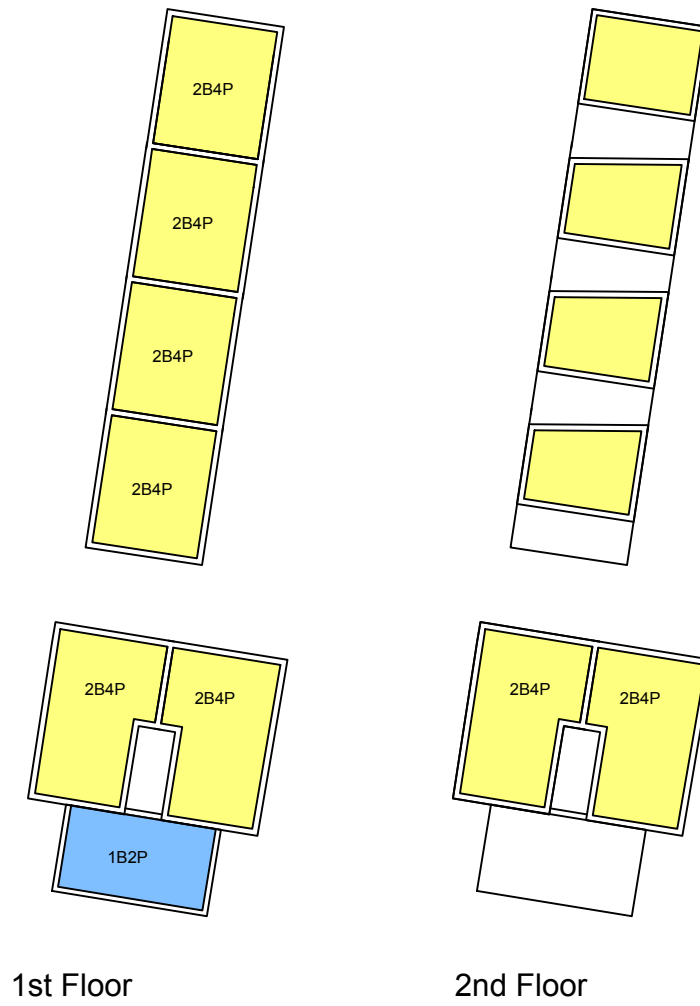
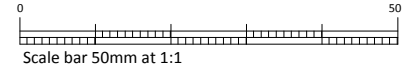
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This drawing to be read in accordance with the specification/Bills of Quantities and related drawings. No Dimensions to be scaled from this drawing. All stated dimensions to be verified on site and the Architect notified of any discrepancies.



Development Option 1 - Accommodation Schedule				
Block	Type	GIA (m ²)	No. units	Total GIA (m ²)
Apartment Block	1B2P apartment	50	1	50
	2B4P apartment	70	6	420
Mews Block	1B2P apartment	50	4	200
	2B4P Maisonette	80	4	320
Totals			15	990

Project
 Arthur Hill Pool Regeneration
 Arthur Hill Pool

Title
 Feasibility Option 1
 Existing Frontage with Apartments
 Mews - Apartments with
 Maisonettes above

Scale
 1:500 @ A3

Date
 27.03.19

Drawn
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Drawing Number
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Revision

Saunders
 Architecture + Urban Design

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READING BOROUGH COUNCIL

REPORT BY DIRECTOR OF ECONOMIC GROWTH AND NEIGHBOURHOOD SERVICES

TO:	POLICY COMMITTEE		
DATE:	26 SEPTEMBER 2019		
TITLE:	HOUSEHOLD WASTE - THE WAY FORWARD		
LEAD COUNCILLOR:	COUNCILLORS PAGE & JAMES	PORTFOLIO:	STRATEGIC ENVIRONMENT, PLANNING & TRANSPORT NEIGHBOURHOODS & COMMUNITIES
SERVICE:	ENVIRONMENTAL & COMMERCIAL SERVICES	WARDS:	BOROUGHWIDE
LEAD OFFICER:	ANDY EDWARDS		
JOB TITLE:	ASSISTANT DIRECTOR, ENVIRONMENTAL & COMMERCIAL SERVICES	EMAIL:	Andrew.edwards@reading.gov.uk

1. PURPOSE OF THE REPORT AND EXECUTIVE SUMMARY

1.1 The purpose of this report is to set out a clear and ambitious way forward for the Household Waste service. Delivery of this will achieve the strategy of increasing recycling and reducing the cost of waste.

1.2 In summary this report shows that:

- There is significant change needed regarding our approach to household waste;
- The context of industry changes, in particular government strategy changes, needs to be taken into account;
- There is a clear direction proposed. Five options were considered and rated (Appendix 1 details the options and business cases for each);
- The highest rated option was to implement a new food waste collection service alongside fortnightly residual collections from smaller 140 litre bins. This is estimated to achieve:
 - 11.5% increase in recycling, from the current 32% to 43.5%;
 - £107,000 p.a. savings;
- Further detailed modelling is required once the preferred option is chosen, to refine the expected final position;
- Commencement of the new service could be planned for as early as October 2020.

1.3 The following appendices are attached to the report:

- Appendix 1 Matrix Summary of Five Options
- Appendix 2 re3 Background
- Appendix 3 Resources and Waste Strategy 2018
- Appendix 4 Current Provision
- Appendix 5 Savings and Income background
- Appendix 6 Governance Structure

2. RECOMMENDED ACTION

- 2.1 That a combined new waste service is introduced. This will be alternate weekly collections with 140l residual bins and weekly food waste collection.
- 2.2 The way forward as described is agreed for implementation.
- 2.3 A Member Task and Finish cross party working group will be set up to ensure appropriate engagement throughout the process and to enable clear oversight and input to the pilot phases and roll out programme.
- 2.4 Regular updates to be provided on progress against the action plan, including to HNL Committee in November 2019.

3. POLICY AND CONTEXT

3.1 The policy context describes the drivers for improving our performance. The impact on the Council of *not* delivering, is a key part of this.

3.2 LAW AND POTENTIAL FINES

The EU Waste Framework Directive sets a recycling and re-use target of 50% for waste materials from households to be achieved by 2020. This target has become UK law and Government has suggested it will remain so post-Brexit.

In addition to this, in 2018 the EU adopted new targets for recycling. The requirement is to recycle or reuse 55% in 2025, 60% in 2030 and 65% in 2035. Once again, so far the UK Government has suggested they will follow suit.

3.3 If these targets are not achieved, the EU has the right to ‘fine’ the UK, who in turn could choose to pass it on to the relevant councils. Regrettably at this stage we are not able to get clarity on:

- a) Whether there will be a ‘fine’ from the EU
- b) Whether the UK would then intend to pass on the ‘fine’ to councils missing the targets

3.4 Whatever the outcome, the best position for the Council is to put further increased effort in to achieve greater recycling, and being ambitious in the

process. Proposals included in this report signal the Councils clear intent to do just that.

3.5 re3 PARTNERSHIP

The re3 Strategy was adopted by the Strategic Environment, Planning and Transport Committee, on behalf of Reading Borough Council, on 2nd July 2018.

The re3 Strategy focuses on two principal themes of: (i) reducing the net cost of waste, and (ii) recycling 50% by 2020. The first theme recognises the need for waste, as for all services, to contribute to the delivery of savings. The second theme principally recognises the fundamental need to recycle more and quantifies it as per the relevant statutory target.

3.6 The re3 Strategy prioritises:

- The treatment of food waste because it is a waste management issue which has both direct and indirect financial outcomes for residents;
- Kerbside recycling and improvements in the capture of recyclable material;
- Improvements in recycling at the two re3 Recycling Centres and at the shared Material Recycling Facility (MRF);
- The treatment of additional material types through the contract, ideally in the form of reuse or recycling;
- The further development of waste management facilities;
- Work on alternative indicators to support effective service planning and decision making - including related to savings and climate change;
- Excellent communications with residents in order to support the other strategic objectives.

3.7 The re3 partnership benefits from just under £3m p.a. as part of the Private Finance Initiative (PFI). The case for the re3 contract in 2006, states that the expected performance for 2020 would be 46% (recycling and composting). Rates 'in excess of 50%' are expected by the end of the contract in 2031. There is an expectation that we are progressing towards these targets. Despite our efforts to date, we are not there.

Further re3 background is shown in Appendix 2.

3.8 GOVERNMENT RESOURCES AND WASTE STRATEGY 2018

The UK Government published its Resources and Waste Strategy (RWS) in December 2018. The strategy document has been widely welcomed and is regarded as containing an ambitious set of objectives. However it contains some elements which have potentially far reaching consequences for local authorities such as the introduction of a deposit return scheme, the potential for free garden waste collections and kerbside food waste collections.

More details of the areas of focus and potential implications are shown in Appendix 3. Surveys and consultation commenced early in 2019 and the

consultation period finished in May 2019. The strategy is due to formally come into force from 2023.

3.9 In summary the three changes being consulted on are:

- Consistency in waste collection
- Extended producer responsibility
- Deposit return schemes

Each of these has potential to create significant change in the way we currently operate our waste services. Many of these changes could result in significant cost to us, whilst others are likely to generate more income. However until we know the final decisions from government, we will need to best guess the likely outcomes. This will allow any decisions we make now, to be made in the context of our expectations from this strategy.

3.10 DEFRA will be running a number of consultations about various elements of the strategy in the coming months and years and it is recommended that joint responses are submitted on behalf of the three re3 member authorities by the Joint Waste Disposal Board to ensure continuity and to reinforce the Councils' views. Changes in both collection and disposal systems will result from the subsequently agreed strategy and both aspects of the service will have to adapt and vary in response.

DEFRA has stated that, subject to consultation, authorities must prepare for the introduction of kerbside food waste collection from 2023 onwards, but that does not preclude its introduction prior to that date.

3.11 One challenge we have therefore, is whether to wait until food waste is made compulsory, or to begin the service earlier. It is likely to be a crowded market place by 2023, so getting the best value collection and disposal service is more likely now. We know that there is currently processing capacity for food waste, and collection vehicles availability with reasonable lead in times. Achieving a saving by introducing food waste would be a further incentive for earlier implementation.

3.12 **READING WASTE BACKGROUND**

The overall recycling rate calculation is a measure of the waste in tonnes which is re-used, recycled, or composted as a percentage of total household waste.

3.13 Household waste is made up of three things: (i) council waste collections which capture 80% (ii) the shared Household Waste Recycling Centres (HWRC) which receive 16% and (iii) 'bring' banks which receive 4%. This report focuses mainly on the 80% waste collections.

3.14 Reading currently collects 59,000 tonnes a year of refuse from grey bins, and 19,000 tonnes of recycling from red recycling bins. Full details of the current waste offer for residents, is shown in Appendix 4.

- 3.15.1 The current recycling rate for Reading Borough Council as described in 3.13 above is 32%. Rates for Wokingham and Bracknell are 40% and 39% respectively for the latest quarter.
- 3.16 For context, nationally the average recycling rate is 46%, with the top council achieving 65% and the bottom 14%. Of 345 councils, Reading is currently ranked 300. Further details are shown in Appendix 5.
- 3.17 Readings' recent analysis of the waste in our grey bins has shown that an average of 18% from houses is recyclable. Much of that could be put into the red recycling bins or existing garden waste bins. For flats and HMOs, this is more than double at an average of 44%. Red bin recyclable items include plastic bottles, plastic pots, tubs and trays, tins and cans, cartons, newspaper and cardboard. Textiles and glass are also recyclable via a network of neighbourhood 'bring' banks.
- 3.18 The analysis has also shown that 41% of current grey bin waste from houses and 30% from flats and HMO's is made up of food waste. Currently we spend 3.5 times as much disposing of rubbish (grey bin), as we do for processing recycling (red bin).
- 3.19 In addition to the challenge to increase recycling, it is also important to take account of the other pressures on the waste service, particularly financial pressures. The income target for this year alone is £1.7m (made up mostly of green waste and trade waste income). MTFs savings and efficiencies add a further £635,000 to this total. More detail is provided in Appendix 6, but in summary there is a current shortfall in savings anticipated of approx. £270,000. Detailed work is ongoing to try to find mitigations for these savings, and one of these would be the delivery of savings as part of this proposal.
- 3.20 An additional financial pressure on waste is the continued growth in housing; 1610 new homes have been built in the last two years. We have a statutory duty to collect waste from all households, and the service has no automatic growth budget built in to reflect the additional costs arising from this. A sum has been allocated in this financial year to support this, but will need to be automatically increased to reflect the continued increase in housing.

4. THE PROPOSAL

- 4.1 For context, the current disposal costs of residual waste (general rubbish) and recycling are commercial sensitive. However, if the disposal cost of residual waste was £100 a tonne, recycling disposal would be £30 by comparison. An average waste truck full of residual waste would cost £1200 compared to £400 for recycling. 58,000 tonnes of residual waste are collected each year, and around 18,500 tonnes of recycling.
- 4.2 The proposal developed needs to be both ambitious and challenging, to tackle head on the two main issues we have as a council - driving waste down

and achieving increased participation in recycling. This will then deliver a significantly improved recycling rate, and achieve reduced waste costs.

4.3 To achieve this, firstly we will ensure that the right waste capacity and recycling capacity is provided to households. This will allow us to reduce waste costs and increase recycling. Secondly, we will begin intense and sustained positive communications which explain why recycling is necessary and important. This will ensure that residents are clear about how to participate effectively.

4.4 RESIDUAL WASTE CAPACITY

UK research by WRAP (Waste & Resources Action Programme) has shown that a reduction in the average weekly residual waste capacity, acts to compel diversion of recyclable waste from disposal towards recycling.

4.5 Reading has operated a successful alternate weekly schedule for waste collection since 2006.

4.6 In order to create the increase in recycling mentioned in 4.3, five options were considered and are detailed in Appendix 1.

4.7 Officers recommend the replacement of the current complement of 240l wheeled bins with smaller 140l wheeled bins, whilst maintaining the alternate weekly collection.

4.8 There will be three phases - Phase 1 will be 46,000 households which are all houses. Phase 2 will be the 13,000 flats in HMOs. Phase 3 will be the 14,000 flats in blocks.

4.9 For Phase 2 there will be a pilot in some of the high HMO streets, which will inform us regarding how implementation will be most effective in these types of streets. Discussions will be held with members and officers to determine the most appropriate areas/streets to do that in. This will include a full review of the HMO list recently compiled, and include knowledge of unregistered HMOs. In addition we will pursue options to work with WRAP as well as gaining other lessons learnt from authorities who have implemented such schemes successfully (e.g. Bath and North East Somerset Council).

4.10 In addition the Waste team is working closely with Environmental Health, who are completing a detailed analysis of HMO's. Once complete, this will be used as a knowledge base to help us tailor what is needed for HMO waste arrangements. In addition teams will be working together to communicate and discuss waste changes with landlords.

4.11 Phase 3 will be the 14,000 flats in blocks where communal collection of waste is carried out. This will need separate plans and can be done once the first phase is bedded in. The team will work closely with Housing colleagues to

ensure that any issues and tenants requirements are taken into account, well ahead of implementation.

4.12 ADDING A FOOD WASTE COLLECTION SERVICE

Alongside replacing up to 50,000 240 litre grey wheeled bins with smaller 140 litre wheeled bins, it is proposed to simultaneously introduce a weekly food waste collection.

4.13 The changes proposed would reduce weekly residual waste capacity from 120l per household to 70l per week. However, the introduction of weekly food waste collection would increase capacity weekly with a 23l food waste caddy. This means an overall reduction in capacity of only 27 litres per week (equivalent to what you could fit in a large ‘family size’ microwave). This table shows the calculation

Table 4.13.1

Changes in Bins	Grey waste bin	Red recycling bin	Food waste bin	Total capacity
2 weeks current capacity	240	240	N/A	480
Equivalent current weekly capacity	120	120	N/A	240
Change to 140l bin	70	120	N/A	190
Addition of food waste bin	70	120	23	213
Reduction in capacity total				240-213 = 27 litres

4.14 Evidence has been gained from other similar councils who have implemented such schemes. Residents have been able to fit their waste into the new receptacles.

4.15 The Proposal of combining smaller bins and a new food waste collection service will result in an estimated ongoing revenue cost of £873,000 p.a. (detailed in Appendix 1), and achieve reduction in disposal costs of £980,000. Reduction in disposal costs is achieved as a result of the much higher cost of landfill waste per tonne, than the cost of food waste processing per tonne.

4.16 Overall this is estimated to deliver a saving of £107,000 p.a. as well as an estimated increased recycling rate in excess of 11%, taking it to over 43%. Up-front one off costs will be £1.5m.

4.17 In order to ensure the service is affordable we will test the market and ensure cost and quality is taken into account before we determine who the best provider is. Procurement regulations will be followed. At this stage, food waste costs are based on 2018 average service costs.

- 4.18 It is proposed that recycling capacity is further increased by providing additional recycling bins free of any delivery charge for a defined period during the service change. Whilst there would be an income loss of around £2,500 for period, the message about recycling would be far more powerful. In addition, the loss of income would be offset by the increased take up of recycling bins and therefore increased recycling.
- 4.19 There will be a further investigation into the potential re-use of the old larger bins as recycling bins. For example, lids could be replaced with red ones (identifying to the crew that they are recycling bins) and then allowing residents to retain them.
- 4.20 Alongside a small reduction in overall capacity, which will help to compel greater use of our existing recycling service, residents would have access to a new and environmentally important food waste processing service.
- 4.21 Food waste collection is environmentally important because currently we send food waste to landfill which then generates methane. This is 25 x more damaging than carbon dioxide. Instead of burying food waste, we will not only be preventing methane getting to the atmosphere, but also processing it into biogas which will be used for electricity, as well as a small amount of fertiliser for use on farm land.
- 4.22 The proposed changes to waste collection are essential to inviting and encouraging more recycling. Alongside changes in service, the council will also provide supportive information to residents. Both aspects are essential in achieving the outcomes shown in Appendix 3.
- 4.23 Other options were considered but discounted for the following reasons:
- i. Moving the whole waste service to the private sector. This comes with the risk that improvements may not be achievable or affordable, but could have other benefits. However, previous proposals by Officers to Hard Market Test this service in 2018 were rejected.
 - ii. Do nothing. This is always an option; however the recycling increase needed, coupled with the public support to protect the environment is a compelling case for this not being an option here. Additionally, government policy is driving us to achieve our targeted recycling rate. There would also be no savings.
 - iii. Wait until the government introduces compulsory food waste collection which is anticipated in 2023. However, waiting for this would deliver no savings in the intervening years.
 - iv. Implement the food waste service but introduce the smaller bins on a rolling programme of replacement. As mentioned above, due to the cost of implementing food waste alone, it would be unaffordable to deliver this, as it wouldn't achieve the disposal savings from less waste going into the smaller grey bins.

4.24 FLATS AND HMOS

It is recognised that there are unavoidable differences in how waste and recycling is collected from residents who live in flats and HMOs. Flats and HMOs represent more than a third of all of our households which is a significant group. It is however, equally important that they are compelled and encouraged to also do their bit for recycling.

- 4.25 There is also high turnover of residents in many of these households. As a result of the above there will be detailed and focused work done, specifically for flats and HMOs. Included in this will be work with landlords, signage on street lights for collection days, analysis of HMO data to identify areas which need more support and education. This will enable residents and landlords to participate fully in the new services. Communication will also be frequent and regular, to ensure all new residents are kept informed. The aim will be to make Readings' streets pleasant for all.
- 4.26 Work will be done in partnership with the University to educate new and existing students. This will focus on the way to present and participate fully in Readings' waste collection system, being clear about the way things are done in Reading and the standards we set.
- 4.27 New residents will also be communicated with, through liaison with managing agents, landlords and estate agents. Packs will be delivered for the new residents, explaining how our waste collection works. We do have the advantage that our system of recycling all in one bin is more straightforward compared to many across the UK where the requirement is to separate recycling into many different bins and boxes. However, the fact that so many different systems exist can cause confusion and communication will be key. It also remains a fact that helping residents to understand what can and cannot be recycled will be a fundamental goal of the communications.
- 4.28 Flat blocks will be added to the new waste service in phases, so that time can be spent with tenants to allow them to be confident about how to participate, and how in practical terms it can be easy for them to use.
- 4.29 Solutions may be different in flat blocks; for example where bins are sited, what is needed to keep it clear and easy to use. Consultation with residents will ensure that this is effective.
- 4.30 Proactive forums with landlords will take place to ensure requirements are clear, and any queries can be dealt with.
- 4.31 Proactive forums with tenants will take place to ensure concerns are listened to, and solutions found to enable tenants to participate fully in the waste collection services.
- 4.32 **COMMUNICATIONS**
Alongside an element of compulsion, and the new food waste service, we will be running a comprehensive communication campaign to support residents.

This will be supplemented by the continued communication from the re3 partnership.

- 4.33 Corporate Communications will also be a key partner, as we update our web pages to keep residents informed of the changes ahead, and progress being made. Straplines across the home page will also be used to give regular updates.
- 4.34 Our communications will be achieved by establishing a dedicated Recycling Team of six people. This will include an existing member of staff who will be the Recycling Communications Officer and will work with the re3 Marketing and Communications Officer and Corporate Communications colleagues to ensure a consistent and innovative recycling campaign is delivered. This will be particularly important in respect of communications prior to any service changes and before the full team is established.
- 4.35 The team target is to increase the recycling rate by 4%. The team will also include 2 new Environmental Enforcement Officers who will concentrate on investigating and issuing the appropriate Penalty Notices for environmental crimes. In total there will be four newly recruited staff in this team. Changing behaviours will be their main focus, both in terms of preventing enforcement issues and increasing participation in recycling.
- 4.36 Enforcement activity will include looking at the most prevalent issues on our streets, e.g. bins on streets, fly-tipping. Warnings will be issued and followed up formally if necessary. Further meetings are also taking place with Enforcement companies to determine whether we can work in partnership with them to deliver further enforcement support. We will also be working closely with our legal colleagues to ensure that we are clear about the enforcement powers we have, and how to use them in the most effective manner. Other councils will also be consulted regarding their experiences and best practice.
- 4.37 Specific activities in the team will include:
 - i. Particular focus on flats as these make up nearly 40% of our households and participation in recycling is low
 - ii. Analysing collection data from the new Whitespace In-cab system, and using it to target areas where recycling rates are low and contamination of recycling bins is high.
 - iii. Carrying out doorstep interviews with residents and businesses who are having trouble segregating residual and recyclable waste.
 - iv. Carrying out educational visits and waste audits for residents who have problems with recycling.
 - v. Liaising with Enforcement Officers where action is required against individuals or businesses.
 - vi. Sustained positive communication for the lead in to food waste collection and replacement residual waste bins

4.38 The costs of establishing this team have been agreed for the future so that they become a permanent team. This is necessary to ensure momentum with the recycling rate continuing to increase.

4.39 GOVERNANCE STRUCTURE

The project will adopt a formal governance structure which is shown in Appendix 6. It will ensure that members are involved throughout the process, and that regular feedback from residents is considered in planning the project. Member involvement will include a cross council task and finish group. The first meeting is already scheduled for 15 October 2019.

4.40 ADDITIONAL INITIATIVES

Alongside the tasks described above, we are also developing a range of further initiatives to encourage the greatest participation in the changed waste collection service.

4.41 These include:

- i. Using recently secured funding for behavioral insights support to focus on how recycling and good waste management practices can be established and retained where shared bins are in use.
- ii. Involving and, if necessary, compelling Landlords and Managing Agents to understand and support the requirements of Section 46 of the Environmental Protection Act (which governs the appropriate containment of waste). For example, the Act includes presentation of waste in front gardens, and whether it is 'detrimental to any amenities of the locality' or creating a 'nuisance'.
- iii. Working with colleagues in Planning to ensure that new developments provide sufficient waste capacity.
- iv. Increasing the monitoring in communal bin areas and bring bank sites to discourage anti-social behavior, such as fly-tipping and to gather evidence for prosecutions by Environmental Enforcement Officers.

5.0 RELATED ACTIVITIES

For background, further initiatives are also being explored, to determine potential benefits. These cover both commercial and household waste. Examples include:

- i. Investigating the option of text reminders for collection days, for when the new services start. This would be particularly focused on HMO residents.
- ii. Sponsorship of bring banks.
- iii. Exploring potential grant funding for waste initiatives e.g. Starbucks fund for recycling coffee cups.
- iv. Working with Reading UK CIC to identify waste related 'problems' for a technical solution to be found. Reading UK CIC is hosting UK Technology companies at a conference in October. Workshops will be

held, to arrive at technical solutions. Solutions will then be progressed.

- v. 50 Homes - a campaign to challenge 50 households in Reading to see if they can achieve a targeted increase in their recycling and reduction in their residual waste. This would include a breadth of many different households and types, to share real life tips on how to recycle.
- vi. Developing the carbon data for our waste processes so that Corporate Climate Change Impact plans can include waste actions contributing to lower carbon.
- vii. Potential identification of the best recycling areas to give feedback and thanks.
- viii. Reviewing all options for potential glass collection from kerb-side, being mindful of cost limitations

5.1 HOW TO GET FROM 43% TO 50% RECYCLING BY 2020

Further concerted effort will be needed to get all the way to 50%. This will include:

- i. Using the recently introduced Whitespace in-cab system to deliver further improvements. This system allows us to record when a recycling or grey waste bin is not put out. It also automates a real time list of addresses to tell the driver where to pick up garden waste and assisted collections from.
- ii. Increasing the capture of textiles by the possible introduction of a bookable textile collection service.
- iii. Reviewing the large/bulk waste going into HWRCs e.g. potential for carpet recycling
- iv. Investigating the option of HWRC visitors separating recycling out of black bags on site, if not already separated
- v. Learning from other similar councils who have achieved 50%
- vi. Reviewing the existing bring bank glass recycling service in order to increase participation
- vii. Intensive review of the existing collection of recycling - 20% of recycling currently collected turns out not to be recyclable
- viii. Continuing re3 analysis of the Material Recycling Facility(MRF) data to inform which areas to focus on to improve recycling.

6. CONTRIBUTION TO STRATEGIC AIMS

6.1 The re3 Strategy is designed to address the key re3 Partnership objectives to:

- Reduce the net cost of Waste
- Recycle 50% by 2020

6.2 The re3 Strategy and these proposals support the specific Reading Borough Council Corporate Plan Service Priorities of:

- Keeping the town clean, safe, green and active.
- Providing infrastructure to support the economy.

- Ensuring the Council remains financially sustainable
- 6.3 Contributing to Zero Carbon Reading through increasing the amount of recycling.
- 6.4 A Strategic Priority of the Reading Climate Change Strategy is a commitment to increase recycling rates. The introduction of food waste collection and processing would help to increase recycling rates. In addition the processing of food waste, via the anaerobic digestion treatment procured for the re3 partnership, would also facilitate the capture of methane from the waste. The captured methane will be utilised in energy production, displacing energy which might have been generated by Carbon based sources, further contributing to the aims of the Climate Change Strategy.

7. COMMUNITY ENGAGEMENT AND INFORMATION

- 7.1 A full communications plan will be developed alongside implementation. Consultation advice has been sought from the appropriate teams. This will include liaison with the University, residents groups, community groups, landlords and street champions.

8. EQUALITY IMPACT ASSESSMENT

- 8.1 Under the Equality Act 2010, Section 149 the Council 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 The Council has reviewed the scope of the proposals as outlined within this report and considers that the proposals have no direct impact on any groups with protected characteristics. However, the service will meet with representatives to determine whether they have any concerns or issues regarding the proposals.

9. LEGAL IMPLICATIONS

- 9.1 The Council has duties under various UK and EU legislation to deliver waste collection and disposal services, principally the Environmental Protection Act 1990 and the revised EU waste framework directive 2008.

Consultation advice has also been sought from the Corporate Legal team, and they have advised that there is no Statutory Duty to consult regarding the proposals.

- 9.2 There will be detailed work carried out regarding enforcement powers and legislation to ensure that where needed, the Council is enforcing and taking action when regulations are not adhered to.

10. FINANCIAL IMPLICATIONS

- 10.1 Appendix 1 shows the full details of the financial implications of Proposals. Details of correct cost assumptions have been obtained from Finance officers. The investment will be £1.489m capital. The funding source will be corporate capital provision which will be formally applied for, following the Councils approval process. A full business case will support this. The pay-back period will be ten years.
- 10.2 In the longer term, there are significant further savings which need to be made from the Waste Service, which have been committed to in 20/21 and 21/22. Although this proposal contributes a saving of an estimated £107,000, further detailed work is being done to determine where other savings will come from. This includes:
- i. Using existing assets such as vehicles for longer periods to achieve greater efficiencies or increase income
 - ii. Significantly increasing Trade Waste collection
 - iii. Improving productivity through the Whitespace system
 - iv. Enhancing the recycling options to increase residual waste savings
 - v. Reviewing the re3 contract

11. BACKGROUND PAPERS

- 11.1 re3 Strategy 2018-2020
The following HNL reports:
HNL Committee November 2017

APPENDIX 1

Matrix Summary - 5 Options Considered

Criteria

Each option was considered against the following criteria:

- Change in waste capacity provided to the resident, to reflect the ease of use and acceptability
- Tonnes of avoided CO2 (and therefore contribution to the Climate Change agenda)
- Recycling rate change compared to the 32% achieved in 18/19
- Impact of the change on the waste disposal service (re3)
- Cost/saving
- Anticipated level of risks of implementation or delivery of the option

Scoring

Points have been allocated against each option, out of a total of 10, with 2 being worst and 10 being best. The score for cost/savings has been doubled to reflect the importance of the criteria. The overall score is shown in the end column - with the highest score reflecting the best rated option overall.

Risks have been scored according to High/Medium/Low rating. Options with the highest risks scored lowest.

Assumptions

1. All options are based on there being no changes to the current red bin recycling collection and service
2. All options have implementation costs of £300k and these are revenue costs
3. Ongoing cost of replacement bins is treated as revenue
4. Life of bins is 7 years; life of vehicles is 7 years and residual value 5%. Software has a life of 3 years
5. Loans are maturity PWLB and based on current life of assets, and Capital financing costs are based on annuity method
6. Cost of Vehicles was provided 4 months ago and caveat that it may increase
7. Staffing costs are sufficient to meet requirements and include all relevant on costs
8. Derivation of savings from diversion from landfill to recycling and food waste are based on methodology, assumptions and data supplied by Oliver Burt and validated by Michelle Crick
9. Food waste diversion savings assume all households receive the service at the same time. In a phased approach (where households are given the service first, and then flats later in phase 2) the savings will be achieved over a phased basis, rather than all in year 1.

Matrix Summary - 5 Options Considered

Service change option	Waste capacity change (PW)	Acceptability and ease Score	Tonnes of avoided CO2	Avoided CO2 Score	Recycling rate including change (from base of 32% 18/19)	Score	Impact on disposal contract	Score	Cost/saving £000's	Score	Risks within implementation and delivery (overall high, medium or low)	Score	Overall score and position
BASE CASE - do nothing. This team will exist to increase participation, even if none of the options below are chosen.	-	-	-	-	36%	-	-	-	Ongoing costs 100	-	-	-	-
1. Weekly food waste collection added to current service	+ 23 litres	10	1856	6	40%	6	Some impact on reduction of waste and increase in recycling	5	Capital Cost 738 Setup Cost 300 Ongoing costs 758 Diversion saving -487 Net cost 271	4	2 High 2 Medium 4 Low	2	33
2. No food waste collection - fortnightly residual collection from smaller 140l bin	-100 litres	4	782 Tonnes	4	39%	2	Some impact on reduction of waste and increase in recycling	5	Capital Cost 751 Setup Cost 300 Ongoing costs 115 Diversion saving -135 Net saving -20	8	5 Medium	8	31
3. No food waste collection - 3 weekly residual collection	-120 litres	2	624 (MC)	2	39.5%	4	Good impact on reduction of waste, and increase in recycling. Government not supportive of residents having to wait more than 2 weeks for waste collection.	5	Capital Cost 83 Setup Cost 300 Ongoing costs -91 Diversion saving -107 Net saving -198	20	3 High 2 Medium	6	39
4. Weekly food waste and 3 weekly residual collection	-120l+23l = -97 litres	6	1856 FW + 624 2480	8	44.5%	10	Good impact on reduction of waste, and increase in recycling. Government not supportive of residents having to wait more than 2 weeks for waste collection.	7	Capital Cost 821 Setup Cost 300 Ongoing costs 667 Diversion saving -725 Net saving -58	12	2 High 4 Medium	4	47
5. Weekly food waste and fortnightly residual collection from smaller 140l bin	-100l+23l = -77 litres	8	1856 FW + 782 2638	10	43.5%	8	Good impact on reduction of waste, and increase in recycling. Government supportive of reducing capacity rather than reducing frequency.	10	Capital Cost 1,489 Setup Cost 300 Ongoing costs 873 Diversion saving -980 Net saving -107	16	1 High 3 Low	10	62

Final Ranking

1st	Weekly food waste and fortnightly residual collection from smaller 140l bin
2nd	Weekly food waste and 3 weekly residual collection
3rd	No food waste collection - 3 weekly residual collection
4th	Weekly food waste added to current service
5th	No food waste collection - fortnightly residual collection from smaller 140l bin

BUSINESS CASE 1 - Weekly food waste collection added to current service

a. Outline of the proposed change

To introduce a domestic weekly kerbside food waste collection service to 73,000 residential properties in Reading as an additional service to the current AWC (Alternate Weekly Collection) service. This proposal does not restrict the current volume of 120l per week landfill (grey bin) available to residents. The waste, recycling and green collection services will be unaffected. The food waste service would be introduced in 2 Phases:

Phase 1 - 46,000 houses

Phase 2 - 13,000 HMO's and shared dwellings

Phase 3 - 14,000 flats in blocks

The food waste would be separated at source by residents and the Council would provide a 7l kitchen caddy and a 23l outdoor caddy which would be collected weekly. Communal properties will be provided with a 7l caddy and a 180l communal food bin.

This proposal has been modelled on a yield of food waste of 1kg/hh/wk, which would divert 3068 tonnes of food waste from landfill. The cost of landfilling a tonne of waste is £134; the cost of food waste treatment is £38, a disposal only saving of £96 per tonne.

The collection service would be provided by the in-house team using 5 No. dedicated food waste vehicles with collection crews tipping the waste at the HWRC in Island Rd for processing at the Severn Trent Green Power plant in South Oxfordshire. The food waste processing contract has been let by the re3 partnership.

b. Confidence level of delivery

90%

Sufficient evidence exists from many other councils, to suggest that this is deliverable

c. Impact on residents, businesses and other organisations

The proposal will offer residents an additional recycling collection service which is an additional 23l per week of waste capacity. It will mean that residents who chose to participate will separate food waste and present it for collection weekly using a new 23l caddy which they will store outside. In communal properties food waste will be stored in 7l

caddies and put into 180l communal food waste bins as necessary for weekly collection. Adding food waste will give customers a better selection of services as well as additional waste capacity.

d. Resources and support needed to make the change

Dedicated project resource will be required to introduce this new service:

- i. Project Officer within Waste Operations
- ii. Marketing and PR support to design and run communications effort for the new service.
- iii. Leaflets, direct marketing/communications with residents, web-page production.

COST SUMMARY (£000's)

Capital	£738
Revenue Implic.	£300
Revenue ongoing	£758
Diversion saving	-£487
Net cost	£271

e. Timescale to Deliver and Major Milestones

Consultation/fact finding	August 2019
Agree proposal and project plan	August 2019
Appoint project officer	September 2019
Order collection vehicles	August 2019
Place orders for caddies and delivery contract	September 2019
Prepare communications plan	October 2019
Route scheduling and planning. Whitespace updates.	December 2019 - February 2020
Communication activity.	June 2020
Recruit collection staff	Start June 2020
Service goes live	October 2020

f. Risks and Opportunities

Risks - in order of High/Medium/Low

- i. High cost to the council and having to find it from corporate resources/reserves - H
- ii. Success of participation is so great that it requires an additional vehicle, creating initial additional cost until the vehicle is at capacity again - H
- iii. Behaviour change will not be achieved with residents continuing to dispose of food waste in the grey landfill bin with the food caddy being regarded as additional waste capacity. - M
- iv. Failure to introduce the service effectively due to lack of adequate resources -M
- v. Target food waste collection of 1kg/hh/wk is not achieved and projected landfill diversion saving is not achieved, thus increasing the cost of the service. - L
- vi. Participation in the service dwindles as residents see how much food they are throwing away. A similar service in the Royal Borough of Windsor and Maidenhead saw initial gains reduce meaning additional marketing effort was needed to promote the service. - L
- vii. Residual overall tonnages may increase as a result of the additional service. - L
- viii. Recycling rates may not see the projected rise of 4%. This could be due to the recycling percentages changing for other reasons not in our control. - L

Opportunities

- I. Introduction of an additional recycling service is likely to be welcomed by residents at a time when awareness of recycling is growing.
- II. To tie the change to a comprehensive recycling awareness and education campaign with an emphasis on environmental but also cost benefits of increasing recycling.
- III. Increase in the current heightened public awareness of plastics, recycling, the environment and climate change is likely to affect residents' behaviour in relation to recycling.

IV. To reduce the amount of waste going to landfill and to improve recycling rates.

g. Dependencies

- i. Political and Senior Management Support for all of the changes.
- ii. Early buy in to policy changes so that clarity of approach can be provided to residents.
- iii. Business case to be approved.
- iv. Legal and Procurement Support at key times of the process, without the need to procure support externally.
- v. Corporate Marketing and PR support for communications.
- vi. Successful vehicle procurement and staff recruitment.

BUSINESS CASE 2 - No food waste collection - fortnightly residual collection from smaller 140l bin

a. Outline of the proposed change																	
<p>To replace 50,000 240l grey bins with 140l grey bins including delivery. This will reduce the weekly capacity of waste per property by 100l per week and will introduce a degree of compulsion for residents to manage their waste more carefully and to ensure recyclable material is not land filled. Residents will be given additional recycling bins free of charge for a set period of time.</p>																	
b. Confidence level to deliver outcomes																	
30%	<p>This proposal may face some opposition from residents as it could be regarded as a cut in service level. Not all residents regard recycling as a priority nor perhaps understand the need to sort their waste correctly.</p>																
c. Impact on residents, businesses and other organisations																	
<p>There could be an adverse impact on residents who regard this change as a service reduction and who may chose not to engage with the recycling agenda. There is no additional capacity being provided in any way. Impact on HMO's likely to be greater due to numbers of people living in one household.</p>																	
d. Resources and support needed to make the change																	
<p>Dedicated project resource will be required to introduce this new service:</p> <ul style="list-style-type: none"> i. Project Officer within Waste Operations ii. Marketing and PR support to design and run communications effort for the new service. iii. Leaflets, direct marketing/communications with residents, web-page production. <p>COST SUMMARY (£000's)</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">Capital</td> <td style="width: 20%;">£751</td> <td style="width: 20%;"></td> <td style="width: 20%;"></td> </tr> <tr> <td>Revenue Implic.</td> <td>£300</td> <td></td> <td></td> </tr> <tr> <td>Revenue ongoing</td> <td>£115</td> <td></td> <td></td> </tr> <tr> <td>Diversion saving</td> <td>-£135</td> <td style="text-align: right;">Net saving</td> <td style="text-align: right;">-£ 20</td> </tr> </table>		Capital	£751			Revenue Implic.	£300			Revenue ongoing	£115			Diversion saving	-£135	Net saving	-£ 20
Capital	£751																
Revenue Implic.	£300																
Revenue ongoing	£115																
Diversion saving	-£135	Net saving	-£ 20														

e. Timescale to Deliver and Major Milestones	
Consultation/fact finding	August 2019
Agree proposal and project plan	August 2019
Appoint project officer	September 2019
Prepare communications plan and begin	October 2019
Place orders for bins and delivery contract	November 2019
Route scheduling and planning. Whitespace updates.	March 2020 - May 2020
Recruit collection staff	Start June 2020
Service goes live	October 2020

f. Risks and Opportunities
<p>Risks - in order of High/Medium/Low</p> <ul style="list-style-type: none"> i. The change risks being unpopular with residents and elected Members with an attendant lack of buy in to the waste service and recycling - M ii. Fly tipping levels and clearance costs will increase, as will negative environmental impacts - M iii. Contamination of recycling bins will increase and any savings negated by increased landfill charges for contaminated material. Returns for the sale of recycled material will be adversely impacted - M iv. Potential for trips to the HWRC to increase - M v. All collection rounds would need to be re-scheduled - M <p>Opportunities</p> <ul style="list-style-type: none"> i. To tie the change to a comprehensive recycling awareness and education campaign with an emphasis on environmental but also cost benefits of increasing recycling. ii. Exploitation of the current heightened public awareness of plastics, recycling, the environment and climate change to affect residents' behaviour in relation to recycling. iii. To reduce the amount of waste going to landfill and to improve recycling rates.

g. Dependencies

- i. Political and Senior Management Support
- ii. Business case to be approved.
- iii. Legal and Procurement Support
- iv. Corporate Marketing and PR support.

BUSINESS CASE 3 - No food waste collection - 3 weekly residual collection

a. Outline of the proposed change

To change the current Alternate Weekly Collection (AWC) with grey landfill bins being collected every 3 weeks rather than every 2. Recycling collections will remain fortnightly as will the chargeable green waste service. Residents will be given additional recycling bins free of charge for a limited period.

b. Confidence level

30%

This proposal will face some opposition from residents and Councillors as it could be regarded as a cut in service level. Not all residents regard recycling as a priority or do not understand the need to sort their waste correctly. However, The change to 3 weekly has been successfully introduced in a number of other authorities.

c. Impact on residents, businesses and other organisations

There will potentially be an adverse impact on residents who regard this change as a service reduction and who may chose not to engage with the recycling agenda.

d. Resources and support needed to make the change

A dedicated project resource will be required to introduce this new service:

- i. Project Officer within Waste Operations
- ii. Corporate Marketing and PR team - design and run communications effort for the changed service.
- iii. Leaflets, direct marketing/communications with residents, web-page production.

COST SUMMARY (£000's)

Capital	£ 83
Revenue Implications	£300
Revenue ongoing	-£ 91
Diversion saving	- £107
Net saving	-£198

e. Timescale to Deliver and Major Milestones	
Agree proposal and project plan	October 2019
Prepare communications plan	October 2019
Let contract for supply and delivery of new bins and collection of old.	November 2019
Appoint project officer	November 2019
Route scheduling and planning. Whitespace updates.	Feb 2020 - April 2020
Communication activity.	October 2019
Service goes live	October 2020

f. Risks and Opportunities
<p>Risks - in order of High/Medium/Low</p> <ul style="list-style-type: none"> i. The change risks being unpopular with residents and elected Members with an attendant lack of buy in to the waste service and recycling - H ii. Fly tipping levels and clearance costs will increase, as will negative environmental impacts, street scene piles of black bags - H iii. Contamination of recycling bins will increase and any savings negated by increased landfill charges for contaminated material. Returns for the sale of recycled material will be adversely impacted - M iv. Potential for trips to the HWRC to increase - H v. All collection rounds would need to be re-scheduled - M <p>Opportunities</p> <ul style="list-style-type: none"> i. To tie the change to a comprehensive recycling awareness and education campaign with an emphasis on environmental but also cost benefits of increasing recycling. ii. Exploitation of the current heightened public awareness of plastics, recycling, the environment and climate change to affect residents' behaviour in relation to recycling. iii. To reduce the amount of waste going to landfill and to improve recycling rates.

iv. 4. Reduce costs

g. Dependencies

- i. Political and Senior Management Support
- ii. Business case to be approved
- iii. Legal and Procurement Support
- iv. Corporate Marketing and PR support

BUSINESS CASE 4 - Weekly food waste and 3 weekly residual collection

a. Outline of the proposed change

To change the current AWC waste collection system to the following:

1. To introduce a domestic weekly kerbside food waste collection service to 73,000 residential properties in Reading, (as set out in Business Case 1 above).
2. Fortnightly recycling collection (red bin as is).
3. Three weekly residual collection (grey bin).

b. Confidence level

70%

This proposal will face some opposition from residents and Councillors as it could be regarded as a cut in service level. Not all residents regard recycling as a priority or do not understand the need to sort their waste correctly. However, the introduction of a new recycling service for food waste is likely to be welcomed and clear communications about how to recycle well and reduce food waste will put the change in context. The change to 3 weekly has been successfully introduced in other authorities.

c. Impact on residents, businesses and other organisations

There will potentially be an adverse impact on residents who regard this change as a service reduction and who may chose not to engage with the recycling agenda. However, the introduction of a new recycling service for food will help to offset negative perception and provide additional capacity.

d. Resources and support needed to make the change

A dedicated project resource will be required to introduce this new service:

- i. Project Officer within Waste Operations
- ii. Corporate Marketing and PR team - design and run communications effort for the changed service.

- iii. Leaflets, direct marketing/communications with residents, web-page production.

COST SUMMARY (£000's)

Capital	£821	
Revenue Implications	£300	
Revenue ongoing	£667	
Diversion saving	-£725	Net Saving - £58

e. Timescale to Deliver and Major Milestones

Consultation/fact finding	August 2019
Agree proposal and project plan	August 2019
Order collection vehicles	August 2019
Appoint project manager	August 2019
Place orders for caddies and delivery contract	September 2019
Prepare communications plan	October 2019
Appoint project officer	November 2019
Route scheduling and planning. Whitespace updates.	Feb 2020 - April 2020
Start to recruit collection staff	May 2020
Service goes live	October 2020

f. Risks and Opportunities

Risks - in order of High/Medium/Low

- i. Potential for trips to the HWRC to increase - H
- ii. Success of participation is so great that it requires an additional vehicle, creating initial additional cost until the vehicle is at capacity again - H
- iii. The change risks being unpopular with residents and elected Members with an attendant lack of buy in to the waste service and recycling - M
- iv. Fly tipping levels and clearance costs will increase, as will negative environmental impacts - M
- v. Contamination of recycling bins will increase and any savings negated by increased landfill charges for contaminated material. Returns for the sale of recycled material will be adversely impacted - M

- vi. All collection rounds would need to be re-scheduled - M

Opportunities

- i. To tie the change to a comprehensive recycling awareness and education campaign with an emphasis on environmental but also cost benefits of increasing recycling.
- ii. Exploitation of the current heightened public awareness of plastics, recycling, the environment and climate change to affect residents' behaviour in relation to recycling.
- iii. To reduce the amount of waste going to landfill and to improve recycling rates.

g. Dependencies

- i. Political and Senior Management Support
- ii. Business case to be approved
- iii. Legal and Procurement Support
- iv. Corporate Marketing and PR support.

BUSINESS CASE 5 - Weekly food waste and fortnightly residual collection from smaller 140l bin

a. Outline of the proposed change

To introduce a domestic weekly kerbside food waste collection service to 73,000 residential properties in Reading, (as set out in Business Case 1 above).

To replace 50,000 240l grey bins with 140l grey bins including delivery. This will reduce the weekly capacity of waste per property from 120l per household to 70l per week. However, the introduction of weekly food waste collection would increase capacity weekly with a 23l food waste caddy. This means an overall reduction in capacity of only 27 litres per week as shown below:

Changes in Bins	Grey waste bin	Red recycling bin	Food waste bin	Total capacity
2 weeks current capacity	240	240	N/A	480
Equivalent current weekly capacity	120	120	N/A	240
Change to 140l bin	70	120	N/A	190
Addition of food waste bin	70	120	23	213
Reduction in capacity total				240-213 = 27 litres

b. Confidence level

80%

This option is likely to be relatively popular amongst residents and elected members. However, for those with large families or in flats this reduction in landfill capacity may be less popular.

c. Impact on residents, businesses and other organisations

The proposal will offer residents an additional recycling collection service but a reduction in waste capacity of 27l per week.

d. Resources and support needed to make the change

A dedicated project resource will be required to introduce this new service:

- i. Project Officer within Waste Operations
- ii. Corporate Marketing and PR team - design and run communications effort for the new service.
- iii. Leaflets, direct marketing/communications with residents, web-page production.

COST SUMMARY (£000's)

Capital	£1489
Revenue Implic.	£300
Revenue ongoing	£873
Diversion saving	-£980
Net saving	-£107

e. Timescale to Deliver and Major Milestones	
Consultation/fact finding	August 2019
Agree proposal and project plan	August 2019
Appoint project officer	August 2019
Order collection vehicles	August 2019
Let contract for supply and delivery of caddies and bins.	September 2019
Prepare communications plan	September 2019
Route scheduling and planning. Whitespace updates.	Feb 2020 - April 2020
Communication activity.	October 2019
Start to recruit collection staff	May 2020
Service goes live	October 2020

f. Risks and Opportunities
Risks - in order of High/Medium/Low
i. Success of participation is so great that it requires an additional vehicle, creating initial additional cost until the vehicle is at capacity again - H
ii. Participation in the service dwindles as residents see how much food they are throwing away. A similar service in the Royal Borough of Windsor and Maidenhead saw initial gains reduce meaning additional marketing effort was needed to promote the service - M

- iii. Target food waste collection of 1kg/hh/wk is not achieved and projected landfill diversion saving is not achieved, thus increasing the cost of the service - L
- iv. Behaviour change will not be achieved with residents continuing to dispose of food waste in the grey landfill bin with the food caddy being regarded as additional waste capacity - L

Opportunities

- i. Introduction of an additional recycling service is likely to be welcomed by residents and elected members.
- ii. To tie the change to a comprehensive recycling awareness and education campaign with an emphasis on environmental but also cost benefits of increasing recycling.
- iii. Exploitation of the current heightened public awareness of plastics, recycling, the environment and climate change to affect residents' behaviour in relation to recycling.
- iv. To reduce the amount of waste going to landfill and to improve recycling rates.

g. Dependencies

- i. Political and Senior Management Support
- ii. Business case to be approved
- iii. Legal and Procurement Support
- iv. Corporate Marketing and PR support.
- v. Successful vehicle procurement and staff recruitment.
- vi. Policy sign up and ownership to commit to rules. Update service standard.

APPENDIX 2

re3 BACKGROUND

The re3 partnership has award-winning facilities and, through a successful partnership of public and private sector organisations, provides high quality services to the individual re3 councils and residents alike. Independently tested resident satisfaction is high, at 98%. Over a decade, the re3 partnership has been able to significantly reduce the amount of waste sent to landfill and ensure, through tough market conditions, that local recyclables are recycled as locally as possible.

Changes in service over recent years, negotiated and delivered within the framework of the shared contract and by the re3 partnership, include:

- In 2016, the introduction of new access controls at the Recycling Centres, greatly reducing queuing and enabling a greater focus on recycling. The recycling of street sweepings.
- In 2017, opening 'black bag' waste to retrieve recyclables and items for reuse.
- In 2018, the introduction of recycling for plastic pots, tubs, trays, cartons and foil. The sale of locally produced and peat-free compost. Public tours and improved communications to help explain what happens to waste via re3.
- So far in 2019, the re3 partnership has reintroduced wood recycling and added processing capacity to recycle food waste, by anaerobic digestion.

Those changes have helped to deliver financial savings and improve council performance. The contract has proven to be a platform upon which the re3 councils can build most successfully.

There are two principal, and overlapping, areas of focus for re3. Firstly, working with the individual councils to improve performance outcomes. Secondly, working with the Contractor FCC, to continue the process of contract change, improving performance and seeking best value.

Performance risk in any significant contract such as re3 is often shared. The re3 councils chose not to include waste collection within the re3 contract and so performance risk, on waste collected by the councils from residents, resides first and foremost with the councils themselves. Accordingly, both the quantity and quality of waste collected for recycling by RBC are critical to performance and financial outcomes.

In the past, waste collection has traditionally been seen as a linear process in which councils provide a service to residents in taking away unwanted items. It is critical that, instead, the entire waste service is seen as part of

a much bigger cycle which is successful at returning those unwanted items to purposeful use, time and time again. That is an important change of perspective and critical to the future success of a key, universal, council service. So, RBC must retain high standards of collection for residents whilst, at the same time, focussing much more successfully on the treatment, and costs, of what is present in the bins it collects.

APPENDIX 3

RESOURCES AND WASTE STRATEGY FOR ENGLAND, WALES AND NORTHERN IRELAND

The UK Government published its Resources and Waste Strategy (RWS) in December 2018. Initial consultations on three key areas, directly relevant to local authorities, were begun early in 2019 and the consultation period finished in May.

RWS features a genuinely ambitious set of objectives. Headline proposals and characteristics are:

1. CONSISTENCY IN WASTE COLLECTION

- (a) The Government wants to recycle 65% of household waste by 2035.
- (b) In its RWS, Government explains that it would like to legislate to require 'dry' recyclables (paper, card, plastics, tins/cans and glass) plus food to be collected as standard.
- (c) The Government is proposing that the format of waste collections should be prescribed and proposes three service types.
- (d) Where local authorities already operate a fortnightly schedule for collection of residual waste, Government does not expect them to have to extend the schedule further (not should they reduce capacity of collections).
- (e) RWS proposes that garden waste collections be provided free of charge in order to increase the capture of garden waste for composting.
- (f) RWS proposes that businesses will be required to make available for collection their non-household municipal (NHM) waste which can be recycled. Government believes that recycling rates of up to 70%, within this sector, can be achieved.
- (g) Businesses will be required to make their dry recyclables (paper, card, plastics, and tins/cans) available for collection. There are options for the inclusion of both food and glass.
- (h) The Government is particularly interested in ways that small and micro-sized business (over 85% of the sector) can be accommodated and may legislate for certain organisations (including local authorities) to effectively franchise collections in specific geographic areas in order to help reduce costs to these business.

2. EXTENDED PRODUCER RESPONSIBILITY (EPR)

- (a) The Government wants the producers of packaging to bear the full net cost of collecting, sorting, treating and disposing of 'consumer facing' packaging waste in the UK.

- (b) The Government is proposing that unitary authorities, like the re3 partnership, will receive funding for (i) the cost of collection, (ii) the amount collected and recycled and, (iii) the cost of packaging in the residual waste stream.
- (c) To support the funding proposals contained in RWS, ownership of packaging may be attributed to packaging producers throughout the value chain. At present ownership changes, for example, as it is purchased, used, discarded, collected, sorted and sold for reprocessing.
- (d) Collection standards, such as those identified in the consistency theme, and other aspects of service delivery are likely to be subjected to scrutiny and influence of the producers. That is inevitable as they will be funding EPR.
- (e) The Government proposes that consistent communications, with funding support, should be established on a national and local level to support consistency and greater levels of participation.
- (f) RWS includes a proposal for common standards for product labelling which support consistency across the system (such as, covered elsewhere, consistency in collection type and materials).

3. DEPOSIT RETURN SCHEMES (DRS)

- (a) Government is proposing to introduce one of two models for a UK-wide DRS which could replace council collections of plastics, metal cans and tins and glass bottles.
- (b) The scheme would work via a deposit being added to the cost of a product which could be redeemed upon return via a reverse vending machine or manual return via smaller shops. Deposits of up to 20p on larger bottles have been discussed.
- (c) The models are: (i) 'All in' which would seek to capture all types of plastic bottle, metal can and tins and glass bottles, and (ii) 'On the go' which would seek to capture smaller items of the same types of packaging (e.g. under 750ml) and which are usually associated with the causes of litter whilst the public is 'on the go'.
- (d) Government intends to establish a Deposit Management Organisation (DMO) which will administer the scheme and manage the flows of data and considerable amounts of money derived from the original payment of the important deposit (at point of purchase) and repayment, upon redemption at a reverse vending machine or equivalent.

It seems that a considerable body of evidence has been submitted in the form of consultation responses. From a local authority perspective, there is some concern about the way that proposals for consistency in collections and DRS overlap and embed costs. Retailers and producers also have concerns about the value for money of the package of measures. While

there are some quite genuine concerns, there are also some areas of potential opportunity for local authorities - for example, efficient and effective collections of recycling, from local businesses, are part of future plans for many councils'.

APPENDIX 4

CURRENT PROVISION READING BC

- Grey 240 litre wheeled bin fortnightly - rubbish
- Red 240 litre wheeled bin fortnightly - co-mingled recycling - all main items except glass and textiles
- Glass collected through system of glass banks across the Borough
- Paid for green waste service available - approximately 15,000 customers
- Nappies - The Council currently provides additional capacity for families with 2 or more children in nappies by issuing white sacks which are collected on a fortnightly basis with the grey bin. This facility would continue if smaller bins were introduced, but families which do not qualify for the additional capacity would be expected to use the grey bin as they do now to dispose of nappies
- 58,000t waste collected pa
- 18,500t recycling collected (31.66%)
- 46,000 houses
- 27,000 flats

The Current service and recent service changes

The current service is based on alternate weekly collections (AWC) system with a chargeable fortnightly green waste collection. The current recycling rate is 32%. The Council has a Waste Minimisation Strategy 2015-2020 which is aligned with the aims of the re3 strategy. The delivery of targets contained within the re3 strategy have been significantly affected by savings led service changes such as removal of the waste minimisation and environmental enforcement teams in 2017.

Over the past few years a number of changes have been made to the waste collection service, summarised below:

- Introduction of a service collection standard

A new waste service standard and round structure was introduced in February 2017 and the following supporting projects have been ongoing since that time. They are all focussed on reducing the amount of waste collected and reducing contamination.

- One Bin Policy - 5000 properties have been identified as having large (360l), or multiple grey bins (these include HMO's) many of which are not justified and do not comply with the criteria set out in the service standard. Excess or large bins started to be removed in August 2018 on a round by round basis, which will reduce the tonnage of waste collected. The removal of 60% of the 550 properties

identified with additional capacity from the Caversham round resulted in a reduction of 23 tonnes of residual waste and an increase of 13.5 tonnes of recycling.

- Many HMO's have excess bin capacity and all HMO's have now received a letter explaining that the Council will no longer collect any bins in excess of the allowed residual capacity and excess bins are now being removed. Authorised bins are being stickered to help collection crews identify which bins to collect. The collection of excess waste is the Landlords' responsibility and is a chargeable service.
- Contaminated bin trials. Over the course of three collection cycles, officers made contact with residents in areas where recycling contamination levels were high and through conversations and the distribution of recycling information reduced the number of contaminated bins by half; illustrating the importance of direct contact in behaviour change. The initiative was underpinned by the threat to remove bins which remained contaminated after the third cycle.
- Recycling in Housing blocks. Contamination of 1100L recycling bins in a number of large RBC Housing blocks had increased to unacceptable levels. In order to address this issue dedicated lockable bin stores have been provided and residents issued clear recycling sacks and the key code to the stores. This has resulted in good quality recycling being presented and a reduction in contamination. Discussions are ongoing with the Housing Service to roll this out in other blocks where contamination is an issue.
- Plastic Pots tubs and trays

Kerbside collection of pots, tubs, trays, tetra-pak and foil was introduced in February 2018. The volume of recycling collected at the kerbside has increased significantly as a result, increasing pressure on collection crews but as the material is very light the increase in tonnages has been relatively low. This initiative sends a strong signal that the re3 partnership is committed to sending high quality plastics for recycling in the UK at a time when other authorities are sending such material to landfill or withdrawing the service and further enhances the recycling offer to residents.

- Waste Service review

A review of the waste operations collection service was carried in May 2018 supported by White, Young, Green (WYG) who were

retained to carry out a review of the service and to compare it to other Authorities in the cohort in terms of performance and cost.

- Waste Management software (In-Cab) system has been procured (Whitespace) and is in operation for Garden Waste Collections and residual collections. When implementation is complete (estimated August 2019) the system will improve the customer journey for missed bins, bin deliveries and bulky waste collection by giving real time information from crews to the back office, contact centre and residents who have reported or purchased a service. The saving in administration, printing of paper schedules, and reallocating of work has been identified as part of the £100k saving in the Neighbourhood Support Team.
- Paper copies of waste collection calendars have been stopped with information being available on-line only.
- Staff sickness and absence have been reduced from a high of 12% to 6% by improved sickness monitoring and prompt application of Council procedures. These savings have been captured in savings business case T&S 10.

APPENDIX 5
SAVINGS AND INCOME

19/20 MTFS savings and efficiencies targets for Household Waste are £635,000 (a), in addition to gross income targets of £1.7m (b). On current predictions the income will be achieved but the savings will not.

In total £267,000 is achievable, with an additional £100,000 estimated of green waste income. This therefore leaves a gap to be filled of £268,000. Many other potential options are being considered, which have been shown below, but are not yet agreed. The introduction of green waste and smaller bins would contribute a further £107,000 to this savings target, albeit not in this financial year. Table 1 below shows a breakdown of the details.

In terms of gross income, this years' £1.7m is expected to be met through the trade waste and garden waste.

a) MTFS Waste

Specifics of saving area	19/20	Likelihood and amount of actual saving	Alternative savings	20/21	21/22
Waste operations - remove a round from the waste collection service	£284,000	Not possible due to increase in numbers of properties. No addition to budget provided for growth of housing numbers. The remainder of the saving included a capital receipt for the sale of the truck, so this is also not achievable. Amount - £0	Possible RE3 additional savings created by reducing the contamination of recycling currently 25% of material received.	£31,000	0
Service efficiencies and	£77,000	Expected to be achieved	N/A	0	0

further trade waste expansion. These included stopping calendar production, in cab technology, reduction in sickness levels (agency spend)		Amount - £77,000			
Increase charge on green waste collection	£180,000	Expected to be achieved Amount - £180,000	Not required as likely to be achieved. Potential for over achievement of £100k	£17,500	£17,500
Trade waste increase	£86,000	In order to achieve net income of £86,000, we would have to increase the income from trade waste by £860,000, from the current figure of £770k to £1.63m. This is not possible. It appears there was confusion when this target was set, in translating from the service suggestion of increasing gross income, to the financial input of net income. The service anticipates a stretch target as a further		0	0

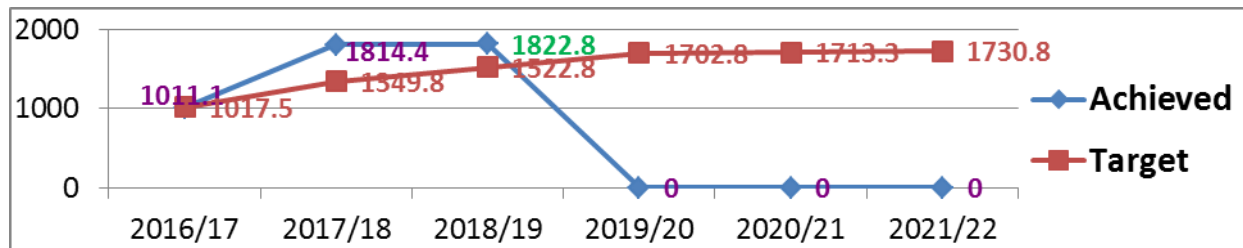
		£100,000 gross income achieving a net income of £10,000. Amount - £10,000			
'Alternative to market testing' which is across E&CS and no split agreed yet regarding what proportion is the target for waste	£8,000		Finance has questioned this as they believe it is double counting, as these amounts have already been submitted as separate MTFS lines. Waiting confirmation that this is the case.	£253,000 tbc	£290,000 tbc
Re3					
TOTAL	£635,000	£267,000	£100,000	tbc	tbc
GAP TO FILL	£268,000				

FUNDING AGREED

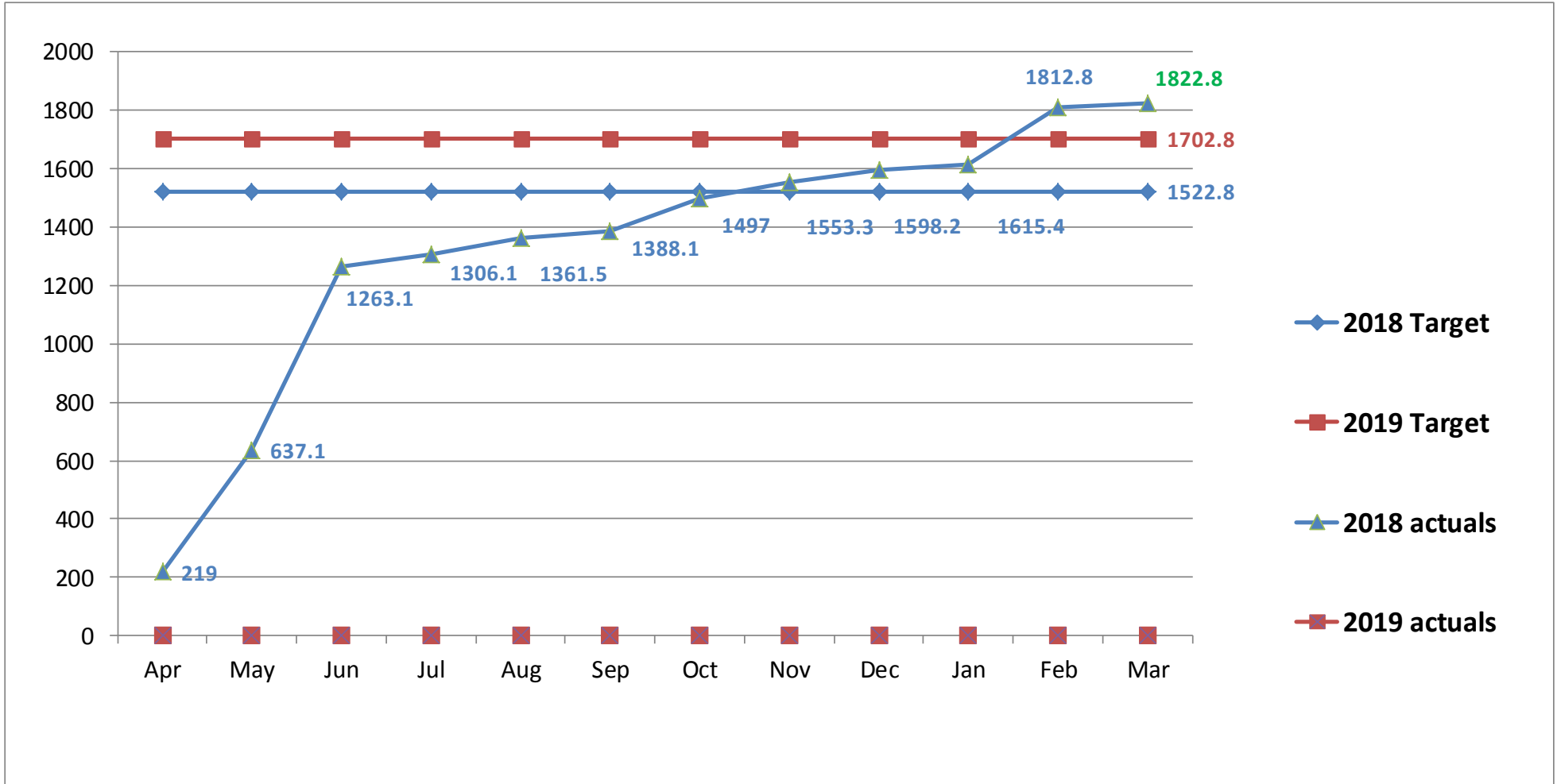
DUF funding agreed by Service area	19/20	20/21	21/22
Waste collection - weighing machines on vehicles (£40k) and recycling and enforcement staff for new team (£85k)	£51,000 plus £74,000	-	-
Total	£125,000	-	-

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(b) ANNUAL INCOME TARGET WASTE £000'S

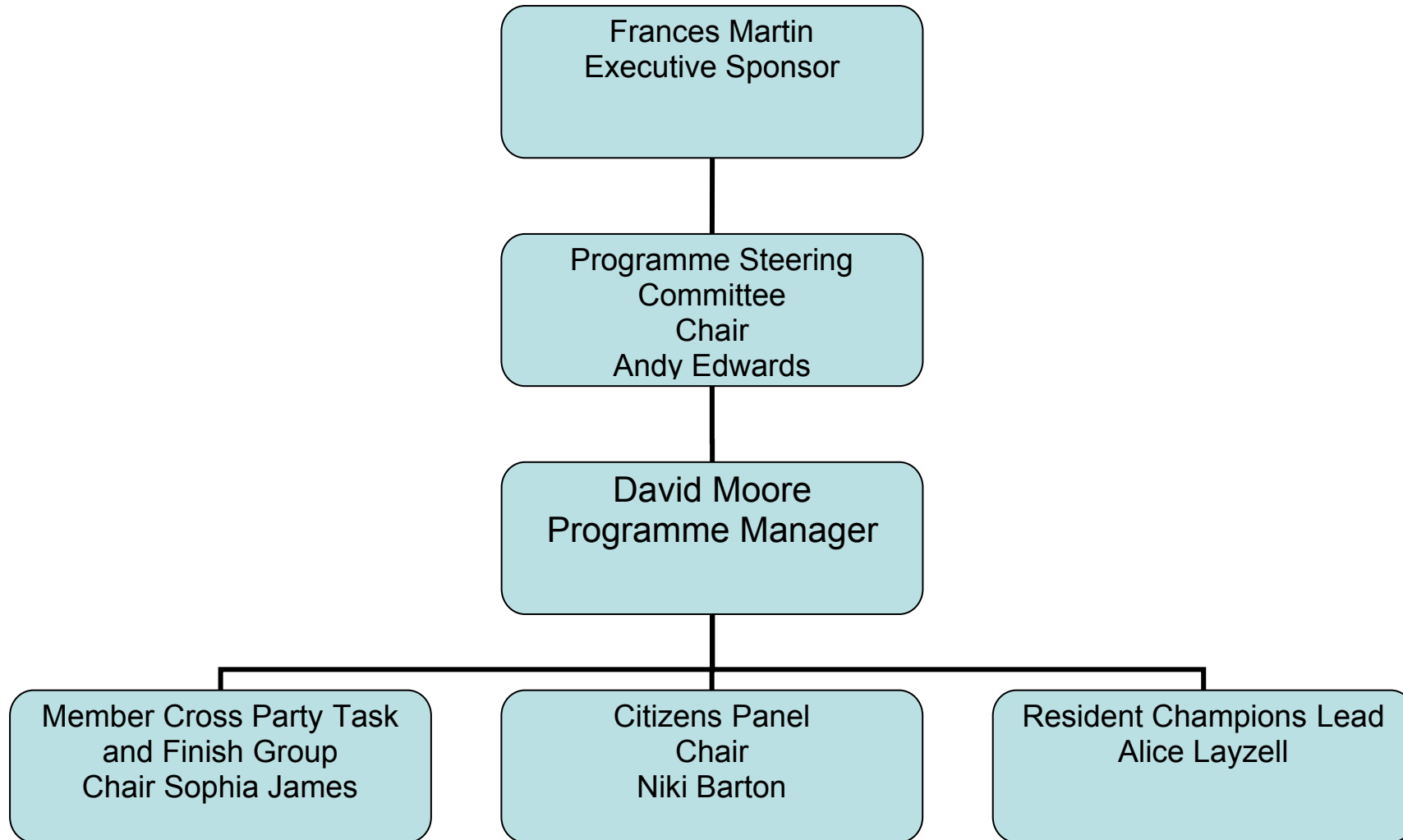


Income progress in Year



APPENDIX 6
PROJECT GOVERNANCE STRUCTURE

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READING BOROUGH COUNCIL

REPORT BY EXECUTIVE DIRECTOR OF ECONOMIC GROWTH AND NEIGHBOURHOOD SERVICES

TO:	POLICY COMMITTEE		
DATE:	26 SEPTEMBER 2019		
TITLE:	CHESTNUT WALK IMPROVEMENTS		
LEAD COUNCILLORS:	CLLR ROWLAND	PORTFOLIO:	CULTURE, HERITAGE AND RECREATION
	CLLR PAGE		STRATEGIC ENVIRONMENT, PLANNING AND TRANSPORT
SERVICE:	ENVIRONMENTAL AND COMMERCIAL SERVICES	WARDS:	ABBEY
LEAD OFFICERS:	DAVID MOORE	TEL:	0118 937 2676
JOB TITLE:	NEIGHBOURHOOD SERVICES MANAGER	E-MAIL:	Dave.moore@reading.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to seek approval for improvement works to Chestnut Walk consisting of:
- Removal of the existing Horse Chestnut trees and planting of a new avenue of Sweet Chestnut trees
 - New pedestrian lighting
 - Installation of a new cctv camera connected to the town centre network
 - Resurfacing of the footpath in tarmac.

2. RECOMMENDED ACTION

That Committee note and approve:

- the forecast capital expenditure of £120k out of the total project cost of £160k will be spent in the current year (2019/20).
- advice from the Local Planning Authority is the scheme will not require planning approval but as the area is within the Schedule Monument of Reading Abbey Ruins it will require Schedule Monument Consent (SMC) from Historic England.
- that the Assistant Director for Environment & Commercial Services be authorised to progress and submit the SMC application to seek approval from Historic England to carry out below ground works within the Schedule Monument;

- that the Assistant Director of Legal and Democratic Services and the Assistant Director for Environment & Commercial Services be authorised to procure and implement the works within the funding limits set out in the report;
- tree removals works will be scheduled to take place in early February 2020 to implement the scheme.

3. POLICY CONTEXT

- 3.1 The Council has an obligation to maintain its assets and improve Reading's green spaces for the community. The proposal's aim is to ensure that Chestnut Walk is a safe, green pedestrian and cycle route from east Reading into the town centre.

4. THE PROPOSAL

- 4.1 Chestnut Walk is planted with an avenue of over mature horse chestnut trees. The Parks Service has been monitoring the trees closely since the inspection in 2016 which revealed significant defects in a high proportion of the trees, including canker and fungal brackets. Two trees were felled and several others pruned to make them safe and in an attempt to lengthen their lives. In 2017 another tree failed and was removed. In summer 2018, prior to the re-opening of the Abbey Ruins, a visual inspection was carried out. Further deterioration was noted, and a re-inspection was carried out in winter 2018 when the trees were not in leaf. As a result of this re-inspection, four further trees were felled. The remaining trees will continue to deteriorate resulting in further removals. A planned wholesale replacement is recommended to ensure this important pedestrian thoroughfare remains safe and attractive for public use.

It is recommended that the Horse Chestnuts are replaced with fourteen Sweet Chestnut trees which is a large, robust species, known to be tolerant to the urban environment. The canopy cover created by these replacement trees will be equivalent to that of the Horse Chestnuts they will replace.

- 4.2 As Chestnut Walk does not have any pedestrian lighting a wider scheme is proposed to install lighting, a CCTV camera, and re-tarmac the surface to improve the safety and environment of this access route into the town centre. This thoroughfare will become more important as the new housing developments are built on the former Homebase and other sites in this area.
- 4.3 To do nothing would mean that as the trees deteriorate further the area will become unsafe to access and unplanned emergency tree felling would take place to maintain the thoroughfare.
- 4.4 The removal of the existing Horse Chestnuts, whilst essential to ensure the safety of users, will understandably attract comment and concern. Information

will be provided about the scheme to interested parties to clearly set out why the work is being carried out and the scheme benefits.

4.5 The project timeline going forward is as follows:

Oct 2019: Carry out archaeological investigations in proposed tree, and lighting locations.

Nov 2019: Seek Schedule Monument Consent approval.

Dec 2019: Agree construction contract sums, finalise construction programme.

Feb 2020: Construction works start. Tree removal, will be followed by lighting and CCTV installation, tree planting and resurfacing.

March 2020: Construction works complete.

The scheme aims to complete before Friday 3rd April 2020, the start of the Easter holiday period and events programme.

5. CONTRIBUTION TO STRATEGIC AIMS

5.1 The Chestnut Walk improvements will help to deliver the following Corporate Plan Service Priorities:

- Keeping Reading's environment clean, green and safe
- Securing the economic success of Reading

6. COMMUNITY ENGAGEMENT AND INFORMATION

6.1 In addition to communication to neighbours of Chestnut Walk, engagement with specific interest groups will take place such as Friends of Reading Abbey, and Reading Tree Wardens.

7. LEGAL IMPLICATIONS

7.1 The site works will be managed and delivered by the Council's in-house Commercial Services Department including Parks and Highways teams. In planning terms the scheme elements are classed as 'not development' work (tree replacements) or 'permitted development' under the General Permitted Development Order (2015). Installation of a CCTV camera is classed as permitted development under schedule 2, part 2, class F (closed circuit television cameras) Maintenance and re-tarmac to the existing footpath is permitted development under schedule 2, part 9, class A (development by highways authorities). Installing highways street lamps is permitted development under schedule 2 part 12(b) (development by Local Authorities).

7.2 The area is within the Schedule Monument of Reading Abbey Ruins and will require Schedule Monument Consent (SMC) from Historic England before works start on site. Archaeological investigation works will be required to inform the SMC application.

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. It is considered that an EAI is not required for this scheme.

9. ENVIRONMENTAL IMPACT

The proposed scheme involves the replacement of the existing horse chestnuts with sweet chestnut which, when mature will provide the same amount of canopy cover as currently. As well as being a significant landscape feature sweet chestnut will mitigate urban air pollution, reduce atmospheric CO2 levels, help cool the urban environment and provide habitat for animals, birds and insects. The scheme will ensure tree cover in this area of the town centre and will have a positive impact.

10. FINANCIAL IMPLICATIONS

10.1 Revenue Implications

Ongoing lighting costs will be through existing street lighting maintenance budgets.

10.2 Capital Implications

Capital Programme reference from budget book: page line	2019/20 £000	2020/21 £000	2021/22 £000
Proposed Capital Expenditure	120	40	0
Funded by:			
Grant (specify)			
Section 106 funding	38		
CiL funding	25		
Capital Receipts/Borrowing	57	40	
Total Funding	120	40	0

10.3 Value for Money (VFM)

The works are being carried out by the Council's in-house Commercial Services department who will use direct labour for the tree installation and utilise existing term contracts for lighting and highways works.

10.4 Risk Assessment

The key financial risk is linked to any conditions for extensive archaeological investigations arising from the Schedule Monument Consent approval.

11. BACKGROUND PAPERS

11.1 None

READING BOROUGH COUNCIL

REPORT BY DIRECTOR OF ECONOMIC GROWTH AND NEIGHBOURHOOD SERVICES

TO:	POLICY COMMITTEE		
DATE:	26 SEPTEMBER 2019		
TITLE:	BRIDGE MAINTENANCE (WORKS) TERM CONTRACT 2020-2024 DELEGATED AUTHORITY FOR CONTRACT AWARD		
LEAD COUNCILLOR:	TONY PAGE	PORTFOLIO:	STRATEGIC ENVIRONMENT, PLANNING & TRANSPORT
SERVICE:	TRANSPORTATION AND STREETCARE	WARDS:	BOROUGHWIDE
LEAD OFFICER:	SAM SHEAN	TEL:	0118 9372138
JOB TITLE:	STREETCARE SERVICES MANAGER	E-MAIL:	sam.shean@reading.gov.uk

1. PURPOSE OF THE REPORT AND EXECUTIVE SUMMARY

- 1.1 The purpose of the report is to inform Councillors of the ongoing procurement process for the Bridge Maintenance (Works) Term Contract 2020-2024 with a possible 3 year extension based on performance and to seek delegated authority to enter into a contract with the successful tenderer after the tendering process in accordance with the Public Contracts Regulations 2015.

2. RECOMMENDED ACTION

- 2.1 That delegated authority is given to the Executive Director for Economic Growth & Neighbourhood Services in consultation with the Lead Councillor for Strategic Environment, Planning and Transport, the Head of Legal & Democratic Services and the Head of Finance to enter into a contract with successful tenderer for the Bridge Maintenance (Works) Term Contract 2020-2024 with a possible 3 year extension.

3. POLICY CONTEXT

- 3.1 To secure the most effective use of resources in the delivery of high quality, best value public service.
- 3.2 To ensure that all bridges and highway structures are secure, safe and comfortable for all users of the public
- 3.3 To provide a public highway network as safe as reasonably practical having due regard to financial constraints and statutory duties.

4. THE PROPOSAL

- 4.1 Reading Borough Council, as Highway Authority, has a duty under the Highways Act 1980 (Section 41) to maintain public highway at public expense and (Section 90) protection of Bridges
- 4.2 The Council is responsible for the maintenance of over 260 bridges and structures on the public highway. The Council employs a term consultant who carries out a programme of routine inspections of all the bridges and structures on their behalf and produces an annual programme of maintenance work.
- 4.3 The programme of maintenance is carried out by a single contractor and has been run under a term contract that was tendered for in 2005. This Contract now requires re-tendering.
- 4.4 The proposal is to tender for a new term contract commencing in 2020 for an initial term of 48 months with the option to extend by a further 36 months subject to performance.

Procurement

- 4.5 The total estimated value of the contract is approximately £2M over the first 48 months (up to £500k annually) and potentially up to an additional £1.5M should the contract be extended for the subsequent 3 year duration.
- 4.6 In accordance with the Council's Contract Procedure Rules and the principles of the Open Process as defined by the Public Contract Regulations 2015 ("the Regulations") It is proposed that a single stage open procurement process is undertaken to appoint a contractor to deliver the Bridge Maintenance (Works) Term Contract.
- 4.7 In accordance with the Council Contract Procedure Rules, the opportunity will be advertised on the Councils electronic tendering portal as well as via 'Contracts Finder'.
- 4.8 It is intended to enter into a contract based upon the most economically advantageous tender in accordance with the criteria stated within the specification.

5. CONTRIBUTION TO STRATEGIC AIMS

- 5.1 The Bridge Maintenance (Works) Term Contract **2020-2024** will contribute to the Council's Corporate Plan 2019 - 2022 objectives of:
 - Securing the economic success of Reading
 - Keeping Reading's environment clean, green and safe
 - Ensuring the Council is fit for the future

6. COMMUNITY ENGAGEMENT AND INFORMATION

- 6.1 The approved Bridge Term (Works) Contract 2020 - 2024 Committee report will be released into the public domain in the lead up to the Committee meeting.

7. EQUALITY IMPACT ASSESSMENT

- 7.1 Under the Equality Act 2010, Section 149, the Council 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 Council has reviewed the scope of the service as outlined within this report and considers that the proposals have an equal impact on all members of the general public.
- 7.3 There is no overall change to service delivery at this time. Should any future updates/amendments be required, which result in service delivery changes, an equality impact assessment will be carried out.

8. LEGAL IMPLICATIONS

- 8.1 It will be necessary to enter into a contract with the successful tenderer.
- 8.2 The tender process is being undertaken in accordance with the Council's Contract Procedure Rules and the principles of the Open Process as defined by the Public Contract Regulations 2015 ("the Regulations"). It is intended to enter into a contract based upon the most economically advantageous tender.
- 8.3 Reading Borough Council, as Highway Authority, has a duty under the Highways Act 1980 (Section 41) to maintain public highway at public expense and (Section 90) protection of Bridges.

9. FINANCIAL IMPLICATIONS

- 9.1 The cost of the Bridge Maintenance (Works) Term Contract 2020 - 2024 will be met from the Transport and Streetcare Local Transport Plan Annual Capital Award & existing Bridge Maintenance Revenue Budgets.
- 9.2 The annual Highway Bridge Maintenance Revenue spend for 2019/20 financial year is approximately £ 100,000 and the proposed 4 year contract assumes a similar budget will be agreed per annum for 2020/21 to 2023/24.
- 9.3 The annual Highway Bridge Maintenance Capital spend for 2019/20 financial year is approximately £ 400,000 and the proposed 4 year contract assumes a similar budget will be agreed per annum for 2020/21 to 2023/24.
- 9.4 Budgets identified are not currently uplifted annually and may be impacted by contract inflation in future years if this forms part of the contract agreement.

10. ENVIRONMENTAL IMPLICATIONS

- 10.1 The Council at Full Council on 15th October 2019 will consider the formal adoption of the 'Unite Construction Charter' where the Authority supports the 'Get Britain Building' campaign, which is aimed at supporting and sustaining the British construction industry. All relevant construction contracts will be required to comply with the Authority's Sustainable Buying Standard for Highways and Construction Materials, which requires structural steel and other relevant materials to be covered by BES 6001 Responsible Sourcing of Construction Product certification, or equivalent.
- 10.2 Tenders will be invited to submit Environmental Implications proposals to assist the Council in delivering the Climate Emergency issued by the Council.
- 10.3 Tenders will need to include carbon reduction targets and improved sustainability within tender returns.

11. BACKGROUND PAPERS

- 11.1 Strategic Environment Planning & Transport Committee Report 19th March 2019; Highway Maintenance Update 2018/2019 and Proposed Programme 2019/2020
- 11.2 Unite Construction Charter

READING BOROUGH COUNCIL

REPORT BY DIRECTOR OF ECONOMIC GROWTH AND NEIGHBOURHOOD SERVICES

TO:	POLICY COMMITTEE		
DATE:	26 SEPTEMBER 2019		
TITLE:	BUILDINGS COMPLIANCE AND CONDITION PROGRAMME		
LEAD COUNCILLOR:	CLLR BROCK CLLR EMBERSON	PORTFOLIO:	LEADERSHIP CORPORATE & CONSUMER SERVICES
SERVICE:	REGENERATION AND ASSETS	WARDS:	BOROUGHWIDE
LEAD OFFICER:	PHIL ELDRIDGE	TEL:	0119 937 4024
JOB TITLE:	CORPORATE PROPERTY SERVICES MANAGER	EMAIL:	Phil.eldridge@reading.gov.uk

1. PURPOSE AND SUMMARY OF REPORT

- 1.1 Compliance audits and surveys carried out across the Council's corporate buildings identified an indicative package of compliance and condition works of the order of £6M over the next three years.
- 1.2 This report seeks approval to release designated capital spend of £4.5M to carry out a programme of compliance and condition work over the next three years.

Appendix - Compliance and Condition Programme 2019/20

2. RECOMMENDED ACTIONS

- 2.1 That Policy Committee endorse the release of designated Capital Programme funding of £4.5m to deliver a three year programme of compliance, condition and priority health and safety works to corporate buildings.
- 2.2 That Policy Committee delegate authority to the Executive Director of Economic Growth and Neighbourhood Services to enter into contracts as required to deliver these works within the approved budget and procurement processes.

3. POLICY CONTEXT

- 3.1 The Council is required to ensure its buildings are safe and well maintained. Regular compliance audits and condition surveys are carried out to this end. The outputs of this work inform corporate and service decisions about the future of individual and groups of properties, to assess how those properties are performing, and to support decisions about maintenance, forward investment and disposal.
- 3.2 By way of example, in 2018/19 a £2.008m programme of work delivered:
 - Statutory compliance on asbestos, legionella control and fire risk - £280K
 - Compliance works for Zurich Insurance, other compliance and H&S works - £195K
 - Completion and ongoing works from 2017/18 - £253K
 - Condition Programme Projects - including at the Town Hall, South Reading and

Southcote Community Hubs and Henley Road Crematorium - £1.275m

- ‘Non-building’ works - £5K

3.3 At full Council on the 26th of February 2019 the Capital Programme was approved. This included a budget allocation over the three year Medium Term Financial Strategy (MTFS) period of £4.5m for building condition and compliance works.

4. THE PROPOSAL

4.1 The designated £4.5m budget has been provisionally allocated across the three year programme as below:-

Budget Allocation	2019/20	2020/21	2021/22
Condition Works	1,600	1,100	600
H&S and Compliance	400	400	400
Total Allocation	2,000	1,500	1,000

4.2 The provisional package of works over the MTFS period currently exceeds the available annual budget. As an initial, high level exercise at this stage, the programme is purely indicative as expected. The programme will be developed and refined over coming months and managed going forward via robust ongoing processes to ensure that expenditure is controlled within budget.

4.3 A corporate officer group has detailed oversight of this programme and its budget. Both are monitored on a monthly basis to ensure high priority works are implemented, the timing of other works is reviewed based on budget availability and that adequate contingencies are retained for unforeseen works. Any works not carried out in 2019/20 will be included in the programme for 2020/21 and continue to be subject to these management and monitoring processes within the overall programme.

4.4 Further condition surveys, analysis of maintenance expenditure and future plans for buildings will inform the production of the indicative 20/21 condition and compliance programme early in 2020. A further report will be submitted to Policy Committee at that time, providing an update on implementation and spend on the 19/20 programme and setting out the provisional programmes for 2020/21 and 2021/22.

5. CONTRIBUTION TO STRATEGIC AIMS

5.1 The health and safety works to Council properties contribute to securing the most effective use of the Council’s resources in the delivery of high quality, Best Value public services.

6. EQUALITY IMPACT ASSESSMENT

6.1 Asset surveys include compliance with the Disability Discrimination Act, and the subsequent prioritisation of needs takes the DDA into consideration. DDA compliance is also part of the SAMG asset appraisal process, and L&P consideration.

7. LEGAL IMPLICATIONS

7.1 The Council as an employer must, as far as is reasonably practicable, safeguard the health, safety and welfare of its employees under Section 2 of the Health and Safety at Work Act 1974, in particular a safe place of work with safe access and egress.

7.2 In addition, the Council has responsibilities for the safety of its property portfolio under the Building Act 1984, under which regulations have been issued concerning asbestos, water management, electrics, wiring, lighting, ventilation, materials, structure testing, resistance to moisture etc. There is also fire legislation in relation to the building, materials etc.

7.3 The Disability Discrimination Act required the Council to remove obstacles to access to its buildings and facilities, to the best of its ability, from 1 October 2004.

8. FINANCIAL IMPLICATIONS

8.1 This report proposes to allocate £4.5m Capital Programme funding for condition/compliance and priority health and safety works to Council buildings over the a three year programme to April 2022.

8.2 This funding is critical to meeting the safety, building maintenance and DDA requirements of the Council's extensive property portfolio.

8.3 The appended current programme of works for 2019/20 reflects needs identified through inspections and condition/ structural surveys and has been informed by maintenance expenditure and the asset management plan. They have been evaluated through the corporate asset appraisal process.

9. ENVIRONMENTAL IMPLICATIONS

9.1 The corporate estate offers significant opportunities to contribute to the Council's sustainability objectives, and much has been achieved in this regard over recent years. The estate will continue to play a key role in delivering such objectives in the context of the Climate Emergency Declaration for Reading. Further initiatives will emerge as part of the Action Framework currently under development.

9.2 Work to all Council buildings is carried out with regard to best sustainable practices and all projects are shared with the Sustainability Team to ensure any opportunities to deliver additional measures and/or attract external funding to support sustainability are explored and maximised.

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Corporate Condition/Compliance Programme 2019/22

Statutory Compliance (Asbestos/Fire/Legionella):

Compliance Contingency (Travellers):

Health & Safety Contingency:

Other Compliance Contingency:

Condition Programme Projects

Forbury East Wall

Asset Management Software

Civic Offices

Civic Offices

Henley Road Crematorium

Yeomanry House

Palmer Park Gardeners Shed

The Avenue

Reading Central Library

Tilehurst Library

21 South Street

Pinecroft

Focus House (14)

Town Hall

Hexagon

The Maples at Rivermead

Town Hall

Town Hall

Town Hall

Reading Central Library

Caversham Library

Palmer Park Library

The Avenue

19 Bennet Road

19 Bennet Road

19 Bennet Road

19 Bennet Road

19 Bennet Road

19 Bennet Road

Palmer Park Athletics Track

Palmer Park

21 South Street

Emmer Green Y&C

Katesgrove Children's Centre

Tilehurst Y&C

Sun Street

Hexagon

Car Park Shutter

Car Park Full Safety System

Memorial Repairs

Boundary Wall

Rewire inc Shutters

Heating

Aircon & Heating

Rewire/Heating

Heating/Ventilation

New Boiler and Cylinder

M&E Works

Heating

Backstage Toilet Improvements

Air Conditioning

WC Refurbishment/Electrical Work

Coroners Air Conditioning

Victoria Hall Windows

Fire Alarms/Rewire

Fire Alarm/Rewire/Heating

Partial Rewire + Boiler

Retaining Wall

FM Lodge Replacement

CCTV System

Depot Remodelling

Access Control

Parks Workshop Roof Renewal

Shutter Installation

Renewal of Damaged Surfaces

Fencing

Car Park

WC Improvements

Improvements

Fire Alarm/Rewire/Condition

Condition Works

CCTV System

Hexagon	Roof Renewal
Hexagon	Disabled Access
Hexagon	Café Ventilation
Hexagon	Boiler Room
Sun Street	M&E Works
Henley Road Crematorium	Fire Alarms
Former Civic Offices Site	H&S Works
Battle Library	Internal Condition Works
Various Sites	Renewal of Shutters
188 Whitley Wood Road	Heating Replacement
Civic Offices	New Water Heaters
Civic Offices	Car Park & Entrance Paving
Meadway Sports Centre	Rewire inc Fire Alarm
Meadway Sports Centre	AHU
Christchurch Meadow Pavilion	Rewire/new Supply
Palmer Park Stadium	Hot and Cold Water Services
South Reading Leisure Centre	Air Conditioning/Boiler
Meadway Sports Centre	Roof Renewal

READING BOROUGH COUNCIL

REPORT BY EXECUTIVE DIRECTOR OF RESOURCES

TO:	POLICY COMMITTEE		
DATE:	26 SEPTEMBER 2019		
TITLE:	HYPEROPTIC FULL FIBRE INSTALLATION TO COUNCIL HOUSING STOCK		
LEAD COUNCILLORS:	COUNCILLOR ENNIS COUNCILLOR EMBERSON	PORTFOLIO:	HOUSING CORPORATE & CONSUMER SERVICES
SERVICE:	ALL	WARDS:	BOROUGHWIDE
LEAD OFFICER:	JOHN BARNFIELD	TEL:	0118 9372860
JOB TITLE:	ICT TECHNOLOGY & SERVICES MANAGER	E-MAIL:	John.Barnfield@reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 To set out the business case for entering into a non-exclusive Wayleave Agreement between the Council and Hyperoptic (a specialist Fibre Optic installer to high rise dwellings) to install Fibre To The Premise (FTTP) initially to the Council's own high rise housing stock (subject to survey), but with the potential for further expansion to cover up to 75% of the geographic area of the Borough subject to further Hyperoptic investment and surveys.
- 1.2 To request approval to sign a Portfolio Wayleave Agreement negotiated between the Council and Hyperoptic.

2. RECOMMENDED ACTION

- 2.1 To agree the business case for the Council to enter into a Wayleave Agreement with Hyperoptic to install "Fibre To The Premise" digital infrastructure capability to the Council's own high-rise housing stock (recognising the potential for further expansion subject to Hyperoptic investment and surveys) and;
- 2.2 To agree to the Council signing a Wayleave Agreement with Hyperoptic on a non-exclusive basis to install "Fibre To The Premise" to the Council's own high-rise housing stock.

3. POLICY CONTEXT

- 3.1 The availability of digital fibre optic infrastructure supports the delivery of the following Council's priorities as set out in the Corporate Plan 2018-21:
 - **Secure the economic success of Reading** by having a local high quality, high capacity, digital infrastructure to attract and retain businesses who increasingly demand these services in order to have an economic competitive advantage in world markets;
 - **Improving Access to Decent Housing to Meet Local Needs** - Broadband services are now considered a 4th Utility service, so by providing high quality digital infrastructure into our Social Housing with low cost entry points for

broadband services, this helps to ensure digital inclusion and access to Council services as we move more on-line.

- **Keeping Reading's Environment Clean Green and Safe** through providing a digital infrastructure that allows people to work from home, avoid travel, and access Council and other services safely on-line 24/7.
- **Promoting Health, Education, Culture and Well Being** - research by Broadband Delivery UK (BDUK) has already drawn links between Well Being and Broadband availability (24mbs) and these benefits generally increase with higher speed (gigabit) fibre optic speeds. The availability of this infrastructure will continue to attract students and workforce to a vibrant technology based area at the heart of the Thames "Silicon" Valley.
- **Ensuring the Council is Fit For The Future** - the availability of this infrastructure for some of our Social Housing Tenants will help ensure that as the Council moves to more digital service delivery, access to services will be maintain on a digitally inclusive basis that is fair for all.

3.2 Installation of full fibre infrastructure will also directly support the realisation of the Reading 2050 vision by providing a future proofed digital infrastructure that will help keep Reading at the leading edge of infrastructure that will increasingly be demanded by businesses and residents to support new ways of working and give access to digital services.

3.3 Central Government are encouraging Local Authorities to support and not "frustrate" the delivery of Full Fibreoptic and 5G networks in their areas given the national significance of these to the continued economic prosperity of the U.K.

3.4 The Council has already supported the delivery of Broadband technology (up to 24 mbs) working through the Superfast Berkshire Broadband Project to ensure minimum coverage levels are available to everyone and this is the next logical step for improvement to increase speed to Gigabit levels. This need is recognised Nationally and Regionally (Reading UK CIC and Thames Valley Berkshire LEP confirm SME's and larger business require this infrastructure now).

4. THE PROPOSAL

4.1 Current Position:

4.1.1 The Council has financed improvements for Basic Broadband Delivery (24 mbs) through the Superfast Berkshire Broadband Project working with BT Openreach. This work is expected to conclude by the end of 2019. However, the next major improvement step up is to full fibre, which is capable of gigabit speeds.

4.1.2 Reading is currently around the national average with only 6% of residents and businesses having access to the gigabit speeds offered by full fibre to the premise (FFTP) installations. The aspiration is to rapidly improve this coverage in support of the Government's recognition of the associated economic and life benefits.

4.1.3 Many Towns and Cities, recognising the significant economic benefits of full fibre infrastructure, are pushing ahead with their own improvement plans. Hyperoptic already work with more than 35 Housing Associations and 11 Local Authorities, including: Nottingham City Council, Newcastle City Council, Southwark, Southampton, Milton Keynes, Brent, Salford, City of London, Westminster, Tower Hamlets and Thurrock, as well as 100 UK housing developers. Milton Keynes and Thurrock are the most recent councils to have signed Wayleave Agreements.

- 4.1.4 Reading has experience of working with Hyperoptic improving Broadband availability to parts of the Kennet Island Housing estate where other providers were not prepared to address poor broadband coverage.
- 4.1.5 Hyperoptic are the largest UK “Fibre To The Premise” Internet Service Provider (ISP) and are also the fastest growing ISP company with a target to have provided services to 2 million homes and businesses by 2021 and 5 million by 2024.
- 4.1.6 Hyperoptic are a dedicated specialist installer considered expert at new builds and retrofits, residential blocks and business premises, all building types including modern high rise dwellings and build to rent developments.
- 4.1.7 The location of the Council’s housing stock provides an arterial basis to build out the infrastructure on a North/South/East/West basis which, based on Hyperoptic’s analysis, could potentially increase coverage to 75% of the Borough subject to further Hyperoptic investment and surveys over time.
- 4.1.8 Hyperoptic have an established training base for engineers already in Reading (and could bring further opportunity for jobs into the Town as a result of this work).

4.2 Options Proposed

- 4.2.1 The proposal is to install “Fibre to the premise” to the Council’s own high-rise housing stock, albeit the tenant is not obligated to take any services. This non-exclusive deal allows the Council to still move forward with its own Full-Fibre to the premise (FTTP) proposal should it be able to find funding, or to allow other suppliers to compete for business. This installation work will be fully funded by Hyperoptic without further Council funding required.
- 4.2.2 Hyperoptic will provide at their cost full-fibre and standard indoor Wi-Fi to up to 3 community centres of the Council’s choice (subject to surveys and deployment).
- 4.2.3 There is the further opportunity to potentially upgrade with Hyperoptic Gigabit full fibre (and standard indoor Wi-Fi) in a number of estate offices/hubs, in estates Hyperoptic upgrade, subject to surveys, commercial viability and deployment (this would be Hyperoptic funded). There may be opportunities for savings from the retirement of existing arrangements but would be premature to count these as subject to survey and assessment.
- 4.2.4 Initial installation will be undertaken in conjunction with the Council only to the outside/public space areas of properties, and there will be full engagement with the Council regarding planning the installation process to each high rise development with the opportunity for joint communications to Tenants. Tenants will be at liberty to decide whether to take up Hyperoptic services. Any Tenant disruption will only occur at the point they decide to take up Hyperoptic services when connection will then be made through to the internal property.
- 4.2.5 Packaged deals offered by Hyperoptic are competitive against other suppliers (e.g. BT/Virgin Media/Sky). A current example of a Residential Package (data only) based on 12 months contract includes 50 mbs download and 5 mbs upload speeds @ £21 per/month for 12 months (then £25 a month) and a £20 initial one-off installation connection fee. All Hyperoptic packages include unlimited data usage, no further line rental, 24/7 customer support, free setup and activation, a Hyperhub router.
- 4.2.6 From analysis of localities of the Council’s Social Housing, Hyperoptic have already calculated this will give a base infrastructure that can be built upon to potentially reach up to 75% of the Council’s geographical area enabling full fibre services to be bought to further residents and businesses (subject to Hyperoptic further investment and surveys, but they have considerable interest in development across the Borough).

4.2.7 Hyperoptic have confirmed they would jointly agree a priority deployment schedule which the Council can change and review ongoing. Hyperoptic will provide an installation proposal (scope of works proposal) for every site/estate, which the Council will approve before commencement of any on site work thus providing assurance and control working with Housing and Property Estates and Valuation.

4.3 Other Options Considered

4.3.1 Other providers have approached the Council but this is the first where negotiations have reached a stage where both parties could agree a Wayleave agreement and where the funding is fully provided by the supplier.

4.3.2 As this is a non-exclusive deal this does not prevent other suppliers approaching the Council, or the Council progressing its own scheme should funding be available.

5. CONTRIBUTION TO STRATEGIC AIMS

5.1 The proposal contributes to the Council's strategic aims as set out in paragraph 3.1 above.

6. COMMUNITY ENGAGEMENT AND INFORMATION

6.1 The proposal has been consulted with the Tenants Scrutiny Panel.

6.2 The selection of Community Centres will be done in conjunction with Hyperoptic, Housing, and the Tenants Scrutiny Panel (but is subject to economic viability to install following site surveys by Hyperoptic).

6.3 Joint Hyperoptic and Council communications will accompany the installation process to ensure tenants are aware of the works and service sign-up opportunity.

7. EQUALITY IMPACT ASSESSMENT

7.1 This decision will not have a differential impact on any racial groups; genders; people with disabilities; people of a particular sexual orientation; people due to their age; or on people due to their religious belief. It will have a positive impact on all of the Community.

8. LEGAL IMPLICATIONS

8.1 Procurement rules allow the signing of the Portfolio Wayleave agreement with Hyperoptic based on:

- a) The Council having agreed satisfactory terms with Hyperoptic;
- b) The Council is not being directly paid anything for this; and
- c) Is a non-exclusive deal so competition from others is open.

8.2 The Council Tenant does not have to take up Hyperoptic services if they do not want to. Installation is to the outside of the high-rise property/public area with only connection established to the internal property if and when the Tenant agrees to take services from Hyperoptic.

8.3 There is no health-risk associated with full-fibre network delivery as this does not involve radio transmission.

9. FINANCIAL IMPLICATIONS

- 9.1 Hyperoptic will provide its own investment to deliver Full Fibre to the Premise Infrastructure to the Council's own housing stock. No further Council investment is required.
- 9.2 As funding is provided by Hyperoptic, the Council cannot guarantee funding or the timings of further phases, however it is in the economic interest of Hyperoptic to build out their network before further competition steals the march on their progress.
- 9.3 The Council still has its statutory rights to insist the supplier makes good defects resulting from the installation process in highways etc.

10. ENVIRONMENT IMPACT

- 10.1 Installation disruption with roads will be minimised as Hyperoptic will use BT Openreach ducting wherever possible.
- 10.2 Normal supplier requirements for such works will apply to make good any defects.
- 10.3 Installation into each high-rise estate dwelling will only happen after full consultation with the Council to ensure required standards are met.

11. BACKGROUND PAPERS

- 11.1 None.

FINANCIAL IMPLICATIONS

The financial implications arising from the proposals set out in this report are set out below:-

1. Revenue Implications

Use this Table in the report or as an Appendix to set out the revenue implications:

	2019/20 £000	2020/21 £000	2021/22 £000
Employee costs (see note1)			
Other running costs			
Capital financings costs			
Expenditure	0	0	0
Income from:			
Fees and charges (see note2)	0	0	0
Grant funding (specify)			
Other income			
Total Income	0	0	0
Net Cost(+)/saving (-)	0	0	0

Industry statistics suggest that for every £1 invested there is potential for £30 in economic benefit in return. However, these benefits will be mainly realised in the wider community and returned to the Council through Business Rates. However, it would be wrong to build in a revenue growth due to other variables.

2. Capital Implications

Capital Programme reference from budget book: page line	2018/19 £000	2019/20 £000	2020/21 £000
Proposed Capital Expenditure	0	0	0
Funded by			
Grant (specify)			
Section 106 (specify)			
Other services			
Capital Receipts/Borrowing			
Total Funding	0	0	0

Note: where more than one option /proposal is being made it may be easier to set out the above information in an Appendix.

3. Value for Money (VFM)

The Council has a known benchmark through previous working with Hyperoptic at Kennet Island where the quality of their work and subsequent customer satisfaction ratings are known to have reached an acceptable standard. Customer satisfaction surveys by Trustpilot have awarded the top 5 stars.

4. Risk Assessment

The Council is not required to invest any public monies in this proposal. Hyperoptic are recognised in the industry as an expert and quality provider. As the Wayleave is non-exclusive this does not prevent the Council engaging with others or doing its own private fibre scheme should it find the money and have the appetite to do so.

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READING BOROUGH COUNCIL

REPORT BY EXECUTIVE DIRECTOR OF RESOURCES

TO:	POLICY COMMITTEE		
DATE:	26 SEPTEMBER 2019		
TITLE:	QUARTER 1 2019-20 PERFORMANCE MONITORING REPORT		
LEAD COUNCILLOR:	COUNCILLOR	PORTFOLIO:	CORPORATE & CONSUMER SERVICES
SERVICE:	EMBERSON	WARDS:	BOROUGHWIDE
	FINANCE AND CUSTOMER SERVICES		
LEAD OFFICER:	MATT DAVIS	TEL:	01189 372954
JOB TITLE:	ASSISTANT DIRECTOR OF FINANCE	E-MAIL:	Matthew.Davis@Reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report sets out the projected revenue and capital outturn positions for 2019/20 for both the General Fund and the Housing Revenue Accounts as at the end of June 2019 (Quarter 1).
- 1.2 The report also sets out performance for the first quarter against the measures of success published in the Council's Corporate Plan.

The Corporate Plan sets out:

- The Council's vision and priorities which provide the context for service delivery;
- How the Council works together with partners and our contribution to Shaping Readings Future; and
- The measures the Council will use to show the difference it is making.

Hence the Corporate Plan informs the Council's allocation of resources, its Medium Term Financial Strategy and budget setting process.

- 1.3 The detail supporting this report are included in two appendices:
 - Appendix 1 - Financial Monitoring for Quarter 1, and
 - Appendix 2 - Performance Monitoring for Quarter 1

2. RECOMMENDED ACTION

That the Policy Committee note:

- 2.1 The forecast General Fund revenue outturn position as at the end of June 2019 is a net underspend of £2.154m with weighted risks of £1.990m;
- 2.2 The forecast outturn position on the Housing Revenue Account as at the end of June 2019 is projected to be on budget.

- 2.3 That the forecast outturn on the Capital Programme as at the 30th June 2019 is a projected underspend of £106.4m for the General Fund and a projected underspend of £3.3m for the Housing Revenue Account, and
- 2.4 The performance achieved against the Corporate Plan success measures as set out in paragraphs 7.2-7.6 and Appendix 2 attached.

3. POLICY CONTEXT

- 3.1 Council in June 2018 approved Shaping Reading's Future - Our Corporate Plan 2018-21. The Plan reflects the Council's priorities for Reading and provides direction for staff in delivering services to meet the needs of the communities within the Borough whilst working to a budget and Medium Term Financial Strategy (MTFS) agreed at Council in February 2019. An annual refresh of the Plan was published at Council in June 2019.

4. Financial Performance

General Fund

- 4.1 The forecast outturn shows a projected underspend on General Fund Budgets as at the end of period 3 (June) of (£2.154m). There are also weighted risks of £1.990m. Should all the weighted risks and opportunities materialise then the current projected underspend would decrease to £0.164m. There is further detail set out below.
- 4.2 Economic Growth and Neighbourhood Services (DEGNS) are projecting a net overspend of £1.025m against a budget of £20.824m, which is a decrease of £0.069m since period 2. There are net weighted risks of £0.281m, which have reduced by £0.153m since period 2. The projected overspend is a result of Planning and Regulatory Services forecasting an overspend of £0.145m due mainly to a shortfall in income from HMOs and an ongoing legal case with Great Western Railway. Cultural Services forecasting an overspend of £0.229m due to delays with the Town Hall Intensification project and underachievement of membership fees. Environmental and Commercial Services projecting a £0.505m overspend predominantly due to not achieving income targets in Business Development and Grounds Maintenance. Regeneration and Assets forecasting a £0.479m overspend due to a shortfall in commercial income and the DEGNS Directorate account projecting an overspend of £0.267m due to the new management structure. These costs are offset to some extent by Transportation forecasting an overachievement of parking income (£0.400m) and a (£0.200m) underspend on the Housing General Fund due to receipt of unbudgeted grants to be spent on homeless prevention and support.
- 4.3 The Resources Directorate is forecasting a £0.294m overspend against a budget of £15.114m, which is an increase of £0.094m since period 2. There is also a net weighted opportunity of £0.020m due to potential additional income on the Registrars' Service. The projected overspend is a consequence of Bereavement Services projecting a £0.200m underachievement of income due to the decrease in demand for the Cemeteries and Crematorium service. This is a continuing trend and will need to be addressed through the Medium Term Financial Strategy (MTFS) refresh. A £0.068m income pressure in the Joint

Legal Team due to additional income not being delivered according to plan and capacity requirements in the Elections Team increasing staffing costs above establishment resulting in a £0.026m pressure.

- 4.4 Adult Care and Health Services (DACHS) are forecasting an underspend of (£0.003m) against a budget of £35.880m. However, there are weighted risks of £0.069m relating to the digitisation saving which is at risk of non-delivery.
- 4.5 Brighter Futures for Children have reported a forecast underspend of (£0.040m) which is attributable to vacant posts (£0.074m) offset by an overspend of £0.034m relating to Facilities Management and property lease reviews. There are weighted risks of £1.660m of which £1.525m relate to Children's Social Services.
- 4.6 Corporate budgets are currently forecast to underspend by (£3.431m). Significant budget variations include management review £0.592m and Christmas leave savings £0.100m currently being shown as pressures (the latter based on 2018/19 take up). There is an estimated additional payment due to the Local Enterprise Partnership (LEP) of £0.971m offset by an upside on the S31 grant due to Business Rates Pooling (£2.824m). The current forecast is that contingency budgets (£2.343m) will not be used.
- 4.7 Gross risks being reported in period 3 have increased from £1.943m in period 2 to £3.591m, and potential opportunities have increased from none identified in period 2 to (£0.710m) in period 3. Applying a risk-weighting to this net position has seen the weighted risks increase from £1.176m to £1.990m.
- 4.8 Of the £9.559m of planned savings due to be delivered in 2019/20, £1.048m are reported as R-A-G-B status blue (delivered), £5.058m as green (on track), £1.496m as amber with the remainder £1.957m as red.
- 4.9 In addition to the planned 2019/20 savings, a further £2.104m of savings remained to be delivered from previous years and have been brought forward into 2019/20 - of these £0.126m are green, £0.520m are amber and the remaining £1.458m are red.
- 4.10 Sundry debt as at the end of period 3 is £16.879m, of which £9.520m relates to invoices raised within the last 30 days leaving outstanding debt (30+ days) of £7.359m. The majority of debt over 121 days is Adult Social Care debt and to help address this, the Accounts Receivable Team is working with the department and the Legal Team to review debt monthly. Currently there is £0.473m of debt secured against properties (Deferred Payment Agreements).
- 4.11 The Council has 76 agency contracts as at the end of period 3 and has spent £0.221m on overtime since April 2019. Redundancy costs presently amount to £0.266m relating to 11 posts.

5. Housing Revenue Account

- 5.1 The Housing Revenue Account is forecasting a breakeven position at the end of June 2019. Due to a change in treasury management policy on MRP, the HRA no longer needs the budgeted £3.8m for MRP. Instead this amount will be spent on improving the stock following the condition surveys.

6. Capital Programme

- 6.1 Policy Committee approved the roll forward (and back) of 2018/19 capital underspends on 15th July. They are incorporated into this report. As a consequence General Fund capital expenditure budgets have increased by £10.381m and HRA capital expenditure budgets by £3.677m.
- 6.2 Variations on a project-by-project level are set out in Appendix 2 to this report, with key variances set out below:

Discretionary General Fund Capital Programme

- Homes for Reading - the revised business model for the operation of the company anticipates no further acquisitions in year, and accordingly the originally budgeted expenditure of £15.370m for additional share capital and £16.350m capital loan is not forecast to be incurred in the current year. However, in re-basing the company's operating model, £7.000m of additional loans were approved in order to finance the redemption of previously issued shares. The additional loan counts as capital expenditure whilst the redemption of share capital is treated in accounting terms as a capital receipt.
- The budget for acquisition of commercial investment property was increased in late 2018/19 after which one purchase failed to progress following full due diligence, a second finally completed in early April 2019. The current projection assumes c£37m of additional acquisitions yet to be identified but it is unlikely the remaining c£80m of approved spend will be required. Forecasts will be updated in light of further opportunities materialising.

General Fund Capital Programme

- The approved £14.699m expenditure for the Green Park Station scheme is forecast to slip by £10.949m into future years. Works have been delayed primarily due to challenges with the design. Officers are working with the contractor and designer to mitigate further delays.
- The estimated cost for fleet vehicle replacement is expected to be £1.140m lower than the latest approved budget.
- £1.132m of slippage (to both capital expenditure and corresponding funding sources) is forecast against the South Reading MRT project due to delays with phase 3 construction and phase 4 procurement.
- Other net variances (underspends) against General Fund capital expenditure budgets of £0.611m are reported across a number of other schemes as set out in Appendix 2.
- Capital expenditure across the HRA is forecast to underspend in year by (£7.963m)- the most significant variances being £5.808m in year (against a budget of £8.864m) for the New Build and Acquisitions Scheme due to the withdrawal of the Swallowfield Lane development from the programme due to the tight timescales required by Homes England linked to the grant bid; and £1.799m (against a budget of £3.924m) relating to Fire Safety Works which

reflects a more realistic reprofiling of the necessary fire safety work over a four year period.

7. Corporate Plan Performance

7.1 Paragraphs 7.2 - 7.6 overleaf provide a summary of performance, as at the end of the third quarter, against the success measures published in the Corporate Plan to monitor progress against the Council's six priorities. The tables below highlight where there have been key shifts in performance and show significant variation from the target set.

The full suite of thirty nine¹ measures and progress against targets as at the end of June 2019 are set out in Appendix 2 attached.

The overall RAG Status of these indicators is as follows:

- 16 measures are Green;
- 11 Measures are Amber;
- 10 measures are Red

¹ 2 survey measures, which take place every two years, have no trend information so no status assigned

7.2 Securing the economic success of Reading

Measure	2018/19 Q1	2018/19 Result	2019/20 Q1	2019/20 Target	Performance against target
The percentage of people who are economically active	80.1%	80.7%	80.8%	80.9%	The percentage of economically active people in Reading has marginally increased over the past 3 months. Reading continues to be marginally below the average for the South East region. Latest data covers the period to April 18 - March 19.

7.3 Ensuring access to decent housing to meet local needs

Measure	2018/19 Q1	2018/19 Result	2019/20 Q1	2019/20 Target	Performance against target
Total number of cases where positive action was successful in preventing homelessness - cumulative	95	421	77	440	In addition a further 66 households had their circumstances resolved having become homeless. Number of preventions depends on many factors beyond our, including applicants individual circumstances and decisions made by landlords in the borough. Targeted work to reduce the use of temporary accommodation will contribute towards meeting this target.
Numbers of families in bed & breakfast accommodation (shared facilities)	19	0	0	0	Excellent Performance is maintained. Due to a successful homeless prevention work and the offer of suitable alternatives the number remains at 0.

7.4 Protecting & enhancing the lives of vulnerable adults and children

Measure	2018/19 Q1	2018/19 Result	2019/20 Q1	2019/20 Target	Performance against target
Increased number of service users (Adults) receiving direct payments (DP)	16%	17.9%	17.43%	22%	The percentage of people with a direct payment has remained static, with 12 new people getting a DP and 4 people where the DP was closed. There maintains a drive to increase Direct Payments with all new cases and at point of review for existing cases. This will be tracked and performance managed through the year.
Decrease the permanent new admissions to Residential or Nursing care per 100,000 population for Older People (65+)	146	432	73.89	432	Progress against this target remains good and supports the RBC Adult Social Care ethos of helping people to return home first or utilising extra care facilities to maintain and promote independence and wellbeing.
Decrease the permanent new admissions to Residential or Nursing care per 100,000 population for Younger people (18-64)	11.3 (17/18)	13	0.92	13	Progress against this measure is very good with people assisted to live in their own homes wherever possible.

7.5 Keeping Reading's environment clean, green and safe

Measure	2018/19 Q1	2018/19 Result	2019/20 Q1	2019/20 Target	Performance against target
Percentage of household waste sent for re-use, recycling and composting	34%	32%	36%	35%	The recycling rate has increased, largely due to the new wood recycling contract in place.

7.6 Ensuring the Council is fit for the future

Measure	2018/19 Q1	2018/19 Result	2019/20 Q1	2019/20 Target	Performance against target
Percentage of Council Tax collected (cumulative)	28.7%	96.41%	28.65%	97% (29.28% June target)	0.63% under target, the result is also marginally behind last year (28.70%). We have identified 1 housing association with balances in excess of £100k outstanding as a result of an un-notified change in billing address. Once paid, this will improve collection by approx. 0.1% which should bring us ahead of collection last year but improvement needed to achieve annual target. We have seen the overall debit increase by £1.4m as a result of student exemptions expiring and awaiting information of new student occupants
Percentage of Business Rates collected (cumulative)	28.55%	97.89%	28.07%	97.25% (27.20% June target)	Ahead of target. Behind in comparison to last year (28.55%), however we have seen a greater increase in the total debit, an increase of £650k from the initial debit raised in April, compared to an increase of £348k in the same period last year.
Improve Customer Satisfaction with our front of house	86%	85%	93%	85%	Satisfaction with customer services, those rating the service excellent or good, has improved by 8% this quarter and is exceeding the target set.

8. CONTRIBUTION TO STRATEGIC AIMS

8.1 Our vision as Reading Borough Council is: to ensure that Reading realises its potential - and to ensure that everyone who lives and works here can share the benefits of its success. We have six priorities which contribute to delivering this vision. The priorities are set out below:

- 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 health, education, culture and wellbeing; and
- Ensuring the Council is fit for the future.

Delivery of the Council's budget is essential to ensuring the Council meets its strategic aims and remains financially sustainable going forward.

9. COMMUNITY ENGAGEMENT AND INFORMATION

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

10. EQUALITY IMPACT ASSESSMENT

10.1 The equality duty is relevant to the development of the Budget and Corporate Plan. The specific savings and income proposals included in the budget are subject to consultation and equality impact assessments where required and these are being progressed as appropriate.

11. LEGAL IMPLICATIONS

10.1 The Local Government Act 2003 requires that the Authority reviews its Budget throughout the year and takes any action it deems necessary to deal with the situation arising from monitoring. Currently monitoring reports are submitted to Policy Committee quarterly throughout the year and therefore comply with this requirement.

10.3 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 strategy.

11. FINANCIAL IMPLICATIONS

11.1 The financial implications are set out in the body of the report and Appendix 1 attached.

12. BACKGROUND PAPERS

12.1 Shaping Reading's Future - Our Corporate Plan 2018-21, Annual refresh - spring 2019

12.2 2019/20 Budget and Medium Term Financial Strategy

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APPENDIX 1 - FINANCIAL MONITORING

Period 3 - End of June 2019

OVERALL SUMMARY

For further information regarding this report, please contact:

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Revenue Position and Forecast - Period 3

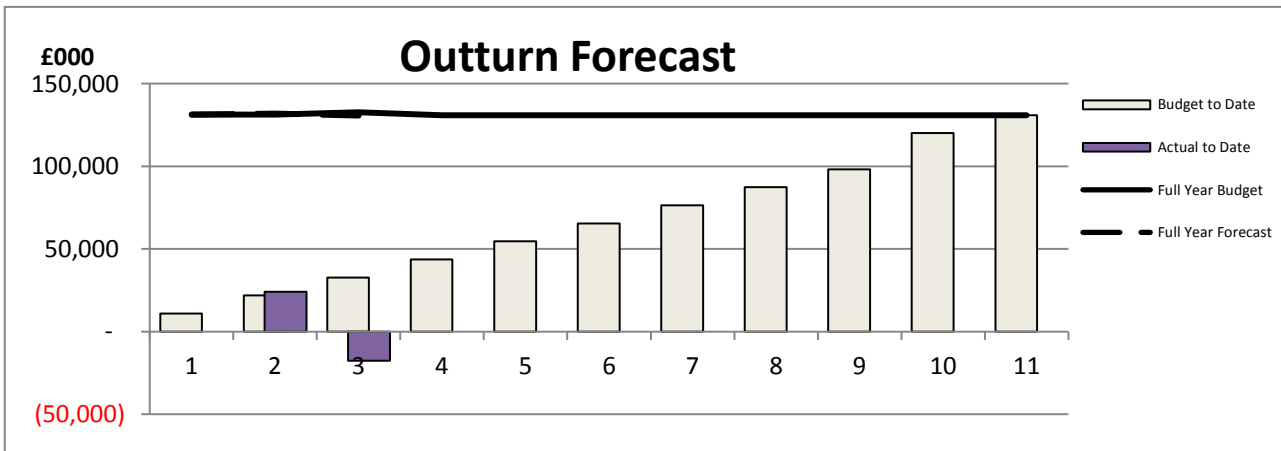
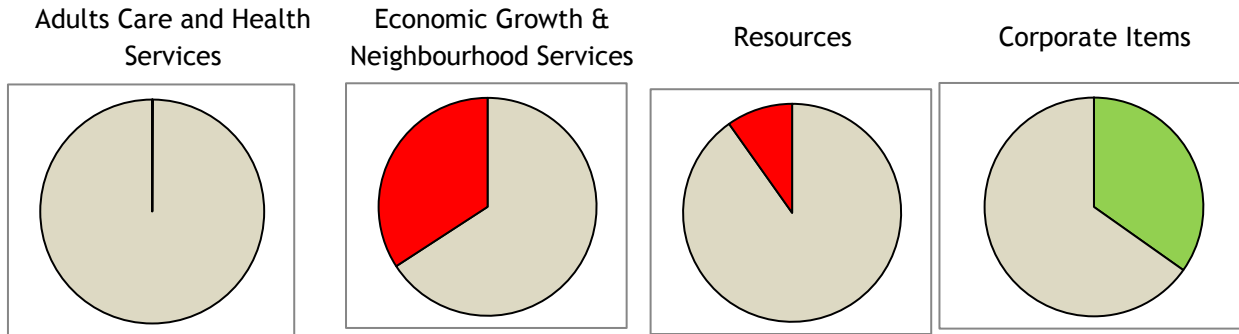
Total General Fund

Latest Revenue Position and Forecast

	Budget to Date (£,000's)	Actual to Date (£,000's)	Variance to Date (£,000's)	Approved Budget (£,000's)	Forecast Outturn (£,000's)	Full Year Variance (£,000's)
<u>Objective Analysis:</u>						
Adults Care and Health Services	8,966	8,956	(10)	35,880	35,877	(3)
Economic Growth & Neighbourhood Services Resources	5,205	2,039	(3,166)	20,824	21,849	1,025
RBC Retained Children's Services (Adoption Agency)	3,777	3,911	134	15,114	15,408	294
Children's Services delivered by BFFc	533	533	-	693	693	-
	10,281	10,266	(16)	41,142	41,102	(40)
TOTAL SERVICE BUDGETS	28,762	25,704	(3,058)	113,652	114,929	1,277
Corporate Items	5,216	3,924	(1,292)	19,152	15,721	(3,431)
TOTAL INCL CORPORATE	33,978	29,628	(4,350)	132,804	130,650	(2,154)
<u>Funding:</u>						
Business Rates (NNDR)	(22,860)	(32,178)	(9,318)	(41,957)	(41,957)	-
Council Tax	(10,758)	(15,143)	(4,385)	(91,109)	(91,109)	-
New Homes Bonus	-	-	-	(3,739)	(3,739)	-
NNDR Rebate (2018-19)	-	-	-	(463)	(463)	-
TOTAL FUNDING	(33,618)	(47,321)	(13,703)	(137,268)	(137,268)	-
Movement to Reserves	-	-	-	4,464	6,618	2,154
NET CONTROLLABLE COST	360	(17,693)	(18,053)	(0)	(0)	-
<u>Subjective Analysis:</u>						
Employee Costs	28,546	27,322	(1,224)	121,371	122,000	630
Premises Costs	4,382	2,403	(1,979)	32,139	32,178	39
Transport-Related Costs	540	378	(162)	2,416	2,436	20
Supplies and Services	12,244	9,980	(2,264)	50,900	50,827	(72)
Contracted Costs	73,696	40,969	(32,727)	303,944	303,124	(819)
Transfer Payments	6,300	758	(5,542)	42,626	42,788	162
Traded Service Costs	-	-	-	-	-	-
Capital Financing Costs	-	-	-	-	-	-
Use of Earmarked Reserves	-	-	-	-	-	-
CONTROLLABLE COST	125,708	81,810	(43,898)	553,394	553,354	(41)
Fees & Charges	(18,047)	(7,752)	10,294	(85,787)	(85,040)	747
Traded Services Income	(14,012)	(60,039)	(46,027)	(90,535)	(91,091)	(557)
Grants & Contributions	(93,289)	(31,711)	61,577	(377,073)	(377,223)	(150)
CONTROLLABLE INCOME	(125,348)	(99,503)	25,845	(553,394)	(553,354)	41
NET CONTROLLABLE COST	360	(17,693)	(18,052)	-	(0)	(0)

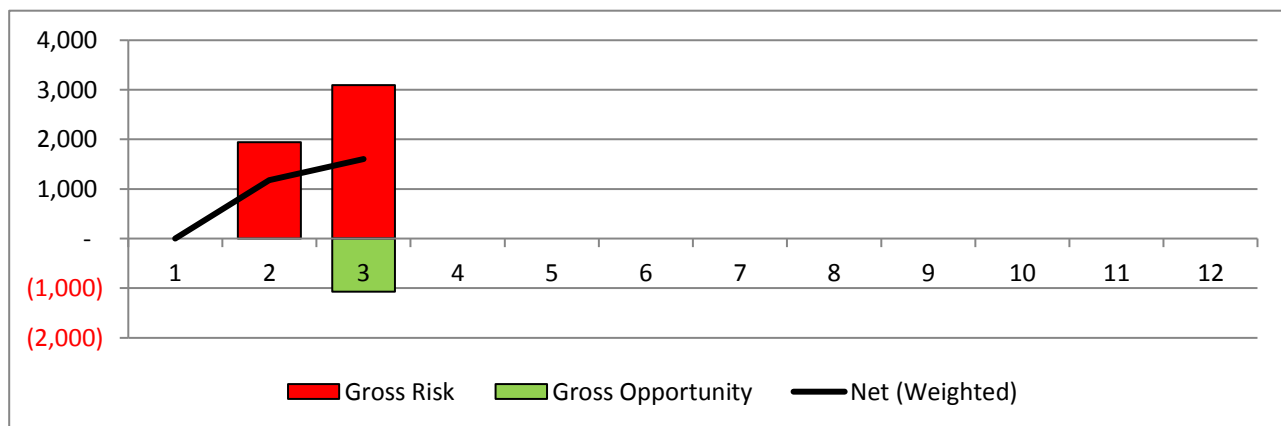
Revenue Position and Forecast - Period 3

Service Summaries



Risks and Opportunities (£,000's)

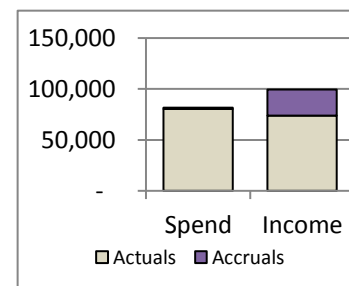
	Risk	Opportunity	Weighted
1 Directorate of Adults Care and Health Services	69	-	69
2 Directorate of Economic Growth & Neighbourhood Services	922	(640)	281
3 Directorate of Resources	-	(30)	(20)
4 Children's Services retained by the Council	-	-	-
5 Children's Services delivered by BFFC (period 2 position)	2,600	(40)	1,660
6 Corporate Items	-	-	-
Total:	3,591	(710)	1,990



Budget Virements (£,000's):

- 1
- 2
- 3
- 4
- 5
- 6
- 7

Actuals and Accruals:



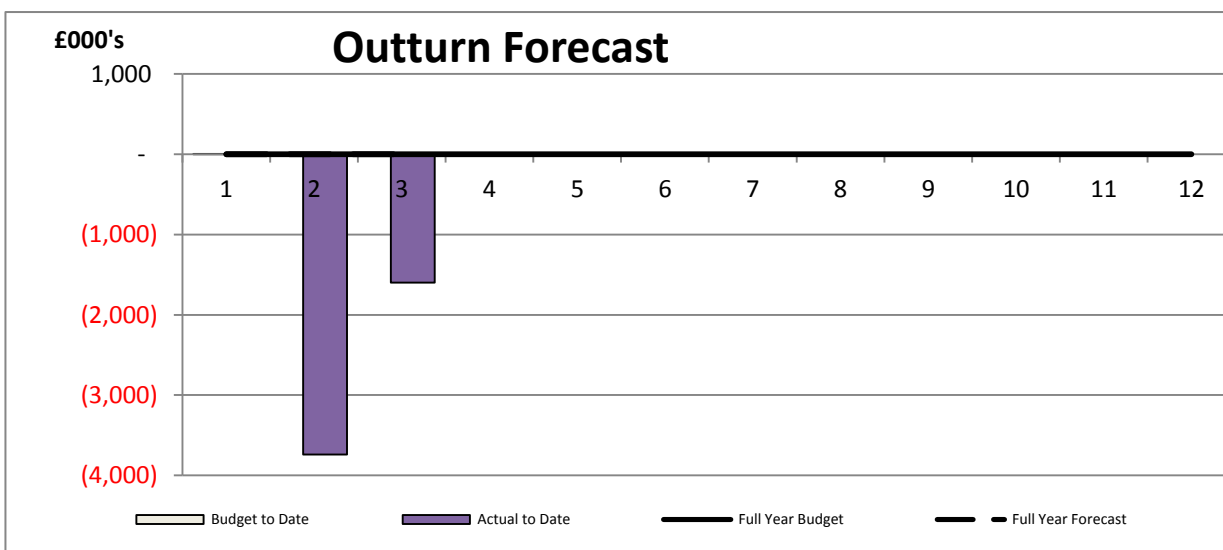
Total:

-

Revenue Position and Forecast - Period 3

Latest Revenue Position and Forecast

	Budget to Date (£,000's)	Actual to Date (£,000's)	Variance to Date (£,000's)	Approved Budget (£,000's)	Forecast Outturn (£,000's)	Full Year Variance (£,000's)
<i>Objective Analysis:</i>						
Responsive Repairs	574	536	(38)	2,294	2,294	-
Planned Maintenance	679	480	(199)	2,715	2,715	-
Major Works	2,026	619	(1,408)	8,105	11,905	3,800
Managing Tenancies	343	246	(97)	1,371	1,371	-
Management, Policy & Support	1,405	1,385	(20)	5,618	5,618	-
PFI	1,767	1,690	(77)	7,066	7,066	-
Rent Collection	326	276	(50)	1,304	1,304	-
Building Cleaning, Energy and other	721	378	(343)	2,883	2,883	-
Capital Financing	2,567	2,567	(0)	10,269	6,469	(3,800)
HRA Income	(9,683)	(9,775)	(92)	(38,732)	(38,732)	-
Movement to/(from) Reserve	(723)	-	723	(2,893)	(2,893)	-
NET CONTROLLABLE COST	-	(1,599)	(1,599)	-	-	-
<i>Subjective Analysis:</i>						
Employee Costs	1,756	1,575	(181)	7,029	7,029	-
Premises Costs	3,695	1,771	(1,924)	14,786	18,586	3,800
Transport-Related Costs	64	7	(57)	256	256	-
Supplies and Services	515	300	(215)	2,060	2,060	-
Contracted Costs	2,260	2,049	(211)	9,042	9,042	-
Recharges	4,352	1,197	(3,155)	17,416	13,616	(3,800)
Traded Service Costs	-	-	-	-	-	-
Capital Financing Costs	-	2,567	2,567	-	-	-
CONTROLLABLE COST	12,642	9,465	(3,177)	50,588	50,588	-
Gross Income	(2,962)	(1,276)	1,687	(11,854)	(11,854)	-
Traded Services Income	(8,681)	(8,790)	(109)	(34,737)	(34,737)	-
Grants & Contributions	(999)	(999)	(0)	(3,997)	(3,997)	-
CONTROLLABLE INCOME	(12,642)	(11,065)	1,577	(50,588)	(50,588)	-
NET CONTROLLABLE COST	0	(1,599)	(1,599)	-	-	-



2019-20 Capital Programme

Original Net Budget Scheme Name (£,000's)	Approved Budget		Forecast		Forecast Variance	
	Spend (£,000's)	Funding (£,000's)	Spend (£,000's)	Funding (£,000's)	Spend (£,000's)	Funding (£,000's)
150 Alternative premise for Learning Disability Respite Service & Learning Hub	150	-	150	-	-	-
375 Alternative premise for Mental Health Supported Living Service & Wellness Hub	375	-	375	-	-	-
45 Care and Support Dynamic Purchase Framework	138	(93)	-	-	(138)	93
- Disabled Facilities Grants (Private Sector-Ringfenced Grant)	993	(993)	993	(993)	-	-
570 DACHS Total	1,656	(1,086)	1,518	(993)	(138)	93
- Avenue Expansion	194	(194)	184	(184)	(10)	10
- Blessed Hugh Faringdon - Asperger Unit 30 place expansion (SEN)	316	(316)	218	(218)	(98)	98
- Civitas- Synthetic Sports Pitch	329	(329)	329	(329)	-	-
600 Cranbury College at JMA	894	(294)	850	(294)	(44)	-
- Crescent Road Playing Field Improvements	314	(314)	314	(314)	-	-
- Critical Reactive Contingency: Health and safety (Schools)	524	(524)	520	(520)	(4)	4
100 Foster Carer Extensions	167	-	167	-	-	-
- Green Park Primary School	2,906	(2,906)	2,906	(2,906)	-	-
- Heating and Electrical Programme - Manor Pry Power	157	(157)	157	(157)	-	-
- Heating and Electrical Renewal Programme	821	(821)	821	(821)	-	-
- Initial Viability work for the Free School at Richfield Avenue	260	(260)	260	(260)	-	-
- Katesgrove Primary Trooper Potts Building	2,632	(2,632)	2,632	(2,632)	-	-
- Meadway Early Years Building Renovation	243	(243)	148	(148)	(95)	95
- New ESFA funded schools - Phoenix College	4,051	(4,051)	4,051	(4,051)	-	-
- New ESFA funded schools - St Michaels	2,517	(2,517)	2,517	(2,517)	-	-
- Primary Schools Expansion Programme - 2013-2017	740	(740)	400	(400)	(340)	340
- Schools - Fire Risk Assessed remedial Works	199	(199)	199	(199)	-	-
- Thameside SEN Expansion	66	(66)	66	(66)	-	-
217 The Heights Permanent Site Mitigation	1,755	(1,510)	1,825	(1,825)	70	(315)
- The Heights Temporary School	71	(71)	71	(71)	-	-
917 DCEEHS Total	19,156	(18,144)	18,635	(17,912)	(521)	232
- Abbey Quarter	524	(524)	524	(524)	-	-
- Accommodation Review - Phase 2A & B	133	-	133	-	-	-
3,709 Accommodation Review - Phase 2C (19 Bennet Road)	4,460	-	4,460	-	-	-
100 Accommodation Review - Town Hall	291	-	291	-	-	-
- Air Quality Monitoring	97	(97)	97	(97)	-	-
410 Bridges and Carriageways	2,443	(1,623)	2,443	(1,623)	-	-
- Car Parking - P&D, Red Routes, Equipment	100	(100)	100	(100)	-	-
- Car Parks Partnership	226	(226)	242	(242)	16	(16)
- Cattle Market Car Park	523	(523)	523	(523)	-	-
- CCTV	50	(50)	50	(50)	-	-
30 Cemeteries and Crematorium	60	-	124	-	64	-
75 Central Pool Regeneration	775	(483)	775	(483)	-	-
- Chestnut Walk Improvements	25	(25)	120	(38)	95	(13)
- CIL Local Funds - Community	25	(25)	25	(25)	-	-
- CIL Local Funds - Heritage and Culture	70	(70)	70	(70)	-	-
- CIL Local Funds - Leisure and Play	301	(301)	301	(301)	-	-
- CIL Local Funds - Transport	217	(217)	217	(217)	-	-
280 Community Hubs	589	(274)	619	(274)	30	-
50 Community Resilience	58	-	58	-	-	-
100 Culture & Leisure facilities	133	-	133	-	-	-
- Defra Air Quality Grant - Bus Retrofit	1,191	(1,191)	1,191	(1,191)	-	-
- Defra Air Quality Grant - Go Electric Reading	24	(24)	24	(24)	-	-
226 Development of facilities at Prospect Park/Play	401	(200)	584	(563)	183	(363)
- Eastern Area Access Works	340	(340)	100	(100)	(240)	240
- Green Park Station	14,699	(14,699)	3,750	(3,750)	(10,949)	10,949
50 Grounds Maintenance Workshop Equipment	50	-	50	-	-	-
2,000 Invest in council buildings/Health & safety works	2,268	-	2,268	-	-	-
54 Invest to save energy savings - Street lighting	54	-	54	-	-	-
348 Invest to Save Salix (match funding for Energy Efficiency Schemes)	411	-	411	-	-	-
500 Leisure Procurement	542	-	542	-	-	-
- Local Traffic Management and Road Safety Schemes	292	(292)	292	(292)	-	-
- LTP Development	715	(715)	200	(200)	(515)	515
- NCN Route 422	423	(423)	423	(423)	-	-
- Oxford Rd Community Centre	-	-	-	-	-	-
- Oxford Road Corridor Works	322	(322)	200	(200)	(122)	122
226 Playground equipment and Refreshment: Boroughwide	270	(44)	270	(44)	-	-
300 Private Sector Renewals	406	-	406	-	-	-
250 Pumping Station Upgrade Scheme (new)	250	-	250	-	-	-
18 re3 extending range of recyclables	48	(31)	48	(31)	-	-
(23) Reading Football Club Social Inclusion Unit to SRLC	973	(976)	1,496	(1,496)	523	(520)
- Reading Town Centre Design Framework	86	(86)	86	(86)	-	-
- Reading West Station	199	(199)	399	(399)	200	(200)
350 Replacement Vehicles	1,538	-	398	-	(1,140)	-
- Rogue Landlord Enforcement	75	(75)	75	(75)	-	-
- S106 individual schemes list	334	(334)	150	(150)	(184)	184
300 Small Leisure Schemes	432	(200)	432	(200)	-	-
- Smart City Cluster project and C-ITS	1,877	(1,877)	1,230	(1,230)	(647)	647
- South Reading MRT (Phases 1 & 2)	362	(362)	362	(362)	-	-

2019-20 Capital Programme

Original Net Budget Scheme Name (£,000's)	Approved Budget		Forecast		Forecast Variance	
	Spend (£,000's)	Funding (£,000's)	Spend (£,000's)	Funding (£,000's)	Spend (£,000's)	Funding (£,000's)
- South Reading MRT (Phases 3 & 4)	6,947	(6,947)	5,815	(5,815)	(1,132)	1,132
94 The Keep	94	-	94	-	-	-
- Traffic Management Schools	295	(295)	95	(95)	(200)	200
25 Tree Planting	22	-	22	-	-	-
- Waste Operations - In Cab Waste Management System	70	-	70	-	-	-
- West Reading Transport Study - Southcote/Coley Improvements	72	-	72	(72)	-	(72)
- Western Area Access Works	128	(128)	128	(128)	-	-
9,472 DEGNS Total	47,310	(34,298)	33,292	(21,493)	(14,018)	12,805
1,291 Digital Solutions	1,466	-	842	-	(624)	-
300 Digital Transformation and Innovation	407	-	300	-	(107)	-
490 Future ICT & Digital Operating Model	490	-	490	-	-	-
2,018 ICT Infrastructure (Invest to save)	2,268	-	2,420	-	152	-
206 Oracle Capital Works - financed through reduced rental	207	-	207	-	-	-
4,305 DoR Total	4,838	-	4,259	-	(579)	-
4,254 Delivery Fund (incl Equal Pay)	6,983	-	7,358	-	375	-
4,254 Corporate Total	6,983	-	7,358	-	375	-
19,518 GENERAL FUND CAPITAL PROGRAMME	79,943	(53,528)	65,062	(40,398)	(14,881)	13,130
	Net:	26,415	24,664		(1,751)	
146,100 Purchase of Commercial Property	149,923	-	70,000	-	(79,923)	-
19,250 Homes for Reading - Loan Finance	16,350	-	-	-	(16,350)	-
15,750 Homes for Reading - Share Capital	15,370	-	-	-	(15,370)	-
- Homes for Reading - Share Redemption	-	-	7,000	-	7,000	-
181,100 DISCRETIONARY GENERAL FUND CAPITAL PROGRAMME	181,643	-	77,000	-	(104,643)	-
	Net:	181,643	77,000		(104,643)	
200,618 TOTAL GENERAL FUND CAPITAL PROGRAMME	261,586	(53,528)	142,062	(40,398)	(119,524)	13,130
	Net:	208,058	101,664		(106,394)	

Original Net Budget Scheme Name (£,000's)	Approved Budget		Forecast		Forecast Variance	
	Spend (£,000's)	Funding (£,000's)	Spend (£,000's)	Funding (£,000's)	Spend (£,000's)	Funding (£,000's)
600 Disabled Facilities Grants (Local Authority Tenants)	600	-	670	-	70	-
8,687 Housing Revenue Account-Major Repairs	10,246	-	9,540	-	(706)	-
1,400 Housing Revenue Account-Hexham Road	1,538	-	1,400	-	(138)	-
8,524 Housing Revenue Account-New Build and Acquisitions	8,864	-	3,056	-	(5,808)	-
210 Housing Revenue Account-New Build and Acquisitions from GF	298	-	210	-	(88)	-
970 Housing Revenue Account-New Build - Conwy Close	1,169	-	1,225	-	56	-
1,200 Housing Revenue Account-New Build - Phase 3	1,250	-	1,700	-	450	-
1,991 Housing Revenue Account-Fire Safety works	3,294	-	1,495	-	(1,799)	-
(177) Grants & Contributions	-	(368)	-	-	-	368
(2,881) Capital Receipts	-	(3,131)	-	(1,348)	-	1,783
(12,678) Other - Major Repairs Reserve	-	(15,634)	-	(13,105)	-	2,529
7,846 HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME	27,259	(19,133)	19,296	(14,453)	(7,963)	4,680
	Net:	8,126	4,843		(3,283)	

APPENDIX 1 - FINANCIAL MONITORING

Period 3 - End of June 2019

Other Details

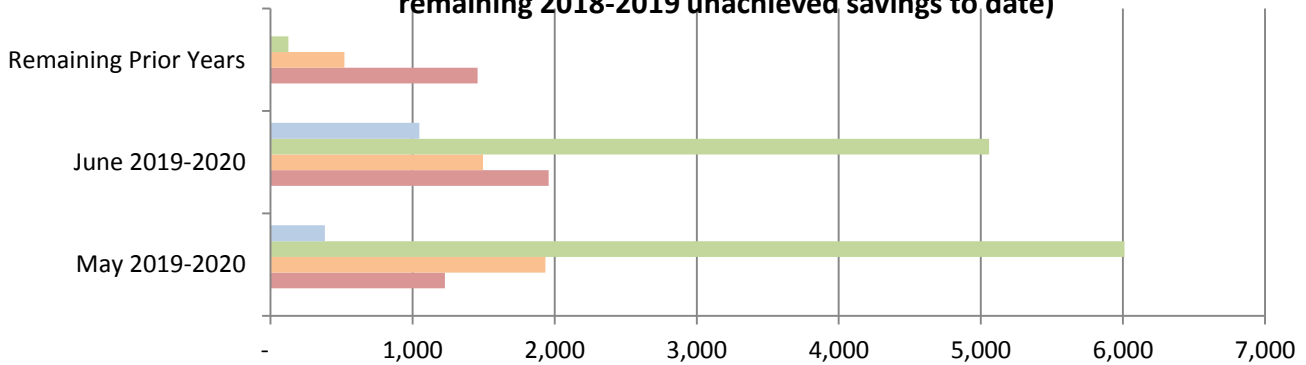
For further information regarding this report, please contact:

Matt Davis
Matthew.Davis@Reading.gov.uk

Savings 2019-2020 - End of June 2019

The below graphs shows the outstanding 2018-19 unachieved savings and 2019-20 savings programme. This totals £11.663m for the overall council, including £2.104m worth of prior year savings not achieved during prior years.

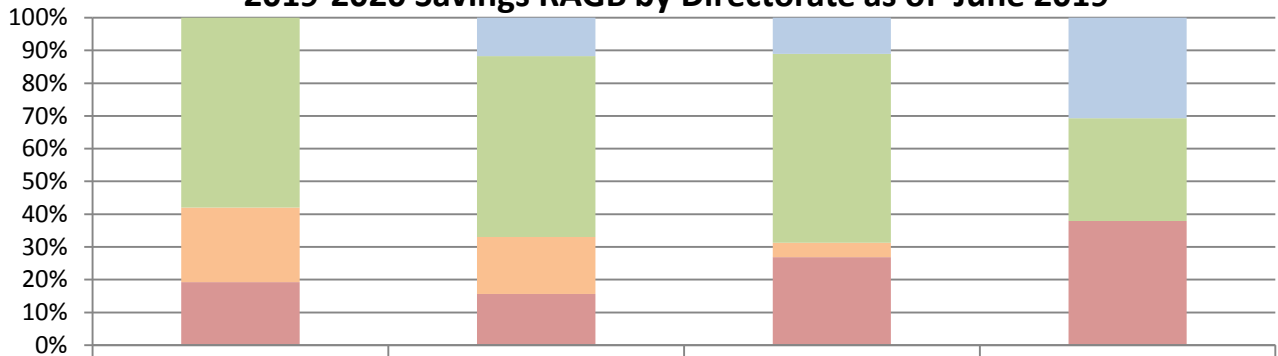
Total 2019-2020 Savings by RAGB compared to previous month (including remaining 2018-2019 unachieved savings to date)



	May 2019-2020	June 2019-2020	Remaining Prior Years
Blue	383	1,048	-
Green	6,012	5,058	126
Amber	1,936	1,496	520
Red	1,228	1,957	1,458
Total	9,559	9,559	2,104

The next graph shows the current RAGB rating per directorate as at June 2019 and the percentage per area.

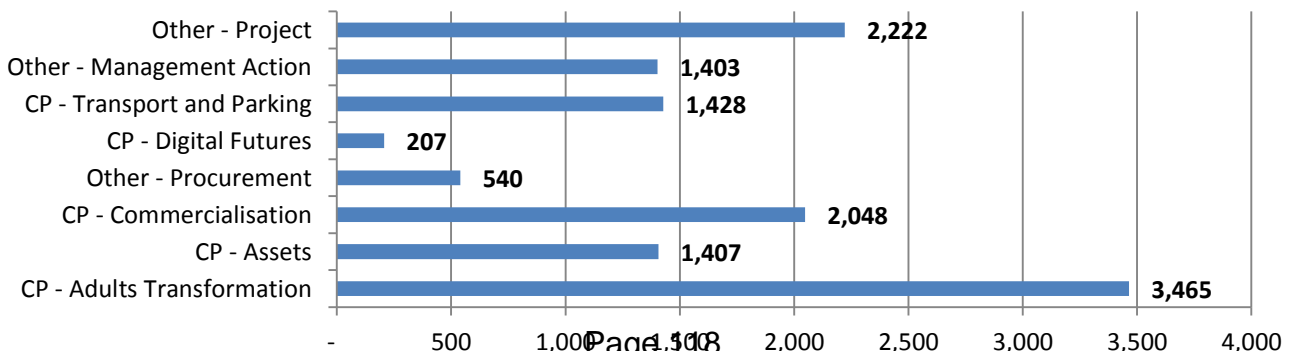
2019-2020 Savings RAGB by Directorate as of June 2019



	DACHS	DEGNS	DOR	CORP
Blue	-	572	76	400
Green	1,561	2,690	397	410
Amber	615	851	30	-
Red	517	761	185	494

The Council has created delivery projects that have individual savings attached for review and to assist implementation. The data below shows the 2019-2020 budget savings and any remaining prior year savings per project.

2019-2020 and remaining prior year savings per project



List of Savings with Red rated elements within 2019-2020

Ref	SAVINGS PROPOSAL	2019-20 Savings £000s				
Directorate of Adults Care and Health Services		TOTAL	RED	AMBER	GREEN	BLUE
DACHS01-B	Delivery Models for Commissioning, Prevention & Quality Services	500	500	0	0	0
Digitisation	Digitisation saving apportioned out to each directorate, over and above already set directorate savings. Business cases to be approved by Digital Futures Board.	17	17	0	0	0
Directorate of Adults Care and Health Services		517	517	0	0	0
Directorate of Economic Growth & Neighbourhood Services		TOTAL	RED	AMBER	GREEN	BLUE
DENS03-A	Additional Income from Advertising - Further income to be generated from advertising . A separate report is included in the 5th December Policy Committee agenda.	25	25	0	0	0
DENS12-B	Introduce 'Live Screening' of high profile performances.	10	5	0	5	0
DENS32-C (DENS55-B)*	Achieve Full Cost Recovery & review Fees and Charges council wide.	25	25	0	0	0
DENS33-B	Review and increase all allotment rental charges and review plot sizes.	26	26	0	0	0
DENS44-A	More efficient use of staff transport by increased use of Pool cars.	73	73	0	0	0
DENS29-C & DEN	Continue to review existing property holdings e.g. Old Civic Site and Southside./Increase income from commercial property acquisitions - additional stretch target	750	519	0	231	0
DENS-ECD5	Theatres Fees and Charges Increases	40	20	0	20	0
DENS (CSS50-C)	Increased Fee income following review of Fees and Charges	60	60	0	0	0
Alternative to market testing	Commercialisation - Alternative to Market testing	8	8	0	0	0
Directorate of Economic Growth & Neighbourhood Services		1,017	761	0	256	0
Directorate of Resources		TOTAL	RED	AMBER	GREEN	BLUE
CSS-L&D2	Income generation from charging for services, assuming new delivery model for legal services implemented	90	60	30	0	0
CSS2	Housing Benefit overpayment recovery	125	125	0	0	0
Directorate of Resources		215	185	30	0	0
Corporate		TOTAL	RED	AMBER	GREEN	BLUE
CSS43-C	Management and Staffing Review	444	444	0	0	0
CSS44-C	Proposal to put in place a number of changes to staff terms and conditions and update the policy framework to reflect modern and best practice	50	50	0	0	0
Corporate		494	494	0	0	0
TOTAL of Savings with Red rated elements within 2019-2020		2,243	1,957	30	256	0

List of Prior Years Red and Amber Savings still Outstanding

Savings

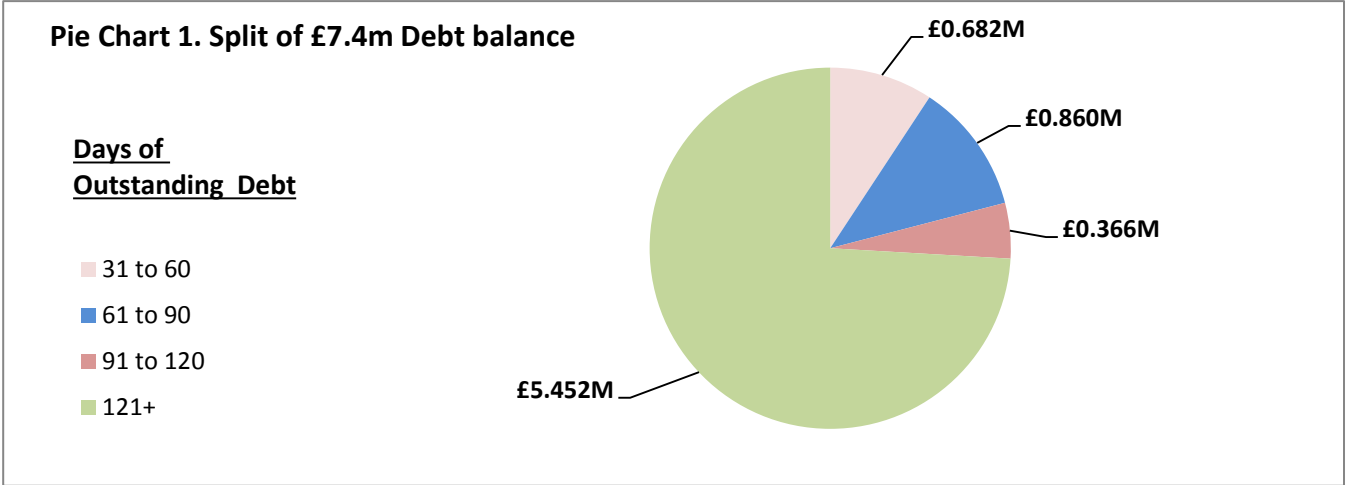
Ref	SAVINGS PROPOSAL	Prior Years Savings £000s				
		TOTAL	RED	AMBER	GREEN	BLUE
All Directorates						
DACHS01-B	Delivery Models for Commissioning, Prevention & Quality Services	250	250	0	0	0
DACHS25-A & DACHS26-A	Deputies - Review the charging policy and implementation of CASPAR software to improve efficiencies	25	0	25	0	0
DACHS2-C	Changes to the Adult Social Care Front Door	220	0	220	0	0
DACHS5-C	Increased usage of Assistive Technology and Equipment	200	200	0	0	0
DACHS7-C	Increased usage of Direct Payments	100	0	100	0	0
Digitisation	Digitisation saving apportioned out to each directorate, over and above already set directorate savings. Business cases to be approved by Digital Futures Board.	52	52	0	0	0
Apprenticeship Levy	Reduction on Training Budget	41	41	0	0	0
DENS12-B	Introduce 'Live Screening' of high profile performances.	10	10	0	0	0
DENS19-A	Reduction in professional specialist, management, enforcement and administrative resources; an increase to pre-planning application fees by 10%; Forecast increase in planning application fee income. Reduction of 5/6 posts. This will result in reduced capacity to negotiate wider community benefits including affordable housing, Increased response times and a reduction in enforcement capacity,	60	60	0	0	0
DENS19-B	Introduce weekend charging for Hospital & University Pay & Display (P&D)	50	0	25	25	0
DENS27-C	Explore creation of coordinated enforcement operation across Regulatory & Transportation services	29	29	0	0	0
DENS29-B	Explore utilisation of Re3 facilities to introduce trade use of the public recycling centre to generate income	50	50	0	0	0
DENS37-A	Creation of 2 new works gangs, one to take on additional grounds maintenance work from internal and external sources and one to take on further external arboricultural and tree surveying works. Both proposals rely on compliance with the internal trading directive, sufficient administration support and full roll out of the digital agenda.	150	150	0	0	0
DENS41-C	Review of Neighbourhood and Streetcare Services fees and charges and enforcement activity.	69	69	0	0	0
DENS43-AA (T&S5)	Increased provision of Red Routes thus increased enforcement income (invest to save with initial capital investment £40K)	50	50	0	0	0
DENS50-A	Out of Hours Car Parking Charges - Raise income from out-of-hours car parking on Council sites, for example use at evenings and weekends.	50	50	0	0	0
DENS56-A	Environment Contract Renegotiation - Savings through renegotiation of existing contract.	150	0	150	0	0
Digitisation	Digitisation saving apportioned out to each directorate, over and above already set directorate savings. Business cases to be approved by Digital Futures Board.	52	52	0	0	0

List of Prior Years Red and Amber Savings still Outstanding

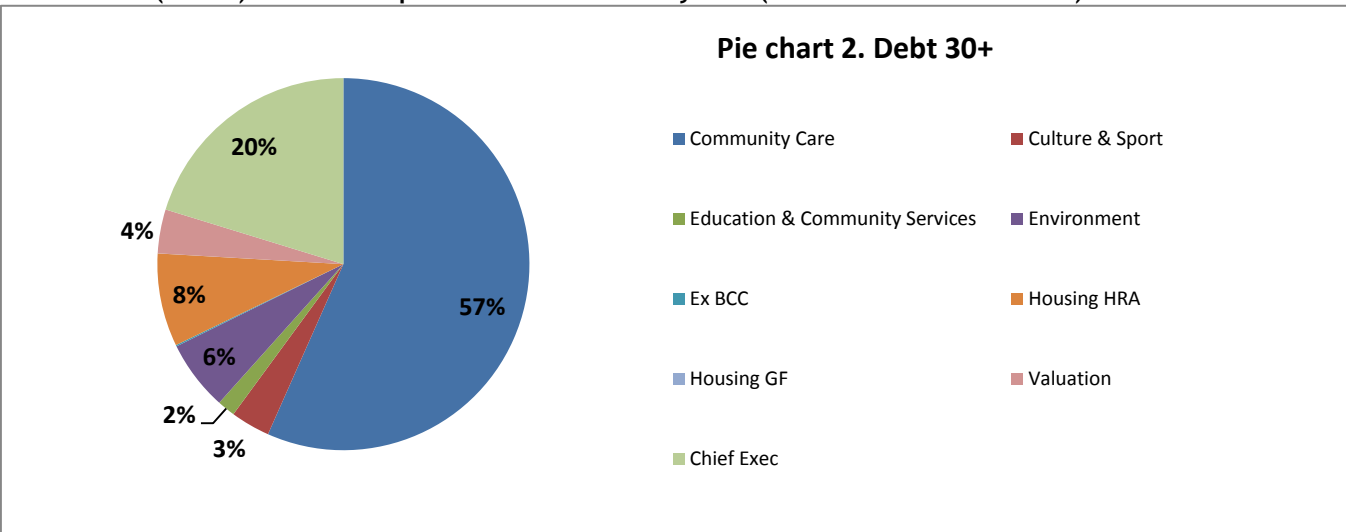
Ref	SAVINGS PROPOSAL	Prior Years Savings £000s				
		TOTAL	RED	AMBER	GREEN	BLUE
All Directorates						
Digitisation	Digitisation saving apportioned out to each directorate, over and above already set directorate savings. Business cases to be approved by Digital Futures Board.	52	52	0	0	0
CSS14-B	EU Settlement card service - started January 2017 so should get FYE in 2017/18	27	27	0	0	0
CSS25-C	Increase Income from fees and charges across the registration and bereavement service	15	15	0	0	0
CSS33-C	Convert Locum solicitors into Permanent Solicitors	33	33	0	0	0
CSS12-C (CSS22-B)	Christmas closure	120	120	0	0	0
CSS43-C	Management and Staffing Review	148	148			
BFFC Various		35	35	0	0	0
TOTAL of Prior Years Savings with Red and Amber Elements still Outstanding		2,003	1,458	520	25	0
TOTAL of Savings with Red Elements in 19-20 & Red/Amber Elements in Prior Years		4,246	3,415	550	281	0

Debt Performance - End of June 2019

The pie chart below shows the sundry debt as at the end of Period 3 (in excess of 30 days old) to total £7.359m compared to £7.367m at the end of Period 2.

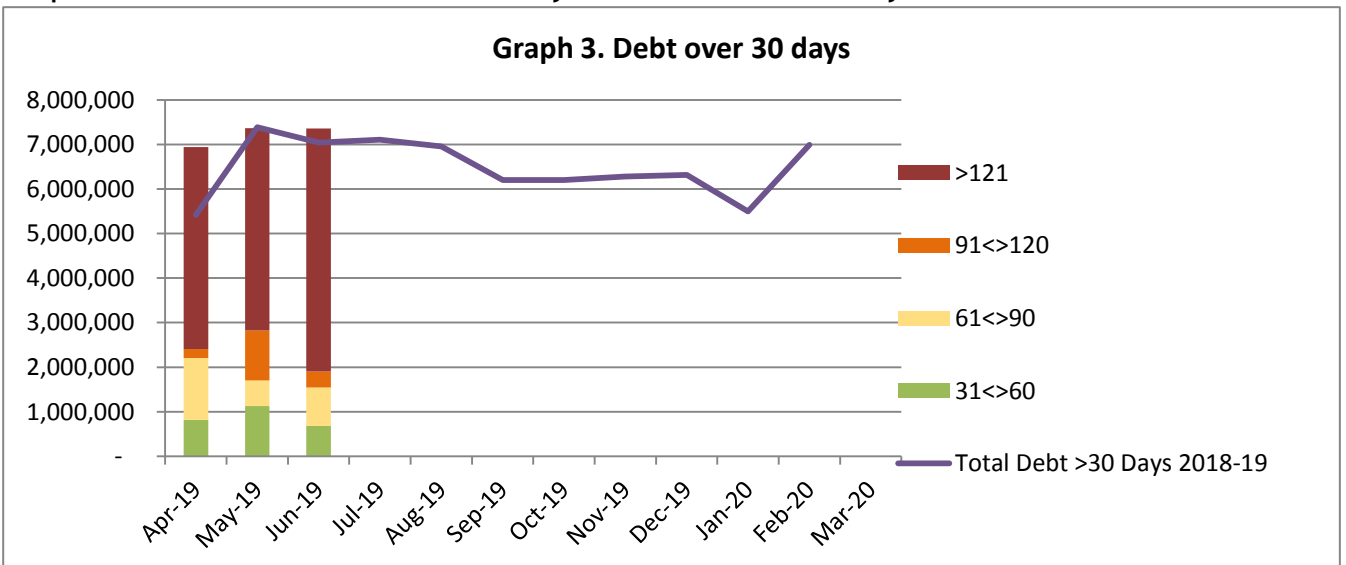


Pie Chart 2 (below) shows the split of debt over 30 days old (Breakdown of the £7.4m)



Note: Community Care includes Adult Client debt and invoices relating to NHS/CCG. As of Period 3, debt has been secured against 5 properties totalling £0.473m. Education Services includes the majority of Schools service level agreement invoices.

Graph 3 shows the trend of debt over 30 days for 2019-2020 financial year.



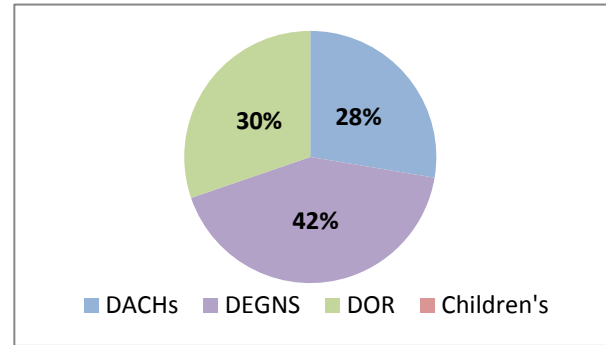
Debt over 121 days old has increased by £0.907m to £5.452m since the end of period 2.

Agency and Staffing - End of June 2019

Agency contracts with the council as at the end of June 2019.

Number of agency workers by directorate

Directorate	Number of June Agency	Previous Month
DACHs	21	15
DEGNS	32	37
DOR	23	22
Children's	0	1
Total	76	75



Agency staff by post name (top 4)

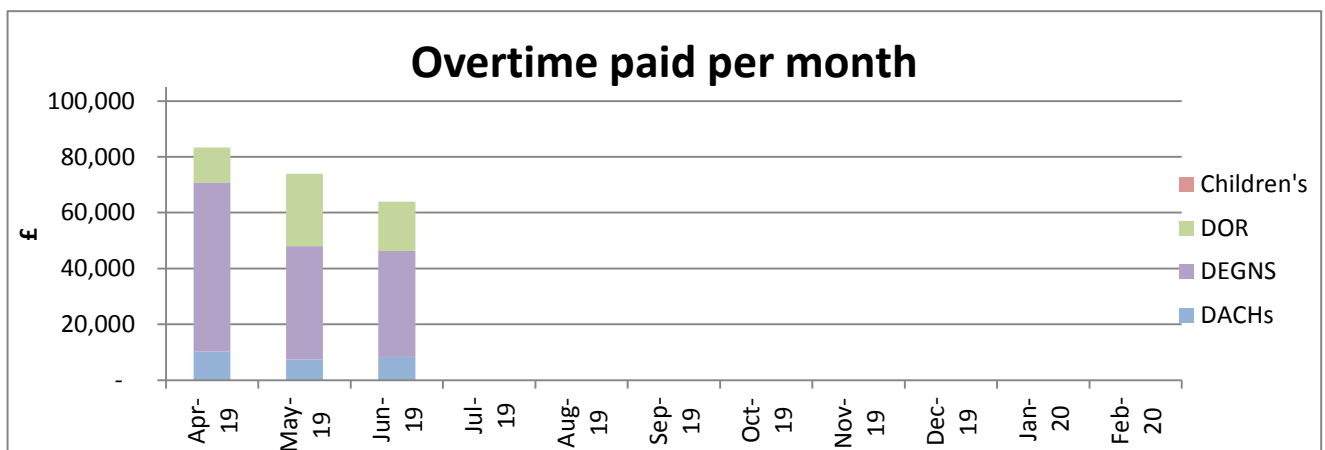
Post name	No.
Case Progression Officer	10
Grounds Person	7
Refuse Loader	7
Occupational Therapist	6

Agency spend by directorate per quarter (£000s)

Directorate	Q1(18-19)	Q2(18-19)	Q3(18-19)	Q4(18-19)	Q1(19-20)
DACHs	501	491	368	456	344
DEGNS	424	420	345	423	312
DOR	805	685	580	486	314
Children's	1,521	1,518	1,215	1,687	1,414
Total	3,251	3,114	2,508	3,052	2,384

Overtime paid by directorate (June and actual to date for 2019-2020)

Directorate	June 2019 Only	Actual to Date 2019-2020
DACHs	£ 8,331	£ 26,025
DEGNS	£ 37,960	£ 139,130
DOR	£ 17,643	£ 56,048
Children's	£ -	£ -
Total	£ 63,934	£ 221,203









Redundancies within 2019-2020






Directorate	Redundancies Costs £	No. of Redundancies
DACHS	129,546	8
DEGNS	134,026	2
DOR	2,250	1
Total	265,822	11





Redundancy expenditure will either be funded through the capitalisation directive if the redundancy relates to transformation or through use of the redundancy revenue reserve.







Currently no redundancy charges have been reflected within the Period 3 reporting.






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Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Baseline	2018/19 Result	2019/20 Q1 Result	2019/20 Target	Direction of travel	Average for comparator group	Comments
Securing the Economic Success of Reading	Average journey times to the town centre by public transport	National	High	23 mins	22 mins	Annual	21 mins			On going work with Reading buses to secure improvements to pinch points where possible and reduce journey times
Securing the Economic Success of Reading	Percentage of people aged 16 - 64 who are economically active	National	High	80.10%	80.70%	80.80%	80.90%		80.8% (SE)	Economically active people in Reading has marginally increased over the past 3 months. Reading continues to be below the average for the South East region. Latest data covers the period to April 2018 - Mar 2019
Securing the Economic Success of Reading	Growth in Business Rates Tax Base	National	High	11.10%	3.47%	Annual	2.00%		Not Available	Debit increase in comparison to 31/03/2019 (£137,981,990) against 30/06/2019 (144,374,753), the raw increase being 4.63%. Factor the current net rates against the increase in multiplier to adjust the net debit to 141,140,288 bringing the current increase to 2.29%. This can fluctuate throughout the year as RV's are bought in and removed from the lists. and exemptions applied.
Securing the Economic Success of Reading	Superfast broadband coverage	National	High	98%	99.01%	On Track	100%			Delivery is on track to achieve target for the end of the calendar year
Securing the Economic Success of Reading	Reduction in percentage of young people Not in Education, Employment or Training (NEET)	National	Low	2.80%	4.00%	3.80%	1.90%			Commentary to be added
Securing the Economic Success of Reading	Gross Value Added (GVA) per worker	National	High	£64,200	£64,152	Annual	£67,410			Gross Value Added (GVA) is the measure of the value of goods and services produced in an area. Annual measure




Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Baseline	2018/19 Result	2019/20 Q1 Result	2019/20 Target	Direction of travel	Average for comparator group	Comments
Ensuring access to decent housing to meet local needs	Number of additional homes completed per annum	Local	High	700	910	Annual	671		Not Available	Highest since 2015 and second highest since records started in 1985.
Ensuring access to decent housing to meet local needs	Number of additional affordable homes completed (includes council homes and through planning process)	Local	High	63	158	Annual	201		N/A	Figures include the first tranche of new council homes from Conwy Close
Ensuring access to decent housing to meet local needs	Numbers of families in bed & breakfast accommodation (shared facilities) - snapshot	Local	Low	17	0	0	0		N/A	Due to a successful homeless prevention work and the offer of suitable alternatives the number remains at 0.
Ensuring access to decent housing to meet local needs	Total number of cases where positive action was successful in preventing homelessness - cumulative	Local	High	95	421	77	440		N/A	In addition to this a further 66 households had their circumstances resolved having already become homeless. The number of preventions depends on many factors outside of the teams control, including applicants individual circumstances and the decisions made by landlords in the borough. The targeted work to reduce the usage of temporary accommodation will contribute towards meeting this target.
Ensuring access to decent housing to meet local needs	Percentage of Houses of Multiple Occupation (HMO's) licensed under mandatory licensing schemes	Local	High	New Measure	30%	32%	32%		N/A	Continued work with HMO owners to secure new licence applications



Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Baseline	2018/19 Result	2019/20 Q1 Result	2019/20 Target	Direction of travel	Average for comparator group	Comments
Protecting & enhancing the lives of vulnerable Adults & Children	Reducing the number of days that people are unable to leave hospital because of social care delays (bed days)	National	Low	2818	1322	109 (April & May only)	1273		3.70%	Whilst there has been significant pressures within the hospital with admissions in May at the highest level in the last 12 months, the measure is under the target for 2019/20 (of approx. 106 bed days a month). The RBC hospital discharge team continue to ensure patients are back into the community at a good rate.
Protecting & enhancing the lives of vulnerable Adults & Children	Increase the number of service users (Adults) receiving direct payments	National	High	16.3%	17.87%	17.43	22%		23.3% (CIPFA 2017/18)	The percentage of people with a Direct Payment has remained static, with 12 new people getting a DP whereas a similar number had a DP closed. There maintains a drive to increase Direct Payments with all new cases and at point of review. This will be tracked and performance managed through the year.
Protecting & enhancing the lives of vulnerable Adults & Children	Decrease the permanent new admissions to Residential or Nursing care per 100,000 population for Older People (65+)	National	Low	596.7	432	73.89	550 per year per 100,000		568.5 (England 2017/18)	Progress against this target remains good and supports the RBC Adult Social Care ethos of helping people to return home first or utilising extra care facilities to maintain and promote independence and wellbeing.
Protecting & enhancing the lives of vulnerable Adults & Children	Decrease the permanent new admissions to Residential or Nursing care per 100,000 for adults under 65	Local	Low	11.3	13	0.92	13		13.5 (England 2017/18)	Progress against this measure is very good with people assisted to live in their own homes wherever possible.

Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Baseline	2018/19 Result	2019/20 Q1 Result	2019/20 Target	Direction of travel	Average for comparator group	Comments
Protecting & enhancing the lives of vulnerable Adults & Children	Timeliness of Early Help Assessments (Percentage completed within timescale 5 weeks)	Local	High	82%	93%	98%	95%			Commentary to add
Protecting & enhancing the lives of vulnerable Adults & Children	Percentage of placements for children looked after within 20+ miles	Local	High	62%	68%	67%	75%			Commentary to add
Protecting & enhancing the lives of vulnerable Adults & Children	Percentage of children looked after who have experienced 3+ placements in past 12 months	Local	High	12.8%	12.5%	14%	11%		N/A	Commentary to add
Protecting & enhancing the lives of vulnerable Adults & Children	Reduced number of children looked after	National	Low	274	268	278	260			Commentary to add
Keeping Readings Environment clean, green and safe	Increased Percentage of household waste sent for re-use, recycling and composting	National	High	30.47%	32.00%	36%	35%			The recycling rate has increased, largely due to the new wood recycling contract in place.
Keeping Readings Environment clean, green and safe	Reading Borough Carbon Footprint (kilotonnes of CO2 emissions eq)	National	Low	618*	524kT	Annual Figure	480 KT		not applicable	2018 - baseline (projected) data is in calendar years

Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Baseline	2018/19 Result	2019/20 Q1 Result	2019/20 Target	Direction of travel	Average for comparator group	Comments
Keeping Readings Environment clean, green and safe	Improvement in NO2 in Air Quality Monitoring Area (as measured annual average concentration um3) over the course of the plan	Local	Low	36	35	Annual Figure	34			Programme to improve and upgrade Reading Buses via grant funding to be completed in December 2019
Keeping Readings Environment clean, green and safe	Improved Satisfaction with clean streets	Local	High	67%	every 2 years	every two years	every 2 years	N/A		Next survey scheduled to take place in 2020/21
Keeping Readings Environment clean, green and safe	Improved satisfaction with local areas as a place to live	Local	High	70%	every 2 years	every two years	every 2 years	N/A		Next survey scheduled to take place in 2020/21
Page 29 Keeping Readings Environment clean, green and safe	Reduction in total recorded crime rates (per 1,000 population)	National	High	7.126	7.126	8.75	7.236		8.91	This figure is measured annually, however current year on year would suggest a an increase in overall crime although this is still below our comparator average for the same period. Looking at number rather than per 1000 the 1st quarter figures shows a 5% decrease and suggest we are on target.
Promoting Health, Education, Culture & Wellbeing	Reduction in Secondary Fixed Term exclusions -	National	Low	783	723	686	700		1088	
Promoting Health, Education, Culture & Wellbeing	Key Stage 2 results (Reading, Writing, Maths expected level+) - gap in attainment for disadvantaged pupils	National	Low	11.40	10.00	Annual	9			
Promoting Health, Education, Culture & Wellbeing	Key Stage 4 results (Attainment 8) - gap in attainment for disadvantaged pupils	National	Low	20.6	19	Annual	17			

Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Baseline	2018/19 Result	2019/20 Q1 Result	2019/20 Target	Direction of travel	Average for comparator group	Comments
Promoting Health, Education, Culture & Wellbeing	Increased Percentage of schools rated good or outstanding	National	High	88.7%	94%	91.70%	94%		90%	
Promoting Health, Education, Culture & Wellbeing	Increased participation at Council Cultural Venues (Town Hall & Museum, Hexagon, South Street)	Local	High	331,086	326,200	82,308	334,500		N/A	Town Hall & Museum figures are lower than expected as our front door of both the Town Hall and Museum were out of action for much of June
Promoting Health, Education, Culture & Wellbeing	Levels of activity - active at least 150 minutes per week (Active Lives Survey)	Local	High	65%	65.50%	Annual Measure	66%			Publication of Active Reading consultation closes 14 August 2019. Discussions related to securing a leisure provider continue.
Promoting Health, Education, Culture & Wellbeing	Smoking prevalence in adults in routine and manual occupations (18-64) - current smokers.	National	Low	27.6% (2017)	27.0% (2018)	27.0% (2018)	26.5% (2019)		25.7% (England 2018)	Whilst there is an ongoing decrease in smoking prevalence which reflects the success of the local service supporting people to quit, prevalence in this sub-group has increased marginally. Work continues to ensure that the service is targeted in areas of greatest need.
Promoting Health, Education, Culture & Wellbeing	Percentage of adults (aged 18+) classified as overweight or obese	National	Low	59.2% (2016/17)	60% (2017/18)	60% (2017/18)	60% (2018/19)		62% (England 2018)	"Eat for Health" adult weight management course have commenced in Reading for the 2019-20 year. The first report from our provider is due at the end July 2019 which will detail the numbers and outcomes of people going through this course.
Ensuring our Council is fit for the future	Improve customer satisfaction with our front of house service	Local	High	88%	85%	93%	85%		Not Available	Satisfaction with customer services, those rating the service excellent or good, has improved by 8% this quarter and is exceeding the target set

Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Baseline	2018/19 Result	2019/20 Q1 Result	2019/20 Target	Direction of travel	Average for comparator group	Comments
Ensuring our Council is fit for the future	Increase in take up of online services - number of people signed up for an online account	Local	High	73,114	80,477	80,477	80,425		Not Available	There are currently 80,477 registered online account users
Ensuring our Council is fit for the future	Delivery of Medium Term Financial Strategy - total budget requirement	Local	High	125.3m	142.9m	131.975 (Forecast Outturn)	131.265		Not Available	The forecast outturn for period 3 shows a projected underspend on the General Fund budgets of £2.154m. The Directorate of Economic Growth and Neighbourhood Services is forecasting an overspend of £1.025m, the Directorate of Resources an overspend of £0.294m, and Directorate of Adult Care and Health Services forecasting a minor underspend of £K. BfC is reported an underspend of £40K for period 3 and Corporate Items are forecast to underspend by £3.341m.
Ensuring our Council is fit for the future	Reducing council agency spend	Local	Low	14.2m	11.925m	£969,471	9.5m		Not Available	We are on track to reduce the level of agency spend to below the target set for 2019/20. 2019/20 Q1 spend is almost half that of the same period of 2018/19 which was £1,730,163

Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Baseline	2018/19 Result	2019/20 Q1 Result	2019/20 Target	Direction of travel	Average for comparator group	Comments
Ensuring our Council is fit for the future Page 132	Percentage of Council Tax collected	National	High	96.60%	96.41%	28.65%	97.1% (29.28% June)		97.03%	Collection is 0.63% behind target set, the result is also marginally behind last year (28.70%). We have identified 1 housing association that would have normally paid all balances in full at the start of the financial year to have balances just in excess of £100k outstanding as a result of a change in billing address which wasn't notified. Once paid, this will improve collection by approx.. 0.1% which should bring us ahead of collection last year but still ground to make to achieve the 97% annual target. As to be expected at this time of year, we have seen the overall debit increase by £1.4m as a result of student exemptions expiring and awaiting information of new student occupants, the debit will normalise around October/November.
Ensuring our Council is fit for the future	Percentage of Business Rates collected	National	High	96.28%	97.89%	28.07%	97.25% (27.20% June)		97.38%	Ahead of target. Behind in comparison to last year (28.55%), however we have seen a greater increase in the total debit, an increase of £650k from the initial debit raise in April, compared to an increase of £348k in the same period last year.

READING BOROUGH COUNCIL

REPORT BY CHIEF EXECUTIVE

TO:	POLICY COMMITTEE		
DATE:	26 SEPTEMBER 2019		
TITLE:	READING'S ARMED FORCES COVENANT AND ACTION PLAN - MONITORING REPORT		
LEAD COUNCILLOR:	CLLR BROCK	PORTFOLIO:	LEADER OF THE COUNCIL
SERVICE:	POLICY & VOLUNTARY SECTOR TEAM	WARDS:	BOROUGHWIDE
LEAD OFFICER:	JILL MARSTON	TEL:	0118 937 2699
JOB TITLE:	SENIOR POLICY OFFICER	E-MAIL:	jill.marston@reading.gov.uk

1.0 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The Armed Forces Covenant is a voluntary statement of mutual support between a civilian community and its local armed forces community.
- 1.2 This report presents an annual update on progress against the actions outlined in the action plan, and on the general development of the Covenant.

2.0 RECOMMENDED ACTION

- 2.1 To note the progress against the actions set out in the Armed Forces Covenant action plan (appendix A).

3.0 POLICY CONTEXT

- 3.1 In 2011, the Government published a new Armed Forces Covenant, as a tri-Service document which expresses the enduring, general principles that should govern the relationship between the Nation, the Government and the armed forces community.
- 3.2 The 'Covenant for Communities' complements the Armed Forces Covenant but enables service providers to go beyond the national commitments. It allows for measures to be put in place at a local level to support the Armed Forces and encourages local communities to develop a relationship with the service community in their area.

4.0 THE PROPOSAL

Background

- 4.1 The aims of the Armed Forces 'Covenant in the Community' are to:
- encourage local communities to support the armed forces community in their areas
 - nurture public understanding and awareness amongst the public of issues affecting the armed forces community
 - recognise and remember the sacrifices faced by the armed forces community
 - encourage activities which help to integrate the armed forces community into local life
 - to encourage the armed forces community to help and support the wider community, whether through participation in events and joint projects, or other forms of engagement
- 4.2 The Reading Armed Forces Covenant was launched at Brock Barracks on 7th July 2012.
- 4.3 In addition to the Council, the covenant has been signed by 7 Rifles on behalf of the armed forces, and a range of other key partners.
- 4.4 Reading doesn't have a large military 'footprint', with no regular forces stationed in the town. However, Brock Barracks is the headquarters for the Territorial Army unit 7th Battalion The Rifles, and Reading is home to a large ex-Gurkha community. Reading's Covenant therefore focuses on veterans and reservists and aims to be proportionate in its scope to the size of the armed forces community in Reading.

Further development of the Reading Covenant and action plan

- 4.5 The Reading Armed Forces Covenant working group with key stakeholders meets on a six monthly basis, the most recent held in March 2019. Partners continue to report that the meeting is valuable.
- 4.6 Progress to date against the actions in the action plan is shown in Appendix A. Several of the actions in action plan have now been completed. Significant successes since 2012 include:
- Reading was awarded £21,730 from the Covenant grant scheme for an integration project for veterans, aimed at raising awareness of health and social care services amongst the ex-Gurkha community in particular.
 - The Museum service was awarded £10,000 from the Covenant grant scheme to support their exhibition, 'Reading at War', to mark the centenary of the beginning of the First World War in 2014.
 - Reading Ex-British Gurkha Association was awarded £14,500 under the new Covenant Fund for two Nepalese community development workers.
 - Soldiers, Sailors and Airmen Families Association (SSAFA) was awarded £1,000 to further update their leaflet on accessing health services, which

has been translated into Nepalese and is being used by SSAFA to run classes.

- Armed forces personnel can now be given extra priority when applying for social housing on the housing register, as part of the Council's Housing Allocations Scheme.
- A domestic violence protocol is in place between the service and the police, to ensure service and civilian families/individuals are supported and treated equitably.
- 'Operation Reflect' activities to mark the centenary of the beginning of the First World War included 7 Rifles visits to 5 primary schools.
- Job Centre Plus staff now receive regular briefings from 7 Rifles.
- In July 2017, the Council was successful in applying for the 'bronze' award of the Defence Employer Recognition Scheme, as a result of its work to develop the Armed Forces covenant with partners in Reading, as well as the Council's own housing allocations policy and protocol for employment of reservists.

Armed Forces Covenant Fund Trust

- 4.7 The national Covenant grant fund was launched in 2015 by the Ministry for Defence, with £10 million available every year. Since April 2018, the fund has become the independent Armed Forces Covenant Fund Trust and makes grants to support members of the armed forces community.
- 4.8 Under the 'local grants and digital developments programme', the trust will fund projects of up to £20,000 that support community integration or local delivery of services. Applications are open to charities, local authorities, schools, other statutory organisations, Community Interest Companies or armed forces units.
- 4.9 Applications can be made at any time for this programme in 2019/20, but the following timetable applies:
- Applications submitted by 9 September 2019 will be decided before the end of November 2019.
 - Applications submitted by 2 December 2019 will be decided before the end of February 2020.
- 4.10 There have been some initial discussions about a potential bid to improve visibility of the Royal Berks Cenotaph from Oxford Rd via the keep entrance. Reading Community Learning Centre are intending to submit a bid in September for a Nepalese outreach worker.
- 4.11 An application was made to the Covenant Fund by New Directions in Sept 2018 for a project to deliver adult learning to Reading's Gurkha community, however unfortunately, the bid was unsuccessful.

5.0 CONTRIBUTION TO STRATEGIC AIMS

5.1 The development of an Armed Forces Community Covenant for Reading contributes in particular to the Council's strategic aim to 'promote equality, social inclusion and a safe and healthy environment for all' by working to ensure that both serving and ex-Armed Forces personnel can access appropriate support and are able to integrate well into the community.

5.2 This work also relates particularly well to the Sustainable Community Strategy's 'people' theme where 'we look after each other' and the 'prosperity' theme by aiming to ensure that veterans and reservists are not excluded from the economy.

6.0 COMMUNITY ENGAGEMENT AND INFORMATION

6.1 Two of the key aims of the Armed Forces Community Covenant are to:

- encourage local communities to support the armed forces community in their areas
- encourage the armed forces community to help and support the wider community, whether through participation in events and joint projects, or other forms of engagement

7.0 EQUALITY IMPACT ASSESSMENT

7.1 The covenant is intended as a vehicle for partners across Reading to help enable veterans or reservists to access health services, particularly mental health services, training and employment opportunities.

8.0 LEGAL IMPLICATIONS

8.1 The general power of competence, introduced as part of the Localism Act 2011, replaces the well-being power from February 2012. The Act gives local authorities the power to do anything which an individual generally may do, which they consider is likely to be of benefit (directly or indirectly) to the whole or any part of their area. It therefore gives local authorities the power to do anything they want, so long as it is not prohibited by other legislation.

9.0 FINANCIAL IMPLICATIONS

9.1 £30m of central government funding was allocated over four years to 2014/15 to financially support Community Covenant projects at the local level which strengthen the ties or the mutual understanding between members of the armed forces community and the wider community in which they live. Reading submitted bids in three bidding rounds. £10m per annum was made available in perpetuity from 2015/16 onwards through the Armed Forces Covenant fund (now Trust).

10.0 BACKGROUND PAPERS

10.1 Armed Forces Covenant Fund Trust
<https://www.gov.uk/government/collections/covenant-fund>

**READING ARMED FORCES COMMUNITY COVENANT
ACTION PLAN MAY 2019**

The Armed Forces Community Covenant's key objectives:

Recognise, Remember, Integrate and Support

Armed Forces community comprises serving personnel (regular and reserves) and their dependants; and veterans and their dependants.

Ref	Outcome	Responsibility	Timescale	Progress 2019
HEALTH AND WELLBEING - <i>To ensure that the wellbeing of the Armed Forces community is not undermined by the nature of service life</i>				
Recognise: <i>Map and identify veterans status and represent special requirements of Armed Forces community in order to allow NHS to meet needs</i>				
1	Feedback and input to Health and Wellbeing Board	ROSO 7 Rifles	ongoing	<ul style="list-style-type: none"> Annual report on health related actions to Health & Wellbeing Board in July 2019 Regimental Medical Officer to be invited to future meetings once in post
3	Devise protocol for GPs to register Veteran status	Clinical Commissioning Groups	ongoing	<p>GPs currently being encouraged to record status and a number of measures have been designed by the CCGs:</p> <ul style="list-style-type: none"> 'READ' codes provided to practices from Spring 2016. CCGs have developed guidance for practices on registering patients from the armed forces community Information on CCG web sites and social media 308 Veterans currently coded in Reading at their practices as at Dec 2018 As part of the NHS Long Term Plan, Military Veteran Aware accreditation will be rolled out nationally to practices over the next 5 years Discussions between Reading branch of the Royal British Legion and the lead for Veterans at Berks West CCG re Veterans and NHS services

Ref	Outcome	Responsibility	Timescale	Progress 2019
4	Raise awareness of and signpost to Veteran's Mental Health Service for the South Central region	Covenant partnership/ Armed Forces charities/other partners	ongoing	<ul style="list-style-type: none"> • JCP, SSAFA, RBL promote the service • SSAFA and RBL working with South Central Veterans mental Health Service within current casework • CCGs have been raising awareness at council of practice meetings, on CCG websites, and on social media • Hotline number included on Council's web page for support for Veterans http://www.reading.gov.uk/reading-armed-forces-community-covenant
5	Development of a leaflet on accessing health services to be translated into Nepalese	Clinical Commissioning Groups/SSAFA/RBC	Spring 2014	<p>ACHIEVED</p> <ul style="list-style-type: none"> • SSAFA runs classes with ex-Gurkha community using leaflet • Funding gained from covenant fund to develop the booklet further and to print and translate into Nepalese; revision version now complete and printed • Royal Berks Hospital now running 6 weekly meetings with ex-Gurkha community on diabetes, blood pressure etc, using the booklet
6	Develop and promote a discount scheme for serving personnel (both full time and reservists) for arts and leisure facilities in Reading	RBC/ ROSO 7 Rifles	Promotion summer 2013	<p>ACHIEVED</p> <ul style="list-style-type: none"> • Scheme developed and in place for leisure centres • Use of 'tickets for troops' by Hexagon
7	Consolidation of appropriate contact/support lists in order to provide better signposting	ROSO 7 Rifles/RBC	2014	<p>ACHIEVED</p> <p>Reading Borough Council website includes key support contacts at: http://www.reading.gov.uk/reading-armed-forces-community-covenant</p>

Ref	Outcome	Responsibility	Timescale	Progress 2019
ECONOMY AND SKILLS - Enhance the economic prosperity of Service personnel (including reservists), their families, and Veterans whilst benefitting the local economy wherever possible				
Integrate: Ensure Armed Forces benefit from ongoing economic development in county				
Support: Facilitate a sustainable pathway for Service leavers into civilian employment				
8	Keep local authorities and business updated on re-structuring of Defence	ROSO 7 Rifles	ongoing half yearly	<ul style="list-style-type: none"> Briefing provided at March 2019 at partnership meeting; 7 Rifles actively recruiting; Army re-structure now complete
9	Work with local businesses to encourage employment of Service leavers and Reservists	Reading UK CIC/ Jobcentre Plus/	ongoing	<ul style="list-style-type: none"> MOD employer engagement strategy to promote to employers the value of employing Reservists Ongoing briefing sessions between 7 Rifles and JCP (including Back to Work Programme and Armed Forces Employment Pathways Scheme) 7 Rifles work with Gravity Personnel to promote the benefits of recruiting Reservists UK CIC and Business Improvement District newsletters promotion of benefits of employing Reservists 7 Rifles presence at Hexagon job fair Autumn 2018, due again 2019; Reading College and University of Reading job fairs Autumn 2018.
10	Encourage Jobcentre Plus to register Veterans	Jobcentre Plus	ongoing	<ul style="list-style-type: none"> Jobcentre Plus systems allow recording of Veteran status at start of Universal Credit claim; JCP to promote more widely Ongoing briefing sessions between 7 Rifles and JCP
11	Promote the Armed Forces (Regular and Reserve) as a career for the residents of Reading, particularly young people Not in Education, Training or Employment	Reading UK CIC/ 7 Rifles/ Jobcentre Plus	ongoing	<ul style="list-style-type: none"> Regular recruiting activities in Oxon, Bucks and Berks in support of Operation Fortify recruiting initiative JCP advisors kept up to date with Armed Forces vacancies, and promote Army Reserve generally MOD employer engagement strategy Ongoing briefing sessions between 7 Rifles and JCP 7 Rifles presence at Hexagon job fair Autumn 2018, Reading

Ref	Outcome	Responsibility	Timescale	Progress 2019
				College and University of Reading job fairs Autumn 2018 <ul style="list-style-type: none"> Armed Forces Employment Pathways scheme for NEETs with DWP
12	Support Service leavers, former Armed Forces personnel and reservists to access careers guidance, CV support and interview preparation courses	Jobcentre Plus / New Directions/ other partners	ongoing	<ul style="list-style-type: none"> SERFCA have set up jobs4reservists website, promoted via Reading UK CIC e-news New Directions offer an employability course in partnership with JCP, covering employability and essential IT skills - for Universal Jobmatch, CV creation, job applications and interview preparation Advice and support contacts promoted via RBC Armed Forces Covenant web page: http://www.reading.gov.uk/reading-armed-forces-community-covenant and new Armed Forces Covenant website: (www.armedforcescovenant.gov.uk)
13	Defence discount service/ card	Reading UK CIC	2014/15	<ul style="list-style-type: none"> Awareness raised with Business Improvement District businesses A number of large companies with Reading branches already signed up to scheme
14	Promotion of relevant events to businesses/ employers	Reading UK CIC/ROSO 7 Rifles/Jobcentre Plus	ongoing	<ul style="list-style-type: none"> JCP and Reading UK CIC general promotion of relevant events Sandhurst Leadership Challenge (employers) Sept 2018 and March 2019 Hexagon job fair Autumn 2018, Reading College and University of Reading job fairs Autumn 2018
15a	Development of Reading Borough Council protocol for employment of Reserve Forces personnel	RBC	March 2014	ACHIEVED Agreed at Personnel Committee March 2014
15b	Promotion of Armed Forces Covenant to employers	RBC/ Reading UK CIC/ Covenant partnership	ongoing	<ul style="list-style-type: none"> Article in Reading UK CIC e-News Ongoing work with MOD Defence Relationship Management to engage employers RBC awarded Employer Recognition Scheme bronze award July 2017

Ref	Outcome	Responsibility	Timescale	Progress 2019
<p>EDUCATION, CHILDREN AND YOUNG PEOPLE - Develop a comprehensive understanding of the needs of Service children; remove and negate disadvantage which results from the mobility of Service life. Develop youth opportunities across the community, supporting the Cadet Forces.</p>				
<p>Integrate: Promote an understanding of the needs of Service children so that they are not disadvantaged in the state education system</p>				
<p>Support: Enable optimal educational opportunity for Service children within the context of the state education system</p>				
16	Survey schools to determine numbers of Service family pupils and ensure schools maximise the value of the Service Pupil Premium by encouraging registration and promoting best practice in utilisation of funding	RBC/ Schools in Reading Borough area/ 7 Rifles	annual survey (next due Jan 15)	<ul style="list-style-type: none"> • 12 service children in Reading schools (Jan 19, School Census) • Best practice examples of how service pupil premium spent in other areas circulated to schools
17	Being sensitive and supportive to the possible emotional and psychological needs of some Service children	RBC/ Schools in Reading Borough area/ 7 Rifles	ongoing	Reminder to encourage parents to inform school of Armed Forces status sent to schools in Autumn 16.

Ref	Outcome	Responsibility	Timescale	Progress 2019
<p>ENVIRONMENT AND INFRASTRUCTURE - Ensure that the wider Armed Forces' infrastructure requirements (inc Housing) are met in synchronisation with the Defence Infrastructure Organisation (DIO) and cognisant of the requirements of the local community. Where possible, create efficiencies with the local community</p>				
<p>Support: Develop a common understanding of infrastructure needs of the Armed Forces community, in order to inform Local Authority planners to optimise provision. This incorporates a common, equitable housing protocol for Veterans within the local area.</p>				
18	Develop and implement a plan for the identification of Veterans locating to the Reading area in order to ensure that they are informed and included in relevant initiatives	ROSO 7 Rifles / RBC/ charities	ongoing	<ul style="list-style-type: none"> Some Veterans claiming benefits can be identified and support offered Support, initiatives and opportunities disseminated via charities' existing mechanisms (e.g. SSAFA, RBL, Reading Ex-British Gurkha Association, Forgotten British Gurkhas) Total number of veterans in Reading difficult to ascertain; around 380 residents are in receipt of Armed Forces pension (a proxy measure for Veteran numbers).
19	Ensure Veterans receive equitable treatment in allocation of social housing	RBC	ongoing	<p>ACHIEVED</p> <ul style="list-style-type: none"> Incorporated into Reading Borough Council's Housing Allocations Scheme 69 households have been given additional priority for housing via the Housing Register since 2011; to date, 12 have been re-housed and 10 applications are currently live on the register (July 2019)
20	Explore options for facility sharing in line with local needs and Defence Infrastructure Organisation plans	PSAO HQ Coy 7 Rifles/ RBC	ongoing	<ul style="list-style-type: none"> Greater use of Brock Barracks for community purposes agreed and promoted via alternativevenues.org Promoted to community groups via Reading Voluntary Action newsletter and Reading Borough Council website

Ref	Outcome	Responsibility	Timescale	Progress 2019
SAFER AND STRONGER COMMUNITIES - <i>Develop a stable and robust Armed Forces community which integrates into the wider society, whilst retaining a sense of itself</i>				
<i>Integrate: Promote common understanding and closer integration between military and civil communities</i>				
21	Ensure that appropriate links are in place between the Local Authority and Armed Forces in order to allow the effective activation of Military Aid to the Civil Community (MACC) in the event of a civil emergency (e.g. severe weather event) and/ or community projects where manpower is required	RBC/ X0 7 Rifles	ongoing	<ul style="list-style-type: none"> Civil emergency liaison in place, and protocol for civil emergency funding has been improved Armed Forces assistance during flooding events in 2014
Support: <i>Support civil agencies in their dealings with members of the Armed Forces community, in order to optimise outcomes and use resource more efficiently</i>				
22	Establish and implement domestic violence protocol between Service and Civil Police, agencies and charities to recognise military needs and ensure equitable service	ROSO 7 Rifles	ROSO to advise	ACHIEVED Protocol in place
23	Identify key areas for application of Community Covenant grant funding	RBC/Covenant partnership/ ROSO 7 Rifles	Ongoing	<ul style="list-style-type: none"> Grant fund promoted on RBC website and via Reading Voluntary Action Successful bid for £21,730 for 'health weeks' project aimed at

Ref	Outcome	Responsibility	Timescale	Progress 2019
	which will benefit both the civil and Armed Forces communities			<p>raising awareness of health and social care services amongst the ex-Gurkha community, December 2012</p> <ul style="list-style-type: none"> • Successful bid for £10,000 for museum centenary project, December 2013 • New Covenant grant fund launched Aug 2015 • Successful bid from REBGA for two Nepalese community development workers (£14,500) • Successful bid from SSAFA for funding to update, develop and print copies of a health booklet translated into Nepalese (£1,000)
24	Encourage organisations and communities to sign up to the Armed Forces Community Covenant	RBC/ Covenant partnership/ ROSO 7 Rifles	Ongoing	<ul style="list-style-type: none"> • Signatories include Thames Valley Chamber of Commerce, Reading College and University of Reading • Ongoing work with MOD Defence Relationship Management to engage employers
<p>RECOGNISE AND REMEMBER - <i>Encourage recognition and remembrance of the unique sacrifices made by Armed Forces personnel in defence of society</i></p>				
<p>Recognise: <i>Support civil events that allow the community to recognise the Armed Forces</i></p>				
25	Support the annual Armed Forces Day	PSOA HQ Coy 7 Rifles/RBC	Annual (June)	<ul style="list-style-type: none"> • Armed Forces Day planned for 29th June 2019 in Broad St and Forbury Gardens; flag raising at the Civic Offices • Reserves Day 26th June 2019
26	Armed forces participation in public events as appropriate	RBC/ PSAO HQ Coy 7 Rifles (PSOA HQ Coy)	ongoing	<ul style="list-style-type: none"> • Carol concert at St Georges church in December 2018 • Numerous recruiting and other community events throughout the year
<p>Remember: <i>Commemorate those members of the Armed Forces who have made the ultimate sacrifice</i></p>				
27	Plan and conduct remembrance event at Brock Barracks as focal point for annual armistice event in Reading	PSAO HQ Coy 7 Rifles	ongoing	Event planned for Nov 2019 in Forbury Gardens

Ref	Outcome	Responsibility	Timescale	Progress 2019
28	Plan and conduct appropriate event(s) in support of the centenary anniversary of the outbreak of the First World War	RBC/ Adjt 7 Rifles/ communities	Aug 2014 - 2018	<ul style="list-style-type: none"> • Successful bid submitted to Community Covenant Grant Fund by Museum service for funding to support the 'Reading at War' exhibition' in to mark the centenary of the beginning of the First World War • Royal British Legion commemoration services on 6th July and 4th Aug 2014 at Reading Minster • Operation Reflect activities including 7 Rifles visits to 5 primary schools • Commemorative paving slabs for home towns of Victoria Cross winners, placed with Trooper Potts VC Memorial • Trooper Potts VC Memorial unveiled in October 2015 outside the Crown Courts in Reading

List of abbreviations

SSAFA – Soldiers, Sailors and Airmen Families Association
 SERFCA – South East Reserve Forces and Cadets Association
 ROSO – Regimental Operations Support Officer
 RBC – Reading borough Council
 NHS – National Health Service
 GPs – General practitioners
 JCP – Jobcentre Plus
 CCGs – Clinical Commissioning Groups
 MOD – Ministry of Defence
 JSA – Job Seekers Allowance
 TBC – to be confirmed
 AF – Armed Forces
 BID – Business Improvement District
 PSAO HQ Coy – Permanent Staff Admin Office HQ Company
 TM or TM(V) – Training Major
 CCRF- Civil Contingency Reaction Force
 CIMIC – Civil Military Corporation
 Adjut - Adjutant

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READING BOROUGH COUNCIL
REPORT BY RETURNING OFFICER

TO:	POLICY COMMITTEE		
DATE:	26 SEPTEMBER 2019		
TITLE:	WARD BOUNDARY REVIEW WORKING GROUP		
LEAD COUNCILLOR:	CLLRS JASON BROCK/ ELLIE EMBERSON	PORTFOLIO:	LEADERSHIP/ CORPORATE & CONSUMER SERVICES
SERVICE:	ELECTORAL ADMINISTRATION	WARDS:	BOROUGH-WIDE
LEAD OFFICER:	CHRIS BROOKS	TEL:	0118 937 2620 / 2731
JOB TITLE:	AD, LEGAL AND DEMOCRATIC SERVICES	E-MAIL:	Chris.brooks@reading.gov.uk

1. PURPOSE AND SUMMARY OF REPORT

- 1.1 The Local Government Boundary Commission for England (LGBCE) is currently undertaking an electoral review of the Council in its 2019-20 programme. This is because the 2017 canvass showed over 30% of the authority's current wards (5 out of 16) had a variance greater than 10% from the authority's average ratio of electors, which was 2,443 per Councillor or 7,329 per 3-member ward.
- 1.2 The LGBCE operates under the provisions of Part 3 of the Local Democracy, Economic Development & Construction Act 2009 (the 2009 Act). This established the LGBCE in place of the former Boundary Committee of the Electoral Commission.
- 1.3 The last review of ward boundaries in Reading was undertaken by the former Boundary Committee between February 2001 and June 2002, and was implemented from June 2004.
- 1.4 The 2001/02 review established a Council of 46 Councillors, representing 16 wards, of which 15 were 3-member wards which held elections by thirds. The remaining ward was Mapledurham, with one Councillor being elected every four years.
- 1.5 The current timetable for the review is set out below in Section 4. The LGBCE's consultation is due to run until 4 November 2019 and it is recommended that an advisory cross-party Ward Boundary Review Working Group should be established to assist the development of the Council's response to the consultation. The Leaders of all the political groups on the Council are invited to be members of the Working Group or nominate another member of their group to attend on their behalf. The overall membership of the Working Group would be based on the following proportionality: 6 Labour; 3 Conservative; 1 Liberal Democrat; and 1 Green.
- 1.6 The terms of reference of the Working Group would be as follows:

To consider the Local Government Boundary Commission Review of Reading's Ward Boundaries 2019-20 and make observations and recommendations to the Council or

Policy Committee on warding patterns for approval and submission to the Commission during the public consultation periods.

- 1.7 The Council's submission to the LGBCE on Council Size agreed at Policy Committee on 15 July 2019 was for a Council of 48 Councillors, representing 16 wards of comparable size, with 3 Councillors per ward, based on the retention of elections by thirds. This would represent an increase of two Councillors.

2.0 RECOMMENDED ACTIONS

- 2.1 That the Terms of Reference of the Ward Boundary Review Working Group be approved as follows:

To consider the Local Government Boundary Commission Review of Reading's Ward Boundaries 2019-20 and make observations and recommendations to the Council or Policy Committee on warding patterns for approval and submission to the Commission during the public consultation periods.

- 2.2 That the membership of the informal advisory working group be agreed at the meeting on the basis that all groups would be given the opportunity to be represented based on the following proportionality:

(6 Labour: 3 Conservative: 1 Liberal Democrat: 1 Green)

- 2.3 That Councillor Brock be appointed as the Chair and Councillor Page be appointed as the Vice-Chair of the Working Group.

- 2.4 That the first meeting of the Working Group be held on Wednesday 2 October 2019 at 7.00pm.

3. POLICY CONTEXT AND LEGAL IMPLICATIONS

- 3.1. Under S56(1) of the 2009 Act, the Commission must, from time to time, conduct a review of the area of each principal council, and recommend whether a change should be made to the electoral arrangements. In this regard, electoral arrangements means (S56(4)):

- The total number of Councillors
- The number and boundaries of electoral areas for the election of Councillors
- The number of Councillors to be returned by any electoral area
- The name of the electoral area

- 3.2 Under S56(2), the Commission may conduct a review of all or any part of a principal council's electoral arrangements, including the number and boundaries of wards. In this regard, the Commission will be likely to conduct such a review in two circumstances:

- If it considers, having had regard to the council's annual canvass returns, that the ratio of local government electors to Councillors in a ward or wards is out of balance

- If a council requests the LGBCE to do a review, and the LGBCE agree that there are grounds to do so.
- 3.3. More details are given in Schedule 2 to the 2009 Act. Para. 2 relates to District Councils (which appears to include Unitary Authorities). This requires the LGBCE, in making its recommendations, to have regard to:
- a) The need to secure that the ratio of the number of local government electors to the number of Councillors is, as nearly as possible, the same in every electoral area - over the 5 year period following implementation
 - b) The need to reflect the identities and interests of local communities and, in particular the desirability of fixing boundaries:
 - which are and will remain easily identifiable
 - so as not to break any local ties
 - c) The need to secure effective and convenient local government
 - d) Where an authority has a scheme of election by thirds, as in Reading, the desirability of securing that each electoral area returns an appropriate number of Councillors.
- 3.4. The 2009 Act does not specify a timetable for these reviews - although the reference to the 5 year period following implementation carries an inference. However, the LGBCE review each council's annual canvass returns each year, and if they consider that a council is no longer securing the ratios specified in (a) above, the LGBCE will write to the council's chief executive to give notice that they will be conducting a boundary review.
- 3.5 In terms of the requirement to achieve equality of representation (see 3.3(a) above), the old Boundary Committee operated to statutory criteria which required ward electorates to be within 10% of the Borough average, and not to vary by more than 30% against each other. These statutory criteria have disappeared through the 2009 Act, but the LGBCE are still working to them.
- 3.6 In order to develop the Council's response to the LGBCE's ward review consultation, it is recommended that an informal advisory working group should be created consisting of a cross-party membership (6:3:1:1). The Working Group's recommendations would be considered by Council at its meeting on 4 November 2019.

4. REVIEW TIMETABLE

- 4.1 The LGBCE started the review in November 2018, and plans to conclude it by 30 June 2020. The anticipated time-table for the review is as follows:

February / March 2019	Preliminary meetings held with officers, group leaders and councillors
20 August 2019	Commission agree total number of councillors for authority
27 August 2019 - to 4 November 2019	First public consultation period inviting proposals for warding patterns
21 January 2020	Commission agree draft recommendations
4 February 2020 - to 13 April 2020	Second consultation on draft recommendations
16 June 2020	Commission agree final recommendations
30 June /2020	Final recommendations published
Autumn 2020	Order laid in Parliament

4.2 The new electoral arrangements will be implemented at an ‘all-out’ election in 2022.

5. CONTRIBUTION TO STRATEGIC AIMS

5.1 The ward boundary review goes to the heart of promoting local democracy and electoral equality for local residents. It supports the promotion of the participation of Reading people in local democracy.

6. COMMUNITY ENGAGEMENT AND INFORMATION

6.1 The LGBCE has already started the process of consultation with the Council, as described above in section 4.

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 In this regard you **must** consider whether the decision will or could have a differential impact on: racial groups; gender; people with disabilities; people of a particular sexual orientation; people due to their age; people due to their religious belief.

7.3 It is not considered that an equality impact assessment is necessary for the purpose of responding to the LGBCE on the number of Councillors or ward boundaries. In this respect it is recognised that Reading is a thriving multi-cultural community, which is reflected in the composition of the current Council, and ward electorate.

8. ENVIRONMENTAL IMPACT

8.1 There are no environmental concerns as a result of the establishment of a Boundary Ward Review Working Group.

9. FINANCIAL IMPLICATIONS

9.1 The 2018/19 budget for electoral registration is £327k, and the budget for local elections is £190k: the cost of the review has been met from within these.

9.2 If the number of Councillors is increased by two to 48 Councillors this will increase the Councillors’ Allowance budget by £16,440pa. The individual Councillor Allowance is to be linked to the increase in Local Government pay.

10. BACKGROUND PAPERS

None

READING BOROUGH COUNCIL

REPORT BY DIRECTOR OF RESOURCES

TO:	POLICY COMMITTEE (ACTING AS SHAREHOLDER OF READING TRANSPORT LIMITED)		
DATE:	26 SEPTEMBER 2019		
TITLE:	READING TRANSPORT LIMITED - APPOINTMENT OF DIRECTOR		
LEAD COUNCILLOR:	COUNCILLOR BROCK	PORTFOLIO:	LEADERSHIP
SERVICE:	LEGAL & DEMOCRATIC SERVICES	WARDS:	BOROUGHWIDE
AUTHOR:	SIMON HILL	TEL:	937 2303 (ext 72303)
JOB TITLE:	PRINCIPAL COMMITTEE ADMINISTRATOR	E-MAIL:	simon.hill@reading.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 This report asks the Committee, acting as shareholder of Reading Transport Limited (RTL), to approve the appointment of the company's new Finance Director to the RTL Board.
- 1.2 Following a recent recruitment exercise Laurence Jenkins took up the post of RTL Finance Director on 2 September 2019. His appointment to the RTL Board requires formal approval from the shareholder.

2. RECOMMENDED ACTION

- 2.1 That the appointment of Laurence Jenkins as a Director of Reading Transport Ltd be approved.

3. POLICY CONTEXT

- 3.1 The Council is the shareholder of Reading Transport Ltd. The relationship between the Council as shareholder and the Board is set out in the company's Articles of Association (the Articles), which were authorised by the former Transportation Committee of the Borough Council on 21 February 1986 (Minute 190 refers).
- 3.2 The Articles require that the appointment of employee Directors is approved in writing by or on behalf of the Council. This report is to fulfil that requirement.

5. CONTRIBUTION TO STRATEGIC AIMS

- 5.1 The Board is responsible for setting the policy base for Reading Transport Ltd, including addressing considerations of equality and sustainability in the company's employment practices, and in its delivery of service.
- 5.2 The successful operation of Reading Transport Ltd contributes to the following Corporate Plan priorities:
- Securing the economic success of Reading and provision of job opportunities.
 - Keeping Reading's environment clean, green and safe.

6. COMMUNITY ENGAGEMENT AND INFORMATION

- 6.1 Not applicable.

7. EQUALITY IMPACT ASSESSMENT

- 7.1 Not applicable.

8. ENVIRONMENTAL IMPACT

- 8.1 There are no environmental concerns as a result of appointing a Director to the RTL Board.

9. LEGAL IMPLICATIONS

- 9.1 Reading Transport Ltd was set up in 1986 as a company separate from the Council under the provisions of the Transport Act 1985. The Company's Memorandum and Articles of Association were incorporated on 27 March 1986.

10. FINANCIAL IMPLICATIONS

- 10.1 There are no direct financial implications for the Council resulting from this report.

11. BACKGROUND PAPERS

- 11.1 Articles of Association of Reading Transport Ltd.

READING BOROUGH COUNCIL

REPORT BY ASSISTANT DIRECTOR OF LEGAL & DEMOCRATIC SERVICES

TO:	POLICY COMMITTEE (ACTING AS SHAREHOLDER OF HOMES FOR READING)		
DATE:	26 SEPTEMBER 2019		
TITLE:	HOMES FOR READING - APPOINTMENT OF DIRECTOR		
LEAD COUNCILLOR:	COUNCILLOR BROCK	PORTFOLIO:	LEADERSHIP
SERVICE:	LEGAL & DEMOCRATIC SERVICES	WARDS:	BOROUGHWIDE
AUTHOR:	SIMON HILL	TEL:	937 2303 (ext 72303)
JOB TITLE:	PRINCIPAL COMMITTEE ADMINISTRATOR	E-MAIL:	simon.hill@reading.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 Further to Minute 78 of the meeting of Policy Committee held on 26 March 2019, this report asks the Committee, acting as shareholder of Homes for Reading (HfR), to agree the appointment of the Director of Economic Growth and Neighbourhood Services to the HfR Board.

2. RECOMMENDED ACTION

- 2.1 That Frances Martin (Director of Economic Growth and Neighbourhood Services) be appointed as a Director of Homes for Reading.

3. POLICY CONTEXT

- 3.1 The Council is the shareholder of HfR. The relationship between the Council as shareholder and the Board is set out in the Shareholder Agreement and the company's Articles of Association, which were authorised by the Policy Committee on 13 March 2017 (Minute 99 refers).

4. HOMES FOR READING

- 4.1 Policy Committee, acting as HfR shareholder, agreed changes on 26 March 2019 including refinancing of the company and a direction not to acquire any further properties. The company has moved to a revised 'own and manage' business strategy.
- 4.2 With the transition to new arrangements and staff departures there have been a number of changes to the HfR Board. The HfR Managing Director has left the company, and will not be replaced under the new arrangements. The two previous RBC officer directors have also left the Council. It is therefore proposed that the Director of Economic Growth and Neighbourhood Services be

appointed as the sole officer Director, acting as a point of contact between the Board and the services provided to HfR by the Council, which sit mainly within her Directorate.

- 4.4 Directors are appointed to HfR on a three-year term, with the Councillor Directors subject to annual confirmation at the Council AGM.

4. CONTRIBUTION TO STRATEGIC AIMS

- 4.1 Homes for Reading contributes to the priority of 'Improving access to decent housing to meet local needs' as set out in the Corporate Plan 2018-21.

5. LEGAL AND FINANCIAL IMPLICATIONS

- 5.1 None for this report.

6. ENVIRONMENTAL IMPLICATIONS

- 6.1 None for this report.

7. BACKGROUND PAPERS

- 7.1 Shareholder Agreement and Articles of Association of Homes for Reading.

READING BOROUGH COUNCIL

REPORT BY ASSISTANT DIRECTOR FOR PROCUREMENT & CONTRACTS

TO:	POLICY COMMITTEE (ACTING AS SOLE MEMBER FOR BRIGHTER FUTURES FOR CHILDREN)		
DATE:	26 SEPTEMBER 2019		
TITLE:	BRIGHTER FUTURES FOR CHILDREN CONTRACTS UPDATE		
LEAD COUNCILLORS:	CLLR BROCK CLLR TERRY CLLR PEARCE CLLR EMBERSON	PORTFOLIOS:	LEADERSHIP CHILDREN EDUCATION CORPORATE AND CONSUMER SERVICES
SERVICE:	PROCUREMENT & CONTRACTS	WARDS:	BOROUGHWIDE
LEAD OFFICER:	KATE GRAEFE	TEL:	0118 937 4132/ 74132
JOB TITLE:	ASSISTANT DIRECTOR FOR PROCUREMENT & CONTRACTS	E-MAIL:	kate.graefe@reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report seeks approval from Policy Committee, in its capacity as sole member for Brighter Futures for Children Limited (BFfC/ “The Company”), to note the key performance indicators (KPIs) and management information (MI) metrics for the Service Delivery Contract.
- 1.2 This report also seeks delegation for the authorisation of any changes to the Support Service Level Agreements which form part of the Support Services Agreement between the Council and BFfC.

2. RECOMMENDED ACTION

It is recommended that Policy Committee, in its capacity as sole member for BFfC:

- 2.1 Note the final BFfC Contract KPIs and performance metrics for FY2019/20 proposed jointly by the Council and the Company
- 2.2 Agree delegation to the Executive Director of Resources for the agreement and authorisation of any non-material operational amendments to Support Services Service Level Agreements (SLAs), which form part of the Support Services Agreement between the Council and BFfC.

3. BACKGROUND AND WORK TO DATE

- 3.1 At Full Council on the 16th October 2018, it was agreed to transfer the delivery of the Council’s children’s services to a newly established, wholly owned subsidiary Company of the Council, Brighter Futures for Children Limited (‘BFfC’/the ‘Company’). Following this decision, the Service Delivery Contract and other relevant arrangements were finalised to allow the transfer of Children’s Services (excl. Fostering) to BFfC on the 1st December 2018. Fostering subsequently transferred on

the 1st March 2019 following the Company's successful registration with Ofsted as an IFA (Independent Fostering Agency).

KEY PERFORMANCE INDICATORS AND MANAGEMENT INFORMATION (FY2019/20)

- 3.2 As part of the overall Services Contract with BFfC in November 2018, it was agreed that the contract KPIs included within the contract drafting were provisional as both the Council and the Company recognised that the KPIs included did not fully reflect the intended outcomes from the contract desired by both parties and additionally, not all transferred services were adequately covered (specifically Education and Early Help). It was intended that the KPIs be reviewed and revised prior to the end of March 2019 in time for implementation in Year 1 of the contract (FY19/20), as reflected in the drafting of the final executed Services Contract.
- 3.3 The Company Business Plan for 2019-2021 included revised KPIs, which were received by the Council at the Contract Management Group (CMG) meeting, held on the 26th March 2019. Further to this meeting, the Council considered the proposed KPI revisions and indicated that all were acceptable with the exception of the two proposed Education KPIs.
- 3.4 In April 2019, Policy Committee, in its capacity as sole member for the Company and in line with relevant matters reserved to it as contained in the Company Articles of Association, approved the BFfC Business Plan on the basis of the majority of the KPIs being agreed. To manage the finalisation of the Education KPIs, Policy Committee also agreed a recommendation to delegate finalisation and of the Education KPIs to the Council Chief Executive and the Company Managing Director in consultation with the Lead Members for Children's and Education. Following this, a report was to follow to Policy Committee (again, acting as sole member for the Company) to confirm and note the finally agreed metrics, this being that report.
- 3.5 In discussing measures for FY19-20, consideration has been given to the categorisation of measures around education in particular, where the company can, in many cases certainly influence performance but not directly control it (for example educational outcomes measures). It would be inappropriate for under-performance on such measures to be capable of leading to company default under the contract's performance mechanism. However, the Council wish to remain assured that the Company are still seeking to positively influence such measures as part of their holistic approach to all children's services in the borough.

3.6 The table below identifies the KPI and MI metrics recommended by the Council and the Company, for noting and ratification by members.

KPI ref	Description	Children's (Y/N)
1	Timeliness of contact decision making (early help). Decision within 24 hours	Y
2	% of referrals with a decision made within 24 hours	Y
3	% of children who become subject of child protection plan for second or subsequent time within the last two (2) years	Y
4	% of referrals which are re-referrals within 12 months	Y
5	% children in care (CLA) who have been looked after for 2+ years in the same placement	Y
6	CLA who have experienced 3+ placements in last 12 months	Y
7	% of CLA placements more than 20 miles from Reading (i.e. from home address of child)	Y
8	% care leavers who are not in education employment or training (NEET, 17-21 year olds)	Y
9	Voice of the child	Y
10	Social worker turnover	Y
11	Social work agency staffing rate	Y
12	Percentage of days lost to sickness	N
13	% of families who achieve sustained improved outcomes (and secure a Payment By results (PBR)	N
14	% Pupils provided with a school place on offer day (primary)	N
15	% Pupils provided with a school place on offer day (secondary)	N
16	% Education, health care plans completed within 20 weeks	N
17	Re-offending rate	N
18	Reduction in secondary school fixed term exclusion	N
19	Key Stage 2 results (R,W,Ma expected level+) - gap in attainment for disadvantaged pupils	N
20	Key Stage 4 results (Attainment 8) - gap in attainment for disadvantaged pupils	N
21	Increased percentage of schools rated good or outstanding (LA maintained only)	N
22	SEND: number of successful appeals against number of EHC plans	N

DELEGATION FOR AMENDMENTS TO SUPPORT SERVICES SLAS

- 3.7 In addition to the Service Delivery Contract between the Company and the Council, there is an overarching Support Services Contract which sets out the support services the Company 'buys back' from the Council for a minimum initial two year term. All 15 services provided under the Support Services Contract are detailed as specific Service Level Agreement (SLAs) schedules to the main Support Services contract.
- 3.8 The initial drafting of the SLAs was intended to reflect the delivery of support services on an 'as is' basis for the Company go live. However, as both the Council and the Company seek to improve service delivery overall, it is expected that a number of these SLAs will require changes, which would currently require approval from Policy Committee.
- 3.9 Approval is sought from members to delegate responsibility for approving operational non-material amendments to these SLAs (once agreed between the Council and the Company through the Contract Management Group) to the Executive Director of Resources. As and when this delegation is enacted, the lead members for Children's, Education and Corporate & Consumer Services will be made aware of the amendments to be made.

4. NEXT STEPS

- 4.1 Once agreed, the Service Delivery contract will be formally changed to reflect the agreed key performance indicators (KPIs) and management information (MI) metrics, by completing and sign off of a Fast Track Contract Change, in line with the Service Delivery contract Change Control procedures.
- 4.2 The KPIs for 2019/20 will continue to be monitored as part of the performance framework within the contract. The Council and the Company will review and where relevant revise the indicators periodically, and present any amendments to Policy Committee as required.

5. CONTRIBUTION TO STRATEGIC AIMS

- 5.1 All elements within this report are focused on the Corporate Plan priorities of: Ensuring the Council is fit for the future and Protecting and enhancing the lives of vulnerable adults and children.

6. COMMUNITY ENGAGEMENT AND INFORMATION

- 6.1 No community engagement has been carried out or is required in the creation of or as a result of this report.

7. EQUALITY IMPACT ASSESSMENT

- 7.1 An Equality Impact Assessment (EIA) is not relevant to the report or its recommendations.

8. LEGAL IMPLICATIONS

- 8.1 Any revisions agreed to the current contract KPIs require recording as a formal contract change, in accordance with the processes and procedures within the BFfC Services Contract, as outlined in 4.1, above.

9. FINANCIAL IMPLICATIONS

- 9.1 There are no specific financial implications arising from this report.

10. BACKGROUND PAPERS

10.1 16 October Full Council Report - Establishment of BFfC

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