

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

Direct: ☎ 0118 9372303

6 December 2019

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

NOTICE OF MEETING - POLICY COMMITTEE 16 DECEMBER 2019

A meeting of the Policy Committee will be held on Monday, 16 December 2019 at 6.30 pm in the Council Chamber, Civic Offices, Reading, RG1 2LU. The Agenda for the meeting is set out below.

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|----|---|---------------------|------------------|
| 1. | CHAIR'S ANNOUNCEMENTS | | |
| 2. | DECLARATIONS OF INTEREST | | |
| 3. | MINUTES | | 5 - 12 |
| 4. | PETITIONS AND QUESTIONS | | |
| | To receive any petitions from the public and any questions from the public and Councillors. | | |
| 5. | DECISION BOOK REFERENCES | | |
| 6. | ADOPTION OF THE SUSTAINABLE DESIGN AND CONSTRUCTION SUPPLEMENTARY PLANNING DOCUMENT | BOROUGH WIDE | 13 - 108 |
| | This report recommends the formal adoption of the Sustainable Design and Construction Supplementary Planning Document, for use in determining planning applications for new development in Reading, and seeks approval for initial proposals on how funds raised through contributions from development towards carbon offsetting would be managed and spent. | | |
| 7. | ICT SECURITY POLICY SET UPDATES 2019-20 | BOROUGH WIDE | 109 - 234 |

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This report seeks approval for the annual revisions to the Council's ICT Security Policies and accompanying summary guidance notes for 2019-20.

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|-----------|--|-------------------------|----------------------|
| 8. | 2019-20 QUARTER 2 PERFORMANCE MONITORING REPORT | BOROUGH
WIDE | 235 -
282 |
| | <p>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 September 2019 (Quarter 2), as well as performance for the second quarter against measures of success published in the Council's Corporate Plan.</p> | | |
| 9. | DRAFT 2020/21 BUDGET AND MEDIUM TERM FINANCIAL STRATEGY | BOROUGH
WIDE | 283 -
398 |

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Present: Councillor Brock (Chair);

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

RESOLVED ITEMS

42. 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 item 43 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.

43. POTENTIAL PROPERTY ACQUISITION

The Director of Economic Growth and Neighbourhood Services submitted a report informing the Committee of the Ministry of Justice's proposed disposal of the Reading Gaol site, and seeking authority to submit a bid to purchase the site.

It was agreed at the meeting to include the Chairman of the Audit & Governance Committee and the Leader of the main Opposition Group as consultees on the final terms of the proposed bid.

Resolved -

- (1) That the Executive Director of Economic Growth and Neighbourhood Services be authorised to make a conditional bid for the Reading Gaol site, taking into account the proposed conditions set out in paragraph 5.4 of the report;
- (2) That the final terms of the bid be concluded in consultation with the Leader, Deputy Leader, the Lead Councillor for Culture, Heritage and Recreation, the Chairman of the Audit & Governance Committee, the Leader of the main Opposition Group and the Council's Assistant Directors for Finance and Legal and Democratic Services.

44. CHAIR'S ANNOUNCEMENTS

The Chair made the following announcement regarding the decision taken in closed session:

'Following discussion in the closed session of tonight's Policy Committee meeting, I can confirm that the Council intends to submit a bid to purchase the Reading Prison site.'

POLICY COMMITTEE MEETING MINUTES - 18 NOVEMBER 2019

The disposal of the gaol site represents a once in a generation opportunity and the Council's purchase would be the only certain mechanism to secure public access to the site and secure a cultural offer for Reading.

The full details of the bid must remain confidential given the commercial and competitive nature of the bidding process; however, the Council's bid would be conditional on securing significant external public funds in order to manage the risk of taking ownership of this historic property.'

45. DECLARATIONS OF INTEREST

Councillor Ennis declared an interest in Item 53 on the grounds that he was a Director of Homes for Reading.

46. MINUTES

The Minutes of the meeting held on 26 September 2019 were agreed as a correct record and signed by the Chair.

47. PETITIONS AND QUESTIONS

Anne Taplin presented a petition requesting the Council to continue to guarantee Swimming Concessions for retired people. Councillor Hoskin responded to the petition.

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

	<u>Questioner</u>	<u>Subject</u>	<u>Reply</u>
1.	Richard Stainthorp	OFSTED Framework	Cllr Pearce
2.	Richard Stainthorp	OFSTED Ratings	Cllr Pearce

Questions on the following matters were submitted by Councillors:

	<u>Questioner</u>	<u>Subject</u>	<u>Reply</u>
1.	Cllr White	Increase in fly tipping blighting Reading roads	Cllr James
2.	Cllr White	Reading residents living in Fuel Poverty	Cllr Page

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

48. COMMUNITY SAFETY PARTNERSHIP PLAN

The Director of Economic Growth and Neighbourhood Services submitted a report summarising the Community Safety Plan for Reading, 2019-22 as agreed by the Community Safety Partnership (CSP) on the 25th April 2019. The Community Safety Plan

POLICY COMMITTEE MEETING MINUTES - 18 NOVEMBER 2019

2019-22 was attached to the report at Appendix 1 and an Equality Impact Assessment was attached at Appendix 2.

The report noted that the CSP was required to carry out a strategic assessment of crime for its area, and that this had been carried out towards the end of 2018. Priorities had been identified by an assessment against Threat, Harm and Risk to individuals and to Reading as whole. The assessment had identified the following priorities, which had been agreed by the CSP at their meeting in April 2019:

- Exploitation - incorporating both Adult Exploitation and Modern Slavery;
- Violent Crime and Serious Anti-Social Behaviour - incorporating increasing violence against the person, knife possession and high level anti-social behaviour that had a significant impact on communities;
- Class A Drugs - incorporating drug visibility, drug dealing activity from within and outside Reading, and drug related anti-social behaviour.

The Community Safety Plan attached to the report set out an analysis of these three priorities as well as a summary of the CSP structure, funding and other areas of work.

Resolved -

That the Community Safety Plan 2019 - 2022, as attached to the report at Appendix 1, be agreed.

49. LOCAL COUNCIL TAX SUPPORT SCHEME: PROPOSED CHANGES

The Director of Resources submitted a report setting out three proposed amendments to the local Council Tax Support Scheme for the 2020/21 financial year. An equality impact assessment for the proposals was attached to the report at Appendix 1.

The report summarised the current scheme and the proposed options for changes. The first proposal was to change the current arrangements where Tax Support was cancelled when customers transitioned to Universal Credit, with customers invited to make a new claim. In the light of experience it was now proposed to leave the Tax Support claim open and use the existing information to calculate the amount of support. The second proposal was to clarify how excess Tax Support was dealt with, following a Local Government Ombudsman request to all Local Authorities. It was proposed to reduce Tax Support where a mistake or error by either the Local Authority or Department of Work and Pensions (DWP) had occurred, and increase the Council Tax liability by an equivalent amount. The reductions would be deemed 'official error reductions' and the increased liability considered recoverable, unless the customer could not reasonably have known they were being overpaid, in which case Discretionary Tax Support would be awarded to offset the loss, without the need for a further written application. The third proposed change was for Severe Disability Premium transitional payments from DWP for people who were receiving Universal Credit to be fully disregarded from both the income and applicable amount used to calculate Council Tax Support.

The report explained that the options outlined would reduce administrative processes for both customers and staff and provide clarity about the treatment of excess Council Tax Support. A statutory consultation was required, and it was proposed to consult for a period of six weeks, and then implement the amended scheme for the next two financial years, unless there were significant changes in the housing benefit scheme during that time.

Resolved -

- (1) That the following proposals be approved for consultation, with a view to implementation from 1 April 2020:
 - To remove the requirement to re-apply for Council Tax Support following the migration to Universal Credit;
 - To disregard Severe Disability Transitional payments in the calculation; and
 - To provide greater clarity on the treatment of excess Council Tax Support;
- (2) That, subject to the above amendments, the Council Tax Support Scheme for the 2020/21 and 2021/22 financial years be agreed, unless there were significant changes in the Housing Benefit Scheme that would warrant the same changes needing to be reflected in the Council Tax Support Scheme or other unexpected financial implications arose.

50. LIQUID FUEL PROCUREMENT

The Director of Economic Growth and Neighbourhood Services submitted a report seeking approval to enter into new contracts for fuel supplies.

The report noted that the Council currently spent in the region of £510k per year on liquid fuel supplies to support the corporate fleet for the provision of services. The majority of fuel was procured through a framework agreement managed by Crown Commercial Services (CCS) reducing risk and ensuring lowest price, through aggregating purchasing with other CCS customers. The report sought permission to enter into a new framework agreement with CCS in November 2019 to ensure best possible cost and supply was retained.

The report explained that the proposed arrangements were for a flexible contract which enabled the Council to reduce the amount of fuel procured, as it began a programme to replace fuel powered vehicles with electric vehicles and to cease the use of oil to fuel heating in buildings. The contract would not commit the Council to purchasing a minimum amount of fuel.

Resolved -

- (1) That the Executive Director of Economic Growth and Neighbourhood Services, in consultation with the Assistant Director of Procurement & Contracts, be authorised to enter into the recommended fuel supply contracts for diesel petrol and gas oil for the period November 2019 to 31 March 2022, through the Crown Commercial Services framework R3081 Liquid Fuels;
- (2) That the development of targets and policies to reduce the use of fossil fuels for powering vehicles and buildings in the Council's operations be endorsed.

51. REGULATION OF INVESTIGATORY POWERS ACT 2000

The Assistant Director of Legal and Democratic Services submitted a report updating the Committee on the use of the Regulation of Investigatory Powers Act 2000 (RIPA) during the 2018/2019 financial year.

The report noted that in the discharge of the Council's statutory functions there might be circumstances when it was necessary to use RIPA for the purpose of preventing crime or disorder. To date, the Council had made infrequent use of RIPA and recognised that there were usually less intrusive methods of obtaining information; this approach would continue where possible. Two RIPA authorisations had been granted by the Magistrates Court during 2018/19, for test purchases during the Reading Festival and for test purchases for the sale of alcohol to underage persons. No applications had been refused and no applications had been made for Communications Data or for Covert Human Intelligence Sources.

The Council's RIPA Policy, attached to the report at Appendix A, described the legislation relating to covert law enforcement techniques and the procedures to be followed in using those techniques.

Resolved -

- (1) That the Council's use of covert surveillance powers in the period April 2018 to March 2019 be noted;
- (2) That the Council's policy on the use of the Regulation of Investigatory Powers Act 2000, as set out at Appendix A, be endorsed.

52. BRIGHTER FUTURES FOR CHILDREN CONTRACTS PERFORMANCE REPORT

The Director of Resources submitted a report asking the Committee, in its capacity as sole member for Brighter Futures for Children Limited (BFfC), to note BFfC's retrospective finance and performance as set out in the company's annual report for 2018/19. The following documents were attached to the report:

- Appendix 1 - BFfC Annual Report 2018-2019
- Appendix 2 - Report to the Audit and Risk Committee, Period ended 31 March 2019

POLICY COMMITTEE MEETING MINUTES - 18 NOVEMBER 2019

The report noted that delivery of the Council's Children's Services, including Education and Early Help, had been transferred to Brighter Futures for Children Limited, a newly-established, wholly-owned subsidiary company of the Council. BFfC was run by a senior management team reporting to the Company board of directors, which in turn reported to the Council (Policy Committee) as its sole member/owner.

Under the agreed governance arrangements for BFfC, Policy Committee would receive an annual report from BFfC on performance and an annual report on the Company's business plan. Children's Services (excluding Fostering) had been delivered by the Company from 1 December 2018, and the delivery of Fostering had commenced on 1 March 2019. The annual report submitted for review therefore covered only part of the 2018/19 financial year. Policy Committee had approved the BFfC Business Plan for 2019-21 at its meeting on 8 April 2019 (Minute 89 refers), and BFfC were currently drafting their Business Plan for 2020/21 for submission to a future meeting.

The BFfC Annual Report 2018-2019, attached to the report at Appendix 1, showed that the Company's position at the end of 2018/19 was a £167k deficit. The deficit was made up of provision for annual leave carryover of £104k, redundancy costs of £47k and loan interest payment of £16k. The Company also noted in the report that, after making appropriate enquiries, the Board of Directors had a reasonable expectation that the Company had adequate resources to continue to deliver services for the foreseeable future, and therefore continued to adopt the going concern basis in preparing the financial statements. Independent Auditor UHY had signed off the accounts and submitted their report to the Company's Audit and Risk Committee, as attached at Appendix 2 to the report.

Resolved -

That the BFfC retrospective finance and performance report for 2018/19 be noted.

53. HOMES FOR READING - AMENDMENT TO ARTICLES

The Director of Economic Growth and Neighbourhood Services submitted a report asking the Committee, acting as shareholder of Homes for Reading (HfR) to approve amendments to HfR's Articles of Association, to reflect the new and reduced composition of the company's Board of Directors. The proposed Articles of Association were attached to the report at Appendix A with changes marked. The proposed changes were to reduce the quorum for a Board meeting from five to three directors, including an officer director.

Attached to the report at Appendix B was the wording of the Special Resolution to be passed by the Committee and signed by the Chair for filing at Companies House.

Resolved -

POLICY COMMITTEE MEETING MINUTES - 18 NOVEMBER 2019

That a Special Resolution be passed by the Committee, acting as the sole member of Homes for Reading, in order to approve the amended Articles of Association as attached to the report at Appendix A.

(Councillor Ennis declared an interest in this item, left the meeting and took no part in the debate or decision. Nature of interest: Councillor Ennis was a Director of Homes for Reading Limited.)

(The meeting started at 6.30 pm and closed at 7.31 pm)

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READING BOROUGH COUNCIL

REPORT BY EXECUTIVE DIRECTOR OF ECONOMIC GROWTH AND NEIGHBOURHOOD SERVICES

TO:	POLICY COMMITTEE		
DATE:	16 DECEMBER 2019		
TITLE:	ADOPTION OF THE SUSTAINABLE DESIGN AND CONSTRUCTION SUPPLEMENTARY PLANNING DOCUMENT		
LEAD COUNCILLOR:	COUNCILLOR PAGE	PORTFOLIO:	STRATEGIC ENVIRONMENT, PLANNING AND TRANSPORT
SERVICE:	PLANNING	WARDS:	ALL
LEAD OFFICER:	MARK WORRINGHAM	TEL:	0118 9373337
JOB TITLE:	PLANNING POLICY TEAM LEADER	E-MAIL:	mark.worringham@reading.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 This report relates to the proposed adoption of the Sustainable Design and Construction Supplementary Planning Document (SPD), for use in determining planning applications for new development in Reading. The SPD provides detailed guidance to accompany the new, ambitious sustainability policies in the Reading Borough Local Plan, which was adopted on 4th November. In doing so, it will provide an essential part of the Council's response to the Climate Emergency.
- 1.2 A Draft Sustainable Design and Construction SPD was approved for consultation by Strategic Environment, Planning and Transport Committee on 9th July 2019 (Minute 10 refers). Consultation took place between July and September 2019, and a total of 18 responses were received. A Statement of Consultation summarising the process and the responses is included as Appendix 2.
- 1.3 A revised version of the SPD has now been prepared, taking account of the responses received. This is included as Appendix 3. Committee is recommended to formally adopt this as part of the Council's planning policy for determining planning applications.
- 1.4 Committee is also requested to approve the initial proposals for how funds raised through contributions from development towards carbon offsetting would be managed and spent.
- 1.5 Appendices:
Appendix 1: Equality Impact Assessment scoping
Appendix 2: Statement of Consultation on the Draft Sustainable Design and Construction SPD
Appendix 3: Sustainable Design and Construction SPD

2. RECOMMENDED ACTION

- 2.1 That the results of the consultation on the Draft Sustainable Design and Construction Supplementary Planning Document, undertaken between December 2018 and February 2019, as set out in the Consultation Statement at Appendix 2, be noted.
- 2.2 That the Sustainable Design and Construction SPD (Appendix 3) be adopted as a Supplementary Planning Document.
- 2.3 That the initial proposals for the use of funds towards carbon off setting secured under Policy H5 of the Local Plan as supplemented by the Sustainable Design and Construction SPD be noted.

3. POLICY CONTEXT

- 3.1 Reading Borough Council declared a Climate Emergency at Council on 26th February 2019, and set out its commitment to work towards achieving a carbon neutral Reading by 2030. In order to achieve these aims it will be essential to make sure that new development minimises its carbon emissions and is as sustainable as possible.
- 3.2 The Reading Borough Local Plan was adopted at Council on 4th November. This includes new policies on the sustainability of new development, which increase standards for both residential and non-residential development. However, implementing these sustainability policies requires considerable detail to be set out within a Supplementary Planning Document (SPD). An SPD cannot make policy on its own, and can only provide detail on how policies in the development plan will be implemented.
- 3.3 The main sustainability policies of the Local Plan in terms of requirements for new development are policies CC2 and H5, and these are set out below:

“CC2: SUSTAINABLE DESIGN AND CONSTRUCTION

Proposals for new development, including the construction of new buildings and the redevelopment and refurbishment of existing building stock, will be acceptable where the design of buildings and site layouts use energy, water, minerals, materials and other natural resources appropriately, efficiently and with care and take account of the effects of climate change.

To meet these requirements:

- *All major non-residential developments or conversions to residential are required to meet the most up-to-date BREEAM ‘Excellent’ standards, where possible;*

- *All minor non-residential developments or conversions to residential are required to meet the most up-to-date BREEAM ‘Very Good’ standard as a minimum;*
- *All non-residential development or conversions to residential should incorporate water conservation measures so that predicted per capita consumption does not exceed the appropriate levels set out in the applicable BREEAM standard. Both residential and non-residential development should include recycling greywater and rainwater harvesting where systems are energy and cost effective.”*

“H5: STANDARDS FOR NEW HOUSING

New build housing should be built to the following standards:

[...]

c. All major new-build residential development should be designed to achieve zero carbon homes;

d. All other new build housing will achieve at a minimum a 19% improvement in the dwelling emission rate over the target emission rate, as defined in the 2013 Building Regulations.

[...]”

- 3.4 Other relevant policies within the Local Plan are those around adaptation to climate change (CC3), decentralised energy (CC4) and waste minimisation (CC5).
- 3.5 The Council has an existing Sustainable Design and Construction SPD, adopted in 2011, which supplements the sustainability policies in the Core Strategy and Sites and Detailed Policies Document. These documents were replaced by the new Local Plan, and the existing SPD is therefore out of date and can no longer be implemented. It is therefore essential to put a new SPD in place as soon as possible to allow the Council’s ambitious new sustainability approach to be realised.
- 3.6 The Government recently commenced consultation on changes to Parts L and F of the Building Regulations to introduce a Future Homes Standard¹. This would increase the energy efficiency requirements for new homes in 2020 and would require new build homes to be future-proofed with low carbon heating and world-leading levels of energy efficiency by 2025. This consultation lasts from 1st October 2019 to 10th January 2020, and focuses around options only at this stage. It does have the potential to supersede parts of the sustainability policies in the Local Plan, including zero carbon homes, depending on how and when it is brought into force, but this will not be known until after the consultation. The Council is working on making a robust response to this consultation. In the

¹ For further information, see: <https://www.gov.uk/government/consultations/the-future-homes-standard-changes-to-part-l-and-part-f-of-the-building-regulations-for-new-dwellings>

meantime, the Council will need to proceed with implementing its policies as planned.

4. THE PROPOSAL

(a) Current Position

4.1 Strategic Environment, Planning and Transport Committee approved the Draft Sustainable Design and Construction SPD for consultation on 9th July 2019 (Minute 10 refers).

4.2 Consultation was undertaken between 19th July and 6th September 2019, a total of seven weeks. The draft SPD was placed on the Council's website, and all of the contacts on the Council's consultation list were written to advise of the consultation. A total of 18 written responses were received. The main points raised are summarised below.

- All respondents expressed support for the general themes of the SPD and agreed that the Council must take urgent action to address CO2 emissions and reduce energy use generally.
- Many respondents provided helpful technical detail with regard to sustainable design and construction methods.
- Some respondents felt the SPD does not go far enough in addressing carbon emissions and energy use. (However, officers would like to reiterate that the SPD cannot introduce new policy requirements in and of itself. The SPD is limited to supplementing the standards which have already been adopted in the Local Plan.)
- Some respondents felt that references to certain technologies, such as biomass, should be removed because they are out-of-date or have air quality implications.
- Historic England requested that the SPD references specific considerations for heritage assets as sustainable design and construction interventions have the potential to cause harm to the historic environment.
- Some developers felt that the SPD imposes undue burdens on developers that will slow or deter development or make development unviable.
- Some respondents expressed doubts that BREEAM is the best tool for improving sustainable design and construction and suggested that other measures be used, such as Passivhaus, Minergie or LEED.
- Some respondents expressed concerns that district heating systems would not be achievable.
- Some respondents recommended that as-built energy performance be assessed consistently at the end of the planning process in order to ensure actual compliance with standards, as opposed to simply evaluating schemes at design stage.
- Some respondents suggested that the document go into further detail regarding the natural environment, such as biodiversity enhancement, landscape enhancement, protected species and habitats.

4.3 A full Statement of Consultation, detailing the consultation measures and the responses received, is included as Appendix 2. Proposed Council responses to each representation are also included within the Statement of Consultation.

4.4 The Council has also commissioned Element Energy to undertake a review of the draft SPD. The purpose of this review was to understand some of the detailed elements of implementing the Council's policies, and any likely issues that would result, as well as taking account of emerging best practice. This review resulted in the following recommendations, which have been incorporated into the adoption version of the SPD:

- Revise references to Combined Heat and Power to remove any support for combustion CHP, as these are increasingly becoming redundant for carbon saving purposes due to the decarbonisation of the grid. This also leads to a need to specify what version of Standard Assessment Procedure (SAP) is submitted at application stage to demonstrate compliance.
- Revisiting the section on site specific considerations and district heating to make clearer what is required of developers and provide commentary on the preferred approach.
- Make clear whether carbon savings required as part of zero carbon homes refer to regulated or unregulated emissions.
- Provide guidance on whether water-cooled chiller systems will be appropriate given water efficiency policies.
- Review trigger points for Section 106 payments under zero carbon homes so that the performance of the building as occupied can be taken into account, meaning needing 6 months after first occupation.
- That carbon offsetting prices be kept under review.

(b) Option Proposed

4.5 Committee is recommended to adopt the revised version of the Sustainable Design and Construction SPD. The version to be adopted is Appendix 3 to this paper. Once adopted, the SPD will be used to supplement the Local Plan for the determination of planning applications for new development.

4.6 The main changes that have been made to the SPD compared to the version that was consulted upon (in addition to those referred to in paragraph 4.4) are summarised below:

- Changes to bring the document up to date, including much greater reference to the declaration of a Climate Emergency and the work on a new Climate Change Strategy, the adoption of the Local Plan and the most recent version of the National Planning Policy Framework.
- Improvements to the wording around zero carbon homes to give greater clarity on expectations, including responding to suggestions in consultation that off-site non-financial carbon offsetting should be considered.

- Various small changes to remove or amend references to specific technologies, or to provide further technical detail as needed. It is important to note that the SPD is not intended to be an all-inclusive technical guide. This helps to future proof the document and allow for future changes in technology.
- Detail added to refer to the sensitivity of the historic environment and to ensure the appropriate balance is struck between heritage preservation and enhancement and sustainable design and construction.
- Further references to viability were added to align with the Main Modifications of the Local Plan. Viability was addressed in detail during the examination of the Local Plan and the SPD does not impose new policy requirements that could bring their own viability implications.
- More guidance on how carbon offsetting contributions could be spent (see paragraph 4.7).

Carbon offsetting contributions

- 4.7 Local Plan policy H5 expects that new-build developments of ten dwellings or more meet zero carbon standards. As set out in the Local Plan, and as supplemented by this SPD, where the development is not carbon neutral, the baseline is that it should achieve a 35% improvement in emissions over the 2013 Building Regulations, with a financial contribution to carbon offsetting to cover the remainder. This would be secured through a Section 106 agreement, and would be calculated at £1,800 per tonne of carbon (i.e. £60 per tonne over a 30 year period).
- 4.8 There is therefore expected to be a steady stream of funds from development to be put towards carbon offsetting schemes. It will take some time for these funds to start to be received, as it will only be received when developments which are currently at the planning application stage start to be developed. However, the Council will need to decide how these funds should be allocated to effectively offset the carbon impacts of new development in a timely manner.
- 4.9 In London, where carbon offsetting schemes are already in operation, the individual London Boroughs are responsible for allocating money to carbon offsetting projects. The authorities handle this differently, but the following are some of the more common projects:
- Upgrading of existing local authority housing;
 - Generating and supporting renewable and low carbon energy and heat projects;
 - Retrofitting private housing;
 - Behavioural change projects;
 - Boiler replacement schemes;
 - Home visits for energy saving advice;
 - Warmer homes schemes;
 - Provision of grants for renewable energy and energy efficiency;
 - Energy projects for community buildings, e.g. solar panels;
 - Sustainable transport measures;

- Shifts to low-emission vehicles; and
 - Tree planting and greening measures.
- 4.10 Not all of these are necessarily appropriate for Reading. As there is an increasing move away from gas, replacing old boilers with more efficient ones is not recommended. It will also be important that clear carbon savings can be demonstrated, which is easier for some projects than others,
- 4.11 The following initial projects have therefore been identified as potential uses of financial contributions. Formal spend approval will be required from an appropriate committee or delegation. It is anticipated that the final allocation of funds will respond to the Council's detailed Climate Change Action Plan when this approved in the New Year. It is unlikely that any significant developer contributions will have been received for at least a year, as new planning permissions will need to be built out to test the final performance to inform the contribution.
- Upgrading and retrofitting of existing housing;
 - Home visits for energy saving advice that leads to installation of energy efficiency saving measures;
 - Installation of heat pump based heating system where carbon emission savings can be demonstrated;
 - Generating and supporting renewable and low carbon energy and heat projects;
 - Provision of grants for renewable energy and energy efficiency;
 - Energy projects for community buildings, e.g. solar panels;
 - Installation of electric vehicle charging infrastructure; and
 - Tree planting and greening measures.
- 4.12 It is envisaged that additional resource will be needed within the Planning team or Sustainability team to manage this budget and oversee its implementation. Funds for this post would be allocated from the contributions received from developers.

(c) Other Options Considered

- 4.13 There are two alternative options to the proposed option above. They are: (i) to prepare a Sustainable Design and Construction SPD with significantly different requirements; and (ii) not to proceed with a Sustainable Design and Construction SPD.
- 4.14 The first option reflects what some of the consultation comments would have requested, for instance moving away from BREEAM and setting even more ambitious standards. However, this not possible because an SPD cannot make policy. Only a document with Local Plan status (and which has been through the necessary processes, including public examination) can make new policy. Therefore, the SPD is limited to supplementing the standards which have already been adopted in the Local Plan, and significantly different requirements cannot be set.
- 4.15 Not to proceed with a revised SPD would mean that there is no certainty for the Council and developers about what will be required at planning

application stage, and how these requirements will be judged. This would lead to potential delay and inconsistency at decision-making stage, and could also lead to challenge at appeal.

5. CONTRIBUTION TO STRATEGIC AIMS

- 5.1 Adoption of the SPD will guide future development in a way that will contribute to achieving the Council’s priorities as set out in the Corporate Plan (2018-2021)² through “keeping Reading’s environment clean, green and safe.”
- 5.2 This SPD and the subsequent implementation of the proposals set out in the new Local Plan will contribute to the measures to address the recent declaration of a Climate Emergency, which will mean moving towards zero carbon by 2030. In doing so, it will help to achieve Reading’s existing Climate Change Strategy (Reading Means Business on Climate Change 2013-2020)³ which seeks to reduce Reading’s carbon footprint by 34% by 2020 in comparison to 2005 levels, and meet targets and actions arising from Reading’s emerging Climate Change Strategy.
- 5.3 Reading has a large proportion of older, largely private-sector housing stock with poor thermal comfort, an over-representation of vulnerable adults and levels of poverty significantly higher than the regional average, therefore a fund that will be focused on retrofitting such accommodation will have significant benefits in terms of Reading’s carbon footprint.

6. COMMUNITY ENGAGEMENT AND INFORMATION

- 6.1 Community involvement on the Draft Sustainable Design and Construction SPD took place between 19th July and 6th September 2019, a period of seven weeks. Paragraphs 4.2 to 4.3 of this report summarise the consultation process already undertaken, and this is set out in more detail in the Statement of Consultation in Appendix 2. The community involvement stages were undertaken in line with the Statement of Community Involvement (adopted March 2014).

7. EQUALITY ASSESSMENT

- 7.1 The Scoping Assessment, included at Appendix 1 identifies that an Equality Impact Assessment (EqIA) is not relevant to this Supplementary Planning Document. A full EqIA is not therefore required.

8. ENVIRONMENTAL IMPLICATIONS

- 8.1 The SPD implements the new sustainability policies in the Local Plan, which set high standards for emissions and energy efficiency in new development, and which mean that Reading is among the most ambitious

² http://www.reading.gov.uk/media/4621/Shaping-Readings-Future---Our-Corporate-Plan-2018-21/pdf/FINALCorporate_Plan_2018_21webpub.pdf

³ <http://www.reading.gov.uk/media/1232/Climate-Change-Strategy/pdf/Climate-Change-Strategy.pdf>

authorities. The entire purpose of the SPD is therefore to ensure that new developments achieve the highest possible standards of sustainability and energy efficiency, to form an essential part of Reading's response to the Climate Emergency.

- 8.2 The Local Plan policies around energy, as supplemented by this SPD, will be a key strand of the Energy and Low Carbon Development theme of the new Reading Climate Change Strategy. However, the SPD covers wider sustainability issues, and therefore it is expected to contribute to many, if not all, of the other five themes.
- 8.3 The report on the Climate Emergency to Strategic Environment, Planning and Transport Committee on 9th July 2019 identified a number of actions that would be needed to make significant progress towards a carbon neutral Reading by 2030. Funds raised through carbon offsetting contributions could be allocated in a way that would make a substantial contribution towards these actions. This could include retrofitting of existing residential and commercial properties, renewable energy projects such as solar and wind, and developing and connecting to district heating systems.
- 8.4 The SPD requires all major development proposals to submit a Sustainability Statement and Energy Statement at planning application stage. An Energy Statement demonstrates how the energy related aspects of the proposed development meets the requirements of local planning policy energy and emissions standards. Sustainability Statements require the developer to take consideration of all aspects of development form which can contribute to securing high standards of sustainable development. As well as energy, this includes matters such as water conservation, flood risk and drainage, transport and biodiversity.
- 8.5 Therefore, the adoption of the SPD is an essential step in ensuring that progress can be made to achieving a carbon neutral Reading by 2030.

9. LEGAL IMPLICATIONS

- 9.1 Regulation 12 and 13 of the Town and Country Planning (Local Planning) (England) Regulations 2012 set out the requirements for undertaking consultation on Supplementary Planning Documents. Regulation 14 sets out the requirements for adoption. The production of and consultation on the SPD are in compliance with the requirements under the Regulations.

10 FINANCIAL IMPLICATIONS

- 10.1 The work undertaken on drafting the documents and the expenditure on community engagement and on consultant support has been funded from existing budgets.
- 10.2 The implementation of proposals within the SPD will require additional officer time in order to properly assess Sustainability Statements and achieve zero carbon homes on major residential development sites. However, this is expected to be managed from existing budgets. For

complex developments, it may also mean commissioning specialist consultants to provide a view on submitted Statements. However, this can be charged to the applicant.

- 10.3 It has been considered whether implementation of the SPD may have an effect on house building in the Borough, including the Council's own housebuilding, due to the increased cost of compliance, particularly where zero carbon homes would apply (i.e. for major developments). The cost of compliance is not expected to be significant⁴. The viability testing of the Pre-Submission Draft Local Plan concluded that the policies of the local plan, including the requirement for Zero Carbon Homes within H5, would not detrimentally affect the viability of development. Additionally, it is likely that the costs of compliance will fall steadily over time as technologies are improved, and the costs of running properties will be significantly reduced. It is also important to note that any costs would not be a consequence of the SPD, because the decision to apply zero carbon homes was made as part of the Local Plan, adopted by Council on 4th November 2019. The SPD merely sets out some of the detail for its implementation.
- 10.4 It is anticipated that planning contributions collected through implementation of policy H5 will generate some funding for carbon offsetting within the Borough. Paragraphs 4.10 to 4.12 of this report deal with how this money could be used to offset the impacts of development. It is expected to be some time before these funds are received, as they will need to be triggered by occupation of the development.

Value for Money (VFM)

- 10.5 The adoption of a new SPD will ensure that development is appropriately guided and that significant environmental effects are minimised. Adoption of the SPD, in line with legislation, national policy and best practice, therefore represents good value for money.

Risk Assessment

- 10.6 There are no direct financial risks associated with the adoption of the SPD.

BACKGROUND PAPERS

- The Town and Country Planning (Local Planning) (England) Regulations 2012
- Draft Sustainable Design and Construction SPD, July 2019
- Adopted Local Plan, November 2019
- National Planning Policy Framework, February 2019
- Carbon Offset Funds, Mayor of London, October 2018

⁴ For example, in 2014 the London Housing Standards Review by the Greater London Authority determined the cost of Zero Carbon Homes compliance to be an additional 1 - 1.4% of base build cost and the viability assessment concluded that this did not represent a significant determinant to viability and delivery of housing. This aligns with the conclusions made by the viability assessment performed on our own Pre-submission Draft Local Plan.

APPENDIX 1: EQUALITY IMPACT ASSESSMENT

Provide basic details

Name of proposal/activity/policy to be assessed:

Adoption of the Sustainable Design and Construction SPD

Directorate: DEGNS - Directorate of Economic Growth and Neighbourhood Services

Service: Planning

Name: Mark Worringham

Job Title: Planning Policy Team Leader

Date of assessment: 18/10/2019

Scope your proposal

What is the aim of your policy or new service?

To provide information to supplement the sustainability policies of the Reading Borough Local Plan.

Who will benefit from this proposal and how?

The whole community will benefit from development reducing its contribution to climate change.

What outcomes will the change achieve and for whom?

The adoption of the Sustainable Design and Construction SPD, together with adopted Local Plan policies, will improve the energy efficiency and sustainability standards of new development, therefore helping to reduce the contribution that new development makes to climate change.

Who are the main stakeholders and what do they want?

Local residents and environmental groups - for development to reduce its contribution to climate change, and for associated improvements such as improved air quality.
Developers - policies which do not impact viability of development, and which provide certainty about what information is required and how decisions will be made.
Council - achieving zero carbon by 2030

Assess whether an EIA is Relevant

How does your proposal relate to eliminating discrimination; promoting equality of opportunity; promoting good community relations?

Do you have evidence or reason to believe that some (racial, disability, gender, sexuality, age and religious belief) groups may be affected differently than others?
(Think about your monitoring information, research, national data/reports etc)

Yes No

Is there already public concern about potentially discriminatory practices/impact or could there be? Think about your complaints, consultation, feedback.

Yes No

If the answer is **Yes** to any of the above you need to do an Equality Impact Assessment.

If No you **MUST** complete this statement

An Equality Impact Assessment is not relevant because: Reducing the impact that new development has on climate change does not have a differential effect on racial groups, gender/transgender, disability, sexual orientation, age or religious belief.

Signed (completing officer) Mark Worringham Date: 18th October 2019

Signed (Lead Officer) Mark Worringham Date: 18th October 2019

APPENDIX 2

STATEMENT OF CONSULTATION ON THE DRAFT SUSTAINABLE DESIGN AND CONSTRUCTION SUPPLEMENTARY PLANNING DOCUMENT

December 2019

1. Summary of Consultation Measures

- 1.1 Consultation took place from 16th July to 6th September 2019. The Supplementary Planning Document (SPD) supplements policies in the Local Plan, and at the time the outcome of the Local Plan Examination was not known. However, it was considered to be essential to undertake the consultation on the assumption that the Local Plan would be found sound, to enable adoption of the SPD as soon as possible after Local Plan adoption.
- 1.2 Consultation involved contacting all those on the Council's planning policy consultation list, which includes a mix of statutory consultees, businesses, voluntary and community organisations and interested individuals. The document was also published on the Council's website and was available to view in Reading Borough Council libraries and in the Civic Offices.

2. Summary of Responses

- 2.1 A total of 17 responses were received.
- 2.2 The following points were raised by respondents:
- All respondents expressed support for the general themes of the SPD and agreed that RBC must take urgent action to address CO² emissions and reduce energy use generally.
 - Many respondents provided helpful technical detail with regard to sustainable design and construction methods.
 - Some respondents felt the SPD does not go far enough in addressing carbon emissions and energy use. (However, officers would like to reiterate that the SPD cannot introduce new policy requirements in and of itself. The SPD is limited to supplementing the standards which have already been adopted in the Local Plan.)

- Some respondents felt that references to certain technologies, such as biomass, should be removed because they are out-of-date or have air quality implications.
- Historic England requested that the SPD references specific considerations for heritage assets as sustainable design and construction interventions have the potential to cause harm to the historic environment.
- Some developers felt that the SPD imposes undue burdens on developers that will slow or deter development or make development unviable.
- Some respondents expressed doubts that BREEAM is the best tool for improving sustainable design and construction and suggested that other measures be used, such as Passivhaus, Minergie or LEED.
- Some respondents expressed concerns that district heating systems would not be achievable.
- Some respondents recommended that as-built energy performance be assessed consistently at the end of the planning process in order to ensure actual compliance with standards, as opposed to simply evaluating schemes at design stage.
- Some respondents suggested that the document go into further detail regarding the natural environment, such as biodiversity enhancement, landscape enhancement, protected species and habitats.

2.3 Detailed summaries of each individual representation, as well as a response from the Council are included below:

Name	Representation	Council Response
Bedford, Chris	<ol style="list-style-type: none"> 1. In table 3.1, some acknowledgment is needed under conversions and refurbishments that the required standard may not be achievable in the case of listed buildings, and it may be helpful at some point in the document to indicate the kinds of measures (underfloor and loft insulation, secondary glazing, reinstatement of window shutters etc) that may be appropriate in such cases. 2. The prescriptions in 4.3 have profound implications for townscape and sense of place. Large free-standing commercial buildings clearly offer considerable flexibility in matters of layout. When it comes to housing, however, sustainable building requires a complete re-think of housebuilders' approach to design and layout, so the principles need to be robust, but those set out here perhaps represent just one of a range of possible design strategies. At Bedzed in Mitcham, for 	<ol style="list-style-type: none"> 1. Change proposed. 2. In order to futureproof the SPD it is considered that it is best to avoid very prescriptive language. The SPD is not intended to be a technical guide. Nevertheless, a change is proposed to clarify that these suggestions represent just one of many possible strategies. 3. Change proposed. 4. It is agreed that the wording is overly prescriptive and that a reference back to Local Plan policies is preferable. 5. Change proposed. 6. Change proposed. 7. It is considered that detailed construction and demolition measures are not within the scope

	<p>example, these ideas lead to single-sided streets and extra access roads. They would in any case be inappropriate for most infill development (though on many sites orientation of at least part of the roof can be tailored to the needs of solar panels) and this needs to be acknowledged. Even for larger sites, the principles set out represent a far too narrow approach. They appear to rule out, for example, north-south rows of one room deep houses with large-windowed single storey projections at the rear - a form that could harness substantial solar gain while maintaining a conventional street. Solar conservatories should be allowed for (an important element at Bedzed): they collect and store (in the adjacent wall) solar heat which can then be redistributed as required (4.5 acknowledges the efficiency of mechanical ventilation) and can provide ventilation by convection in summer, as well as space for plants that could improve indoor air quality.</p> <ol style="list-style-type: none"> 3. 4.6 should mention earth sheltered housing, which as well as benefitting from the low temperature variations in the ground can enable infill housing to be built on difficult sites. 4. More intensive development and re-development for housing in those suburban areas with good access to services and public transport is vital if car use is to be reduced. Para 5.8 should be re-worded to make it clear that it is not ruling out building on gardens. Many of these in any case comprise grassed areas with a few shrubs and do little for CO2 reduction, and their loss can be offset by better quality planting over a smaller area. 5. 6.6 should mention that most SUDS techniques must be avoided on extensively contaminated sites. 6. The embodied energy in building materials is touched on in 7.4, but is not just a waste issue. Choice of materials deserves separate and fuller treatment, and an appropriate expansion of points 11 in table A1.1 and 19 in A1.2 (with embodied energy taken together with durability and re-use/recycling potential). 	<p>of this part of the SPD, and are covered by Local Plan policies. This will be required at application stage.</p> <ol style="list-style-type: none"> 8. Change proposed. 9. This appendix describes the technologies rather than providing a full range of planning considerations. Proposals will need to be considered against other policies, which includes impact on air quality under EN15. 10. A change is proposed to deal with air-source and ground-source heat pumps in more detail, and this refers to variations in efficiency.
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	<ol style="list-style-type: none"> 7. 7.8 should flag the need to consider disposal of contaminated water during demolition and construction, particularly where sites adjoin watercourses. 8. In Table A1.2, point 27, 'runoff' should be followed by 'or infiltration'. 9. Appendix 2h should mention recent research at Imperial College and elsewhere that has identified a range of adverse health effects from domestic wood burning. One study equated the particulate output of a domestic wood stove with that of four idling diesel lorries. Mr Gove as Environment Secretary mooted the possibility of banning all domestic wood burning even in DEFRA approved apparatus. Reading has a regrettably patchy coverage of smokeless zones, but even where restrictions apply and are complied with, no control applies to the height of chimneys so that smoke may not be dispersed away from neighbours. Para h should bring local health issues into the equation and indicate that the acceptability of biomass burning in new development depends on an efficient combustion and dispersal of smoke that can normally be achieved only in a large scale plant. 10. Appendix 2l could usefully mention the drawbacks of air source heat pumps (efficiency variable depending on temperature, noise in operation.) 	
Chambers, Donald	<ol style="list-style-type: none"> 1. The overall approach of planning policy supporting green buildings (both new and refurbished) is supported, but it needs to be backed up with support from the Building Regulations Section at RBC to ensure contractors do what they are supposed to do, and also to try to persuade people who are undertaking works that do not require planning permission to also adopt green building approaches. 2. A general criticism is that the document focusses too much on energy and carbon reduction. This approach is prima facie supported by the government, which talks about a move towards a carbon neutral economy and that means the planning and construction sectors have to be planning 	<ol style="list-style-type: none"> 1. Noted. Building Control at RBC is not within the scope of the SPD, but planning works closely with building control officers and private suppliers to ensure that developments meet ambitious sustainability standards. 2. The SPD cannot introduce new policy and must comply with the approach outlined in the National Planning Policy Framework and this is why the SPD focuses on energy use and carbon reduction. Detailed technical requirements are outlined through BREEAM. Matters such as sourcing of materials are considered through

	<p>development and building more sustainably. The National Planning Policy Framework (NPPF) provides a foundation for the RBC policies. However, sustainable buildings are about more than carbon energy use and planning policy needs to consider wider matters such as VOCs in paints and adhesives, user comfort and the sourcing of materials. This is mentioned in paragraph 3.3, but the wording is weak in that it states "Sustainability Statements typically require the developer to take consideration...". There should be a requirement to consider and design in these wider sustainability matters. BREEAM possibly does this (I am more familiar with the United States' LEED requirements than BREEAM), but the document is weak in this respect and needs to be clearer that they are an integral part of sustainable design and build, not an add-on or after thought.</p> <ol style="list-style-type: none"> 3. Table 3.1 - support the requirement to meet green building standards but is BREEAM the best set of standards or are there residential equivalents from elsewhere that can be adopted, e.g LEED or Passivehaus? 4. Paragraph 3.9 - will the price per tonne of CO2 be kept under review? It is likely to change over time and inflation will diminish the impact of the contribution. 5. Paragraph 6.1. The growth in the number of households does not cause a rise in per capita consumption. The document makes an odd link between high use of water and flooding - I am not aware that these two are linked. 6. Are Wokingham and West Berks preparing similar standards otherwise developers will try to go across the border. 	<p>the Sustainability checklist.</p> <ol style="list-style-type: none"> 3. The SPD cannot introduce new policy, and supplements the Local Plan which requires BREEAM Very Good or Excellent. It is considered that BREEAM is the most widespread evaluation method. Requiring compliance with a less well-known system would likely increase administration burdens, as well as burdens on developers. 4. Change proposed. 5. The paragraph states that increasing population increases consumption generally, not per capita. It does not state that consumption and flooding are linked, but states that they exist alongside one another. However, it is agreed that a change can make this clearer. 6. It will be for those authorities to consider the standards that apply. However, it is not considered that RBC's policy approach will have the effect of discouraging development within the Borough.
Cowling, Tony	<ol style="list-style-type: none"> 1. This document lacks a lot of SMART targets these should be: Specific, Measurable, Attainable, Realistic, and Time bound. Without these the document has very little meaning and cannot be validated in any way. The word target is mentioned but the language of the document is often vague, consider, where possible etc. There is an idea that reductions will be achieved at a rate of about 7% per annum but it will become 	<ol style="list-style-type: none"> 1. Reading is currently reviewing its Climate Change Strategy to respond to the climate emergency, and these issues are best addressed there rather than in a SPD with limited scope. 2. The units in the SPD reflect the London Plan approach, and the now-adopted Local Plan

	<p>increasingly difficult to make further savings and this problem ought to be addressed in this document.</p> <ol style="list-style-type: none"> 2. There are many references to energy and energy efficiency and I feel that it would be prudent to translate the carbon dioxide numbers in to kW, hWh or better still kWh/m²/a as these figures would then be absolute and measurable rather than optional carbon targets given. 3. There is a far too heavy reliance on BREEAM and a robust low energy standard should be adopted. A recent project in Norwich and there are similar initiatives in Exeter already with others following suit is, as an example, in the link below https://www.theguardian.com/artanddesign/2019/jul/16/norwich-goldsmith-street-social-housing-green-design 4. Zero carbon needs to be clearly defined. 5. Update Reading's carbon target in paragraph 1.10. 6. Paragraph 1.16 - "we are consulting on the basis that is will <i>be</i> adopted as to include ..." 7. Paragraph 2.1 - "carbon reductions" 8. Paragraph 2.2 - "actively supporting energy <i>use reduction and energy</i> efficiency improvements" 9. Paragraph 2.5 - It will become increasingly difficult to make these reductions as the graph going forward is not linear and so greater reductions will be needed in the earlier years and this fact should be addressed and targets set in this document. This should also be addressed in Paragraph 2.8. 10. Paragraph 2.8 - "High standards of energy efficiency" needs to be defined. BREEAM is not a sufficiently high standard and should refer to Minergie or Passive House. Retrofit measures are already mandated during renovations, but this is not enforced or publicised. We need to move forward with a massive programme of retrofitting entire streets and districts and in some cases, demolitions. Mitigation measures like cavity wall insulation is no longer enough. 11. Paragraph 2.10 - CC2: BREEAM is not a sufficient standard and any building built to this standard now will have to be 	<p>policies, and the language used in the Building Regulations.</p> <ol style="list-style-type: none"> 3. The SPD cannot introduce new policy, and supplements the Local Plan which requires BREEAM Very Good or Excellent. It is considered that BREEAM is the most widespread and well-established standard that will decrease the administrative burden on both developers and the Council. 4. Zero Carbon is clearly defined both within policy H5 that this document supplements, and throughout the document itself. 5. These sections have been updated. 6. These sections have been updated. 7. Change proposed. 8. Change proposed. 9. These sections have been updated. Changes to targets are best addressed there rather than in a SPD with limited scope. 10. The SPD cannot introduce new policy or amend policies within the Local Plan. It can only provide detail to support the Local Plan's implementation. The SPD is not intended to outline large scale retrofitting programs or mitigation measures. The funds raised through the implementation of Policy H5 will contribute to such projects. 11. The SPD cannot introduce new policy or amend policies within the Local Plan. It can only provide detail to support the Local Plan's implementation. 12. The SPD cannot introduce new policy or amend policies within the Local Plan. It can only provide detail to support the Local Plan's implementation.
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	<p>retrofitted with further measures before 2050 at prohibitive costs and huge disruption. Therefore, these measures should be built in now. There is a strong case to go with defined energy use standards now for both new build and renovations/retrofit.</p> <p>12. Paragraph 2.10 - CC4: This should require that reduction of energy use is considered in the first instance in the design stage.</p> <p>13. Paragraph 2.10 - EN18: I would caution against stating that SuDS will help protect people and property from flooding as this leaves the Council open to legal action when it fails.</p> <p>14. Paragraph 2.10 - H5: Yes, this is good but does not achieve the 2050 targets. We need to exceed these targets by a reasonable margin to address upgrading existing housing stock.</p> <p>15. Paragraph 2.12 - "...for users over of the lifetime..."</p> <p>16. Paragraphs 3.2 and 3.3 should emphasise energy use reduction at the design stage.</p> <p>17. Paragraph 3.4 - "...renewable technologies, including additional insulation, combined heat and power, heat pumps..."</p> <p>18. Table 3.1 - All developments should be treated equally in this section i.e. not above or below ten dwellings. All dwellings should meet the higher standard.</p> <p>19. Paragraph 3.7 - Use "Zero Carbon" consistently, rather than "carbon neutral"</p> <p>20. Table 3.3 - There are problems with both SAP and EPC, but post-occupancy testing is need with similar contributions to S106 payable for underperformance. There is typically a performance gap between designed and delivered standards.</p> <p>21. Paragraph 3.9 - This should always be possible. Saying "where possible" is leaving the door open.</p> <p>22. Paragraph 3.9 - Figures should be defined in terms of energy and not CO₂</p> <p>23. Paragraph 3.9 - Should refer to post-occupancy testing and reporting at the end of the first year of occupation.</p>	<p>13. This reference is to the entirety of policy EN18, not just SuDS, and is therefore accurate.</p> <p>14. The SPD cannot introduce new policy or amend policies within the Local Plan. It can only provide detail to support the Local Plan's implementation.</p> <p>15. Change proposed.</p> <p>16. Change proposed.</p> <p>17. Change proposed.</p> <p>18. The SPD cannot introduce new policy or amend policies within the Local Plan. It can only provide detail to support the Local Plan's implementation.</p> <p>19. This reference specifically makes the distinction between 'carbon neutral' and 'zero carbon', but a change is proposed for greater clarity.</p> <p>20. Noted. Change proposed to structure the payment trigger points around post occupancy evaluations.</p> <p>21. The SPD cannot introduce new policy and the Local Plan as adopted contains this language to provide flexibility and ensure viability.</p> <p>22. The SPD cannot introduce new policy or amend policies within the Local Plan. It can only provide detail to support the Local Plan's implementation.</p> <p>23. Noted. Change proposed to structure the payment trigger points around post occupancy evaluations.</p> <p>24. Change proposed to the potential spend of carbon offsetting contributions, although this will need to be kept under review.</p> <p>25. Change proposed.</p> <p>26. Change proposed.</p>
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	<p>24. Paragraph 3.11 - This list should be ordered differently and needs to be thought through.</p> <p>25. Paragraph 3.27 - "...have been incorporated <i>into</i> the design from..."</p> <p>26. Paragraph 4.3 - "...a summer afternoon/<i>evening</i>. Main living or..."</p> <p>27. Paragraph 4.3 - "...Landscaping, <i>in particular design of natural shading by trees and plants</i> also has a role..."</p> <p>28. Paragraph 4.5 - This paragraph is poor and needs to be rewritten, focussing on appropriately design ventilation. The title should be "ventilation."</p> <p>29. Paragraph 4.6 - Experts no longer talk about thermal mass, but simply about mass.</p> <p>30. Paragraph 4.6 - "Thermally massive materials should be internally located (i.e. <i>inside the insulation layer</i> so that the internal air [...] from the diurnal and inter-seasonal <i>and day to day</i> stabilising effects."</p> <p>31. Paragraph 4.7 - "...minimum with maximum <i>high levels of airtightness</i>. [...] adequate ventilation <i>is always a requirement</i>. without draughts is essential to avoid condensation problems."</p> <p>32. Paragraph 4.10 - omit the section in brackets</p> <p>33. Paragraph 6.3 - This is a dangerous suggestion. Grey water is difficult to deal with on a small scale and breaches many water regulations.</p> <p>34. Paragraph 6.4 - This should be point 6.1.</p> <p>35. Paragraph 7.5 - "reduce (<i>i.e. avoid use in the first place</i>)"</p> <p>36. Paragraph 7.8 - state that waste sent to landfill will exacerbate problems with pests</p> <p>37. Paragraph 7.8 - "development should consider" presents a problem. Developers can consider, then rule it out.</p> <p>38. Paragraph 7.9 - Greywater recycling, composting toilets and on-site food composting are laudable but should be deleted.</p> <p>39. Section 8 - Heat networks can be exceedingly disruptive to install and in the UK have proven very difficult to make work,</p>	<p>27. Change proposed.</p> <p>28. Some changes are proposed to this paragraph.</p> <p>29. No change proposed. 'Mass' also has other connotations in planning, and it makes sense to distinguish in a planning document.</p> <p>30. Change proposed.</p> <p>31. Change proposed.</p> <p>32. Change proposed.</p> <p>33. Designing buildings to accommodate greywater recycling is a requirement of CC2. However, a reference to regulations can be included.</p> <p>34. Change proposed to move this paragraph forward, although it should still start by outlining the issue.</p> <p>35. Change proposed.</p> <p>36. Whilst this may be true, it is not a key outcome that is relevant to the scope of the SPD.</p> <p>37. The specific measures that are appropriate to achieve the policy will vary from site to site. However, the overall content of CC5 is a requirement, and a change is proposed to reflect this.</p> <p>38. Change proposed in part - composting toilets have specific requirements under the Building Regulations and would be better not to refer to here. Greywater recycling is part of policy CC2.</p> <p>39. Changes proposed to amend references to district heating and emphasise requirement for developers to prepare for connection in future.</p> <p>40. The issues with biomass are already reflected in the table, which merely describes an assessment that has been undertaken.</p> <p>41. This will need to be assessed as proposals</p>
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	<p>particularly after the first major maintenance bill. Schemes will not be implemented without major input from the Council. Developers will circumvent these requirements and are reactionary.</p> <p>40. Paragraph 8.3 - Biomass should not be considered in our urban environment which already has severe air quality issues.</p> <p>41. Paragraph 8.4 - In my opinion, this will freeze rivers in low flow conditions. The total amount of extractable heat depends on flow.</p> <p>42. Table A1.2 - Point 5 may directly conflict with the reduction of light pollution.</p> <p>43. Table A1.2 - Point 29, NO₂ is generally a pollutant produced from transport, not buildings.</p> <p>44. Appendix 2 - e. Solar Thermal Heating Systems, these are so similar to 'd' that they should be omitted.</p> <p>45. Appendix 2 - f. "...connected to the natural <i>National</i> grid..."</p> <p>46. Appendix 2 - g. small scale wind energy is not suited to the urban environment and should not get planning permission. When sited near buildings they lose a lot of output.</p> <p>47. Appendix 2 - h. again, biomass is inappropriate. It is best to omit this section.</p> <p>48. Appendix 2 - j. "...a gaseous product composing <i>composed</i> of methane [...] power a boiler <i>or both at the same time in a CHP system, but this is unlikely to be viable on a small scale.</i>"</p> <p>49. Appendix 2 - k. "...make use of the natural heat <i>capacity</i> in the soil [...] Water <i>A fluid</i> is pumped through the pipes absorbing the ground heat, which can be used to provide relatively cheap heating for building in the winter months and cooling in the summer months. It works best with underfloor heating systems in maximising the heating and cooling effect <i>utilised by a heat pump to provide heating or cooling in a building, for heating in domestic buildings underfloor heating is appropriate, but for cooling and heating commercial units, forced air systems work best.</i>"</p>	<p>develop.</p> <p>42. This is not necessarily the case, and a balance will need to be struck.</p> <p>43. NO₂ may also arise from other sources such as manufacturing processes, and it should therefore continue to be referred to.</p> <p>44. Change proposed.</p> <p>45. Change proposed.</p> <p>46. This section does not set out to discuss the merits of each technology, and some small-scale turbines do not require planning permission.</p> <p>47. This section does not set out to discuss the merits of each technology, and a proposed change at the beginning of the section clarifies this.</p> <p>48. Change proposed.</p> <p>49. Change proposed.</p> <p>50. Change proposed.</p> <p>51. These are quotes from adopted policies and cannot be changed.</p> <p>52. These are quotes from adopted policies and cannot be changed.</p> <p>53. These are quotes from adopted policies and cannot be changed.</p> <p>54. These are quotes from adopted policies and cannot be changed.</p> <p>55. Change proposed.</p> <p>56. Change proposed.</p> <p>57. Change proposed.</p>
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50. Appendix 2 - i. "... an internal heat pump and a pressured hot water tank [...] unit draws air across the water and anti-freeze solution and transfers this energy into the refrigerant. The refrigerant boils and the gases from this are compressed to produce temperatures in excess of 100 degrees C. **through a heat exchanger and delivers heated or cooled air into the building.** [...] heat pump or more traditional low temperature radiator or convector system. Air sources heat pumps are ideal for very tight spaces and within an eco-architectural design or within the design of a building which has large internal spaces such as audience halls and public places."
51. Appendix 3 - "New buildings shall be oriented ..." This is a contradictory statement as the sun shines from the south and the prevailing wind comes from the southwest. The orientation of a building has often been determined by the planners so that this is now a departure whereby the planners are now asking the applicant to point the building within thirty degrees of due South.
52. Appendix 3 - "...such as solar shading, **high levels of insulation and airtightness**, thermal mass..."
53. Appendix 3 - CC4 - This is complex and unlikely to happen as intended.
54. Appendix 3 - Again, this document refers to BREEAM but this standard is not as robust as it ought to be and does not have a good record for delivery. A robust low energy standard should be adopted like Minergie or Passive House. Failing that, an overall energy demand or heating demand figure should be settled on. Bear in mind that we do not want to have to retrofit buildings built between now and 2050. Our standard needs to have target figures for energy use measure in kWh/m²/a and these need to be quite low, say 15kWh/m²/a.
55. Appendix 4 - Net CO₂ emissions, "...dwelling CO₂ emissions (KkgCO₂/m²/yr)"
56. Appendix 4 - Renewable and low carbon energy, "...from biomass and geothermal **heat within the substrate.**" Note

	<p>that biomass is not a low carbon technology and is producing carbon faster than the planet can absorb it. Supply chains are being ramped up when they need slowing down.</p> <p>57. Appendix 4 - TER, "...emissions per m² (KkgCO₂/m²/yr)"</p>	
Friends of the Earth	<ol style="list-style-type: none"> 1. Context: It is difficult that the Local Plan was revised before Reading declared a Climate Emergency, and when the Climate Change Strategy revision to run beyond 2020 had not been completed. However we understand that the SPD must relate to the Local Plan as approved by central government so unless central government changes its regulations the Local Plan cannot be changed to call for lower carbon standards that will be required to meet the Borough's revised ambitions. 2. On-site storage: There seems to be no consideration of facilities to be designed-in for on-site storage of waste/recycling or for storage of bicycles, motor-bikes or other low-carbon transport equipment. 3. Electric Vehicles: There seems to be no consideration of facilities to be designed-in for charging electric vehicles. 4. On-site Batteries: There seems to be no consideration of facilities to be designed-in for accommodating on-site batteries to store electricity - from on-site PV or to be purchased from the grid at off-peak rates. 5. Retro-fit: Planning regulations cover extensions and changes to existing buildings as well as new-build. This document appears to focus solely on new-build when improvements to existing stock are urgently needed to reduce carbon emissions and (we hope) there will be far more buildings retrofitted than newly-built in the next decade. 6. 1.3 "Reading has set out its commitment to become a zero carbon city by 2050." Comment: Reading has now committed to aim for carbon neutrality in 2030 not 2050. Zero carbon and carbon neutrality are not well-defined - working definitions should be supplied. 'Carbon Neutrality' is assumed to relate to emissions within the Reading area with an allowance for gas and electricity generated elsewhere but consumed in Reading, 	<ol style="list-style-type: none"> 1. Noted. 2. These matters are covered elsewhere within the Local Plan. 3. These matters are covered elsewhere within the Local Plan. 4. This could be one way of development meeting its sustainability requirements, but is too prescriptive to apply to each development. 5. The SPD can only supplement policies which are already in place in the Local Plan. These are not restricted to new build only, and the SPD applies to refurbishment as well as new build. However, the SPD does not have the ability to require retrofit. Funds raised through the carbon offset contributions may help to fund retrofitting projects within the Borough. 6. These sections are amended to take into account the Climate Emergency and the associated commitments. 7. These sections are amended to take into account the Climate Emergency and the associated commitments. 8. Change proposed. 9. Noted. Embodied carbon is an important consideration, but the SPD cannot introduce new policy. It is considered that introducing detailed technical requirements will increase the administrative and financial burden on both the Council and developers and may reduce flexibility in the future. However, additional references in the Sustainability

	<p>but not to include emissions elsewhere to provide other goods or services consumed in Reading, or to provide transport used by Reading residents. Offsetting and ‘net zero ‘(first used in 1.10) should also be defined.</p> <p>7. 1.10 ‘Reading Borough Council’s Climate Change Strategy entitled ‘Reading Means Business on Climate Change - Reading’s Climate Change Strategy 2013 - 2020’. Comment: Not referring to the revised version expected early 2020 means this document will be out of date soon after it is issued. However, as in our introduction, this will not make much difference because the SPD has to reflect the adopted Plan. Carbon footprint reduction targets should relate to the aim of carbon neutrality by 2030.</p> <p>8. 2.5 This section should also refer to the government’s legislation in late June 2019 committing the UK to a target date of 2050. https://www.gov.uk/government/news/uk-becomes-first-major-economy-to-pass-net-zero-emissions-law.</p> <p>9. 2.8 - see comments on 1.3 and on 1.10 above. This is the only reference to ‘embodied carbon’ in the whole document. Developers should be made to account for embodied carbon in their buildings. A typical house is said to embody 50 Tonnes of CO2 - about 5 to 10 years’ typical UK per capita emissions. If Reading allows 700 new homes to be built per year that could be 3,500 tonnes per year ...</p> <p>10. 2.10 As covered in Reading FoE submissions to the Local Plan Examination the BREEAM levels required will not necessarily have very substantial or even any impact on carbon emissions - BREEAM scores are built up from several factors. BREEAM ‘Very Good’ and ‘Excellent’ standards require respectively no credits and 6 credits for CO2 reduction as a minimum standard. See our comments on CC2 in http://www.reading.gov.uk/media/8658/LP007-Full-Copy-of-Representations-on-Pre-submission-Local-Plan-alphabetical-L-R/pdf/LP007_Full_Copy_of_Representations_on_PreSubmission_Local_Plan_(alphabetical_L-R).pdf</p>	<p>checklists now refer to embodied carbon in materials.</p> <p>10. Noted. It is considered that the BREEAM standards within the Local Plan represent an increase on existing requirements but also provide for flexibility and viability. The SPD cannot change the BREEAM levels required by the Local Plan.</p> <p>11. Noted. Some changes are proposed, to deal with the matters of energy and emissions and embodied carbon. However, to be a requirement of planning policy, the Sustainability Statement must relate to adopted policies not other targets.</p> <p>12. It is considered that cost information will quickly become out-of-date.</p> <p>13. The SPD should refer to the units used in the Building Regulations for consistency, and as that is the Local Plan policy requirement.</p> <p>14. Changes to this section make clear what is meant by zero carbon.</p> <p>15. Change proposed to the potential spend of carbon offsetting contributions, although this will need to be kept under review.</p> <p>16. Change proposed.</p> <p>17. Change proposed.</p> <p>18. Change proposed.</p> <p>19. This section does not set out to discuss the merits of each technology. Changes are proposed to another section to consider district heating/CHP, and this describes the disadvantages of some of the technologies, including where gas-fired.</p> <p>20. This section does not set out to discuss the merits of each technology. Changes are</p>
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	<p>11. 3.3 Sustainability Statement should start with requirement to detail how the development is to contribute to Reading's progress towards carbon neutrality. (See comment on 1.3). Energy use and carbon emissions are not the same thing - they will depend on the technology used to supply energy to the development. Should address 'embodied carbon' - see comment on 2.8.</p> <p>12. 3.4 Suggest include reference to cost information on ground-sourced, water-sourced and air-sourced heat-pumps.</p> <p>13. Does Target Emission Rate (TER) cope well with varying carbon footprint of electricity generation - both hour-by-hour and year-by-year? As TER is a per m² measure it isn't very helpful in absolutely reducing emissions - low TER will be easier to achieve in larger buildings which may have higher emissions? Need a target for carbon emissions per occupant at a standard occupancy level.</p> <p>14. 3.7 Suggest put 'Zero Carbon' in inverted commas and provide a link to a definition.</p> <p>15. 3.11 From the point of view of the developer this is really only for information? Perhaps omit the list? But we hope RBC will be auditing the efficacy of spend of offsetting funds.</p> <p>16. 4.5 It seems sensible to have provision for 'natural ventilation' but buildings must also be able to be made air-tight to reduce energy demand for heating or cooling in extreme weather. With anticipated higher summer temperatures some level of air conditioning may well be widely adopted. This fits well with heat-pump heating systems and ventilation systems with heat recovery and electricity from solar panels on hot days.</p> <p>17. 4.9 and 4.10 - Green roofs and walls deliver certain benefits but may increase the embodied carbon in a building, and may have running/maintenance costs of energy and water use. These and associated carbon footprints should be accounted for in any such proposals. See T2SP1.9 of CC Strategy Action Plan.</p> <p>18. 5.5 Deciduous trees can shade on-site solar panels, require</p>	<p>proposed to another section to consider district heating/CHP, and this describes the disadvantages of some of the technologies, including where gas-fired.</p> <p>21. This section does not set out to discuss the merits of each technology, and a proposed change at the beginning of the section clarifies this.</p>
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	<p>maintenance to prevent accidents, can undermine buildings, and shed leaves into drainage systems. These downsides should be acknowledged and developers should explain how they will be addressed.</p> <p>19. Appendix 2: b. CHP/CCHP - need to address whether (and how) any carbon emissions from fuels will be addressed in context of net-zero targets. Inspector changed the Local Plan on this point. Government proposals to stop use of natural gas for heating should be mentioned. Implications for air quality of other fuels should be discussed.</p> <p>20. Appendix 2: c. District Heating - need to address whether (and how) any carbon emissions from fuels will be addressed in context of net-zero targets. Government proposals to stop use of natural gas for heating should be mentioned. Implications for air quality of other fuels should be discussed.</p> <p>21. Appendix 2: j. Energy from Waste. Need to look very hard at CO2 implications of any such proposals, as well as air quality.</p>	
Hammerson PLC	<p>1. Envision has been instructed by Hammerson to make representations towards the draft Sustainable Design and Construction Supplementary Planning Document which has been published for consultation up to 6th September 2019. Hammerson operates the Oracle Centre in Reading. As a leading developer and operator of retail properties across the UK and Europe, Hammerson has a vested interest in the sustainability of buildings, both new and existing. It is noted that the draft SPD does not set new policy, however provides further explanation towards the planning requirements with regard to energy, climate change, water management and waste reduction. It is intended to supplement the policies of the Local Plan. The policies supported by the draft SPD were consulted upon extensively during the production of the Local Plan, which Hammerson has already made representations against. The representations presented below are not made against the emerging policy, but rather the implementation and interpretation of the policy as established by the draft</p>	<ol style="list-style-type: none"> 1. Noted. 2. Changes are proposed to update these sections of the SPD, including to reference the Climate Emergency. 3. Noted. These considerations would be addressed on a case-by-case basis at such time planning applications are made. A proposed change recognises this issue. 4. Change proposed to reflect the wording of the Local Plan. 5. Agreed, but the SPD already states with regard to refurbishment that “the appropriate approach with regards to sustainability will be considered on a case by case basis.” 6. Change proposed to bring the wording on Energy Statements and Sustainability Statements into line. 7. Changes are proposed to recognise the issues

	<p>SPD. Hammerson is recognised within the property sector for its contribution to sustainable development. The real estate investment trust is a member of the Better Buildings Partnership and has a vision is to create retail destinations that deliver net positive impacts economically, socially and environmentally. This is achieved through leading edge design, operational efficiency and a culture of respect and responsibility. Hammerson has the objective to become net positive for carbon, resource use, water and socio-economic impacts by 2030. This ambition is therefore consistent with Reading Borough Council’s own aspirations towards sustainable development with regard to carbon, resource use, water and socio-economic impacts.</p> <p>2. Paragraph 1.3 states that Reading has set out its commitment to become a zero carbon city by 2050. Whilst this is in line with national policy through amendments through the Climate Change Act (2008), it is understood that Reading Borough Council declared a climate emergency in June 2019, which pledged to achieve carbon neutrality by 2030. It is recommended that clarity is provided here.</p> <p>3. Paragraph 2.12 suggests that <i>“applicants will be expected to adapt design and construction in order to make sustainability measures viable. If compliance cannot be achieved, applicants will need to demonstrate why not and will be expected to install the proportion of measures that are viable. Applicants must demonstrate that all options have been explored. In many cases, whole-life considerations may justify capital costs at the time of construction. For example, installation of energy-efficient technologies will likely decrease the electricity and gas costs for users over of the lifetime of the development”</i>. The principles presented in paragraph 2.12 are welcomed, particularly recognition that in certain cases the implementation of policy may threaten scheme viability. Hammerson would add that for certain development</p>	<p>in submitting final as-built assessments, and a general timescale of six months after first occupation is proposed, with flexibility for different timescales to be negotiated at planning application stage.</p> <p>8. Noted, but the SPD cannot introduce new policy that is not included within the Local Plan.</p> <p>9. Change proposed. This section has been amended to clarify the expectations of individual developers.</p>
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	<p>scenarios, whole life considerations may not help to justify investment. As a business that delivers speculative retail buildings, investment in building performance may not always lead to paybacks that Hammerson can directly realise. Tenants in the Oracle for example and elsewhere in Hammerson’s properties install their own M&E equipment and pay their own utility bills. Whilst the efficiency of the equipment can be influenced by Hammerson’s retail delivery process in part, Hammerson cannot control their fit out.</p> <p>4. Table 3.1 provides further detail on the interpretation of BREEAM standards set out in draft policy CC2 of the emerging Local Plan. This clarifies the target requirements for BREEAM for buildings subject to for new build and refurbishment, separating these for both major and minor developments. Whilst there is no longer a small buildings threshold recommended by BRE, it should be acknowledged that achieving BREEAM Very Good for smaller developments, particularly those subject to refurbishment, can be very onerous and should be given consideration on a case by case basis. This is because the application costs of BREEAM is not directly analogous to building size, which construction costs are closely aligned, but through numerous design studies, team activities and assessments where costs do not vary significantly by floor area. Therefore ostensibly the proportionate cost impact of achieving BREEAM ratings on larger buildings is generally much lower than for small units. In addition smaller units often have practical and physical restrictions for retrofitting equipment such HVAC systems or rainwater harvesting. Supporting text within section 4.1.4 of the emerging Local Plan recognises the potential restrictions on achieving high BREEAM ratings in all cases, and it is recommended that similar wording is included within the SPD, especially for minor developments.</p> <p>5. Additional Information in Table 3.1 recognises that <i>“applications for change of use may fail to be considered</i></p>	
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	<p><i>as refurbishment depending on the level of internal alterations proposed. The appropriate approach with regards to sustainability will be considered on a case by case basis</i>". This is welcomed, however it should be noted that when considering the applicability of BREEAM refurbishment, the current 2014 standards focus more closely on the extent of external works, rather than internal modifications. As a developer of speculative retail spaces (shell only), the only aspects in which Hammerson could apply BREEAM to a refurbishment project is against Part 1 of BREEAM Refurbishment 2014. This considers whether there are substantial changes to the fabric of the building, including roof, walls and windows. Under a number of refurbishment and change of use projects, the Part 1 thresholds may not be met. It is suggested that the applicability of BREEAM refurbishment is generally considered on a case by case basis.</p> <p>6. At the Pre application stage, the draft SPD states that a draft Sustainability Statement and a draft Energy Statement should be submitted for all major developments. This appears onerous and may delay project planning. It is acknowledged that important principles are established at the concept design stage, however it is felt that a full suite of draft documents may often be onerous for pre application discussions. Paragraph 3.20 of the draft SPD suggests that <i>"whilst pre-application enquiries will be considered without a Sustainability Statement accompanying the submission, it is very much in the applicant's interest to submit a statement and ensure it is considered at this stage"</i>. No such clarifications are provided for the Energy Statement. It is recommended that similar clauses are provided.</p> <p>7. Section 3.28 clarifies the likely nature of planning conditions that would be imposed on a scheme. It states that <i>"condition/s will be attached to any permission granted requiring a BREEAM sustainability assessment and/or</i></p>	
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Final/As-Built Building Regulations Compliance Report. Typically this would be a condition requiring an Interim BREEAM Certificate to be submitted prior to commencement of development demonstrating that the development will be built in accordance with the pre-assessment estimator. Additionally, it will require that a Final BREEAM Certificate and/or Regulations Compliance Report submitted prior to occupation of the development”.

It is suggested that some flexibility in timing is clarified here. In many cases providing an interim BREEAM certificate before commencement of development (which may typically include demolition activities) is often impractical, due to the certification timescales from BRE. Similarly, due to final evidence gathering, such as commissioning data and final BRE QA checks, submission of certification prior to occupation may often also be onerous. It is recommended that a programme of 6 months is included to take account of this.

8. As Hammerson’s operations concern the development and refurbishment of retail buildings, Hammerson will not comment on the zero carbon home standard presented by Policy H5, however acknowledges that a carbon offset mechanism is now available via a S106 mechanism. It should be considered that the offset mechanism could be extended to non-residential developments for applicants that fail to demonstrate BREEAM Excellent energy standards.
9. The Oracle Centre has been identified to be within a cluster of buildings known as the Old Civic Building Area which according to Element Energy, could be potentially viable for decentralised energy. Paragraph 8.4 states that ***“a detailed technical and economic assessment identified several potentially deliverable heat network scheme options centred on the four clusters. These would reduce energy costs and carbon emissions, as well as improve air quality and increase inward investment, spurring local economic growth. Almost all scheme options in all four clusters were***

	<p><i>found to be viable, some with additional financial support and some without</i>". The Oracle Centre is shown in Figure 8.1 to be within cluster 3, with the Bridge Street elevation (currently occupied by House of Fraser) to be adjacent to the potential second phase of the DE route. It is understood that Water Source Heat Pump (WSHP) have been determined to be the most viable heat supply option. The Oracle Centre does not have a centralised energy centre, and all tenants install and operate their own M&E equipment. At this stage it is considered that the suitability of a decentralised supply to the Oracle Centre is limited, due to the existing lease arrangements in place with tenants. Hammerson look forward to further engagement on the potential for Decentralised Energy, however at this stage cannot be considered as a potential demand.</p>	
Highways England	We have reviewed the consultation and its supporting documentation and have no comments.	Noted.
Lochailort Thames Quarter	<ol style="list-style-type: none"> 1. We note that the SPD rightly does not introduce any new or additional policy requirements that are not already set out in emerging Local Plan policies. Provided that the SPD does not come into effect until such time as the emerging Local Plan has been adopted, we are satisfied that the SPD could be given weight accordingly. 2. The SPD should state that it will not be applied to any planning applications that had been submitted but remain undetermined at the date of its adoption. 3. It should state that as an alternative to an offsetting financial contribution, off-site CO2 offsetting will be an equally acceptable solution. 4. It should state that any offsite offsetting (such as tree planting) will not be restricted to the spatial confines of Reading Borough given that CO2 is a globalised gas rather than one which has demonstrable specific localised effects. It should state that there is no sequential preference between off-site offsetting or a financial contribution. 	<ol style="list-style-type: none"> 1. Noted. 2. Applications determined following the adoption of the new Local Plan on 4th November 2019 are subject to the policies within the plan, including CC2 and H5, and this SPD is essential to implementing those policies. 3. Whilst this would not be in line with the policy position, a change has been introduced to give further guidance on how this would be assessed. 4. Whilst CO2 is a globalised gas, allowing offsetting outside the Reading Borough area will not make any contribution to achieving the important aim of a carbon neutral Reading by 2030. These would need to be exceptional circumstances, justified outwith the policy.

<p>McKay Securities PLC</p>	<ol style="list-style-type: none"> 1. On behalf of our client, McKay Securities PLC, we enclose representations in respect of the Draft Sustainable Design and Construction Supplementary Planning Document (SPD). Our client is the freehold owner of three commercial properties within Reading Town Centre located at: 9 Greyfriars Road, 20-30 Greyfriars Road and Great Brigham’s Mead, 1-9 Vastern Road. McKay Securities specialise in the development and refurbishment of high quality buildings and seek to ensure that their portfolio is future-proofed, resilient and able to actively participate in the transition towards a low carbon economy. As part of this, they deliver high sustainability ratings for all new developments and major refurbishments schemes and have achieved a BREEAM ‘Outstanding’ rating for 9 Greyfriars Road, Reading. This was the first office building in the South East to achieve this standard and it was subsequently awarded a British Council for Offices (BCO) Award in 2017. 2. A key area of concern for our client is the new chapter entitled ‘Site Specific Considerations’. Within this chapter, it appears that our client’s sites fall within the following clusters: North of the station cluster - Great Brigham’s Mead; and Station Hill and around cluster - 9 and 20 - 30 Greyfriars Road. These clusters are identified as potentially suitable for “heat network schemes”. As drafted, the SPD is also not clear on what these clusters mean and how a heat network scheme would come forward. For example, there is no guidance on whether every development within these clusters should look to provide decentralised energy or if there is a pre-planned network for each cluster. No clarity is provided on whether one location is identified within these clusters for the delivery of a facility or how this would be funded without significant financial burden on development. Without this necessary information, it is unlikely that the market will bring forward a heat network within each cluster and the guidance will be ineffective. Paragraph 8 of the Planning Policy Guidance (PPG) is clear that the role of SPD’s is to build upon and provide 	<ol style="list-style-type: none"> 1. Noted. 2. Change proposed. This section has been significantly amended to be clearer about the purpose of the section and what expectations are for individual developers, in particular to emphasise requirements that developments are ‘future-proofed’ for eventual connection to a district heating system. 3. This section has been significantly amended to be clearer about the purpose of the section and what expectations are for individual developers, in particular to emphasise requirements that developments are ‘future-proofed’ for eventual connection to a district heating system. However, it will be for an applicant to demonstrate the reasons for not complying with the policy. 4. This section has been significantly amended to be clearer about the purpose of the section and what expectations are for individual developers, in particular to emphasise requirements that developments are ‘future-proofed’ for eventual connection to a district heating system. However, it will be for an applicant to demonstrate the reasons for not complying with the policy. It is also important to note that the policies on energy efficiency/emissions and decentralised energy are distinct, and that complying with one does not mean that the requirements of the other are met. 5. This section has been significantly amended to be clearer about the purpose of the section and what expectations are for individual developers, in particular to emphasise
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	<p>more detailed advice or guidance on policies in an adopted Local Plan and that they should not add unnecessarily to the financial burdens on development. The draft SPD does not provide sufficient information to understand how Local Plan Policy CC4 interacts with the designation of clusters for ‘heat network schemes’ and does not advise how to apply the policy and guidance to future development proposals. Therefore, as drafted, the document does not pass the PPG test for the role of an SPD.</p> <ol style="list-style-type: none">3. Policy CC4 requires development of more than 20 dwellings and/or non-residential development of over 1,000sqm to consider the inclusion of decentralised energy provision, within the site, unless it can be demonstrated that the scheme is not suitable, feasible or viable for this form of energy provision. Under Policy CC4, where there is existing decentralised energy provision, development will also be expected to link into the existing decentralised energy network or demonstrate why this is not feasible. Currently this is a vague policy requirement and no guidance is provided as to what information would be required to satisfy the requirements that decentralised energy is not suitable, feasible or viable. The purpose of the supplementary document should be to provide further details on policy requirements and provide guidance for site specific applications. Currently the SPD does not offer any clarity on what information would be accepted or required and is falling short of its purpose as a supplementary planning document under the PPG.4. Furthermore, more information is needed on what would be considered sufficient to demonstrate that linking to an existing energy network is not “feasible”. For example, would the provision of an alternative site-specific provision be appropriate to address feasibility? As outlined above, our client is committed to delivering high quality and sustainable schemes, but in order to continue to deliver the best quality	<p>requirements that developments are ‘future-proofed’ for eventual connection to a district heating system.</p> <ol style="list-style-type: none">6. Changes are proposed to give further guidance on CHP including avoiding use of combustion CHP, as well as commentary on alternative technologies.
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developments such as 9 Greyfriars, they would need to maintain control over what measures are utilised. The appropriate measures to maximise sustainability should be developed on merit within the context of a development. Allowing this choice would be more flexible and sustainable than forcing developments into an existing energy system which may not be best suited to a site or proposal. Therefore, there should be sufficient clarity and flexibility within the SPD to confirm that if micro-renewables or other energy efficiency measures to serve an individual building are proposed, this would be sufficient to demonstrate that it is not 'feasible' to connect to an existing network.

5. Additionally, no clarity has been provided as to how decentralised heat networks will be funded or delivered. There would be a significant cost undertaking from seeking consent for, and building out, a heat network / decentralised energy scheme. If it were proposed for other developments to link up to this network at a later date, there is no guidance on how cost and contributions towards this would be negotiated and shared between different stakeholders and developers. This is a significant barrier to delivery and under the PPG, SPDs should not add to the financial burdens on development. There is also uncertainty on assessing the viability of providing decentralised energy networks when the potential capacity and end users of the network may not be known at the commencement of the first development within a cluster. It may be more appropriate in some cases to make financial contribution in lieu to decentralised energy which could be pooled to provide the infrastructure at a later date but again this would put unnecessary financial burden on development. Overall, our client has significant concerns with the lack of guidance on the heat network scheme clusters and this section of the SPD should be deleted in order to avoid confusion and difficulties for future developments which could prevent sustainable growth within Reading. Presently, the SPD does

	<p>not deliver in its role of providing more detailed advice on policy and its application to proposed development.</p> <p>6. Decentralised energy networks simply provide efficiencies over centralised electricity production which waste significant energy during transmission to the end user. However, as noted within the emerging Local Plan, some decentralised energy technologies such as CHP plants are fuelled by fossil fuels and so, although more efficient, are not necessarily renewable. It is very likely that a heat network scheme which serves a cluster of large development sites would be served by CHP powered by fossil fuels and so in many cases a more localised and renewable energy measure for each individual site is likely to be more environmentally sustainable. The SPD should be amended to make it clear that cleaner and more renewable energy measures on a site-specific basis would be preferable over more polluting energy options such as CHP.</p>	
Natural England	<ol style="list-style-type: none"> 1. While we welcome this opportunity to give our views, the topic this Supplementary Planning Document covers is unlikely to have major impacts on the natural environment. We therefore do not wish to provide specific comments, but advise you to consider the following issues: 2. Biodiversity enhancement: This SPD could consider incorporating features which are beneficial to wildlife within development, in line with paragraphs 8, 72, 102, 118, 170, 171, 174 and 175 of the National Planning Policy Framework. You may wish to consider providing guidance on, for example, the level of bat roost or bird box provision within the built structure, or other measures to enhance biodiversity in the urban environment. An example of good practice includes the Exeter Residential Design Guide SPD, which advises (amongst other matters) a ratio of one nest/roost box per residential unit. 3. Landscape enhancement: The SPD may provide opportunities to enhance the character and local distinctiveness of the surrounding natural and built environment; use natural 	<ol style="list-style-type: none"> 1. Noted. 2. The purpose of the SPD is limited to supplementing policies CS2-5 and EN18, rather than policies relating to biodiversity. These issues are therefore not within the scope of the SPD. The Council is preparing a Biodiversity Action Plan which will consider these matters, and may consider a biodiversity SPD at a later date. 3. It is considered that landscape and townscape enhancement is effectively addressed through the policies in the Local Plan. 4. The purpose of the SPD is limited to supplementing policies CS2-5 and EN18, rather than policies relating to biodiversity. These issues are therefore not within the scope of the SPD. The Council is preparing a Biodiversity Action Plan which will consider these matters, and may consider a biodiversity

	<p>resources more sustainably; and bring benefits for the local community, for example through green infrastructure provision and access to and contact with nature. Landscape characterisation and townscape assessments, and associated sensitivity and capacity assessments provide tools for planners and developers to consider how new development might make a positive contribution to the character and functions of the landscape through sensitive siting and good design and avoid unacceptable impacts.</p> <ol style="list-style-type: none"> 4. Protected species: Natural England has produced Standing Advice to help local planning authorities assess the impact of particular developments on protected or priority species. 5. Strategic Environmental Assessment/Habitats Regulations Assessment: A SPD requires a Strategic Environmental Assessment only in exceptional circumstances as set out in the Planning Practice Guidance here. While SPDs are unlikely to give rise to likely significant effects on European Sites, they should be considered as a plan under the Habitats Regulations in the same way as any other plan or project. If your SPD requires a Strategic Environmental Assessment or Habitats Regulation Assessment, you are required to consult us at certain stages as set out in the Planning Practice Guidance. 	<p>SPD at a later date.</p> <ol style="list-style-type: none"> 5. Each of the policies that are supplemented by the SPD has been subject to strategic environmental assessment and habitat regulations assessment during the development of the Local Plan. They did not give rise to significant effects on European sites, and there is no additional need for habitat regulations assessment of this SPD.
Historic England	<ol style="list-style-type: none"> 1. It is important to ensure that the implication of this important policy document does not adversely affect or undermine the historic, physical and social value of the historic environment. We recognise the importance of producing this SPD, unfortunately however, the SPD provides little detail on how the historic environment should be treated. The SPD should set the expectation that all developments will be sustainable, including the conservation and enhancement of this historic environment. Climate change can have a range of direct impacts on the historic environment, for example, accelerate weathering to building fabric, erosion of archaeological sites through severe weather and flooding and harm to historic landscapes and vegetation patterns. Climate mitigation and 	<ol style="list-style-type: none"> 1. Whilst the SPD is not the place to go into substantial detail on this issue, a new paragraph has been added to provide guidance on the relationship with the historic environment, and this includes a cross-reference to the Historic England guidance. 2. Change proposed to cover these elements. 3. The SPD does not deal with sustainable development generally, as this is throughout the Local Plan, rather it specifically supplements CC2-5, EN18 and H5. This is not considered to be the right place to make these statements.

adaptation responses can also have unwelcome impacts such as damage to historic fabric through poorly designed energy-saving measures or erosion of historic character through inappropriate located micro-generation equipment. At present, the SPD does not recognise the risks posed to the historic environment, makes no distinction between historic buildings and modern development and does not address the wider historic environment. The SPD provides no guidance on how the setting or wider character and appearance of the historic environment should be factored into the design process. A sustainable approach should secure a balance between the benefits that such development delivers and the environmental costs it incurs. The SPD should therefore seek to limit and mitigate any cost to the historic environment. Listed buildings, buildings in conservation areas and scheduled monuments are exempted from the need to comply with the energy efficiency requirements of the Building Regulations where compliance would unacceptably alter their character and appearance. Special considerations under Part L are also given to locally listed buildings, buildings of architectural and historic interest within registered parks and gardens and the curtilages of scheduled monuments and buildings of traditional construction with permeable fabric. In developing the SPD you may find the Historic England guidance *Energy Efficiency and Historic Buildings - Application of Part L of the Building Regulations to historically and traditionally constructed buildings* <https://content.historicengland.org.uk/images-books/publications/energy-efficiency-historic-buildings-ptl/heag014-energy-efficiency-partL.pdf/> to be helpful. Significant energy savings can be achieved without damaging alterations, but the SPD does not make this clear. Small scale changes can result in improved performance e.g. altering how an existing building is used, improving/up keeping maintenance, repairing or refurbishing existing historic windows and doors, installing secondary glazing, improving

4. Policies in the Local Plan already deal with the setting of heritage assets, and these policies will apply to relevant developments. There is a need for the SPD to remain focused on the implementation of the sustainability policies, but any proposals will of course need to be considered in conjunction with relevant policies.
5. Policies in the Local Plan already deal with the link to conservation area appraisals, and these policies will apply to relevant developments. There is a need for the SPD to remain focused on the implementation of the sustainability policies, but any proposals will of course need to be considered in conjunction with relevant policies.

	<p>thermostat controls and boilers, upgrading lighting etc.</p> <ol style="list-style-type: none"> 2. The SPD should set out the need for current environmental performance to be analysed in the first instance in order to support proposals using a ‘whole house’ approach. Non-invasive measures should be pursued before moving onto physical interventions. 3. The SPD should recognise that the reuse of existing historic buildings and spaces can help to achieve sustainable development. 4. The SPD should make explicit reference to the setting of heritage assets. Setting is often an important aspect of an asset’s significance and can be harmed as a result of inappropriate development. It is important to understand the significance of any heritage assets, and their settings, that would be affected by the design, location, siting, size and height of proposed renewable energy infrastructure and equipment. 5. The SPD should also make reference to any conservation area appraisals within the SPD in order to ensure awareness of the unique issues a developer would need to take into account when considering introducing energy efficiency measures. 	
Ropemaker Properties	<ol style="list-style-type: none"> 1. It is appreciated and understood that there is a need to transition to a low carbon future and that everyone has a role to play in that. 2. <i>Section 3: Submission Requirements</i> - This section sets out a number of requirements to be submitted with applications. Firstly, it would appear that this information is required for all applications which is considered to be overly onerous, and it is considered that additional flexibility should be added into the SPD, particularly in the early years of the plan. This is because zero carbon homes are still considered aspirational with many of the techniques/measures required not yet considered to be mainstream. As has been set out previously, there are concerns with the proposed charging rate in respect of the zero carbon developments. This will only seek to delay 	<ol style="list-style-type: none"> 1. Noted. 2. The SPD sets out the differing requirements for different types of development. These submission requirement, or similar, were part of the existing SPD and have been required since 2011 without causing issues. Zero carbon homes is a requirement of the Local Plan for new build residential as of 4th November, and is not ‘aspirational’. It has been part of a draft Local Plan since 2017, and there has therefore been considerable forewarning. The viability of the requirements were tested at Local Plan stage. In terms of draft Energy Statements at pre-application stage, a change

	<p>developments as viability arguments persist. Developers are currently experiencing a significant premium in making homes zero carbon, which is not reflected in the end value. Whilst the submission of a draft Energy Statement submitted as part of the pre-application process or outline applications may be ideal for the Council, it is putting additional pressures on the developer who may only be seeking a view on the principle of the proposals at this stage and as such may prevent proposals coming forward. As a result, the Council should simply suggest this is good practice.</p> <ol style="list-style-type: none"> 3. <i>Section 4: Energy Efficiency</i> - The fabric improvements within this section are noted and it is agreed that these should be considered by developers as part of the proposals. However, it should also be acknowledged that given the built-up nature of Reading and the need to make the most efficient use of land particularly in the centre of the town where sites are often constrained, a pragmatic approach should also be taken. 4. <i>Section 5 - Section 7</i> - These measures are noted within the document. However, the PPG guidance on climate change sets out that <i>“different rules apply to residential and non-residential premises. In their development plan policies, local planning authorities: 1) Can set energy performance standards for new housing or the adaptation of buildings to provide dwellings, that are higher than the building regulations, but only up to the equivalent of Level 4 of the Code for Sustainable Homes 2) Are not restricted or limited in setting energy performance standards above the building regulations for non-housing developments”</i>. (ref: 6-012-20190315) As a result, the SPD needs to ensure that it is in line with the PPG Guidance on Climate change. 5. <i>Section 8: Site Specific Considerations</i> - It is noted that my clients site CR12b is identified as being suitable for heat network schemes. This seems to be somewhat premature as 8.5 sets out that <i>‘at the time of writing, all four clusters are entering detailed feasibility analysis’</i>. It is not known whether 	<p>is proposed to bring this into line with draft Sustainability Statements.</p> <ol style="list-style-type: none"> 3. It is considered that there is sufficient flexibility within the sustainability policies of the Local Plan. The Local Plan clearly states that policies are subject to viability on a case-by-case basis. 4. The Council’s sustainability policies within the new Local Plan were found to be sound during examination and have been adopted. 5. Change proposed. This section has been amended to clarify the expectations of individual developers and to emphasise requirements that developments are ‘future-proofed’ for eventual connection to a district heating system. 6. Zero carbon homes is a requirement of the Local Plan for new build residential as of 4th November, and is not ‘aspirational’. It has been part of a draft Local Plan since 2017, and there has therefore been considerable forewarning.
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	<p>any of these proposals have been discussed with the landowners particularly as many already have planning permission and are currently being or about to be developed. The initial assessment also identifies Water Source Heat Pumps as being most suitable, however one of the cons of this system is the high capital cost. The PPG is clear that <i>“Local requirements should form part of a Local Plan following engagement with appropriate partners, and will need to be based on robust and credible evidence and pay careful attention to viability.”</i> As a result, this section should be removed until such time as evidence is available and engagement has been undertaken with landowners, as serious questions remain as to whether this is really a viable option.</p> <p>6. Whilst the ambitions of the SPD are noted, and it is acknowledged that everyone has a role to play in this. However, it is also noted that the NPPF at paragraph 148 should <i>“support the transition to a low carbon future”</i>. In light of this, the SPD should introduce a phased approach to zero carbon development so as not to render developments unviable and to allow measures to become more mainstream.</p>	
Rowe, Simon	<p>1. There is some encouragement in the document to ensure that the ecological impact of new developments on existing wildlife is minimized, and that the well-being of residents/workers using the new development is helped by careful planting and landscaping in the area. This is very good and I agree with the concept, but can I suggest that some consideration be given to the <i>types</i> of plants used? So often, the planting around buildings consists of flowerless hedging, easy on the eye and chosen as it is cheap to buy and maintain, but this is a desert for butterflies, bees, and many insects which are at the base of the food chain and necessary for pollination. Could something go into the plan to enforce/suggest that a minimum percentage of landscaping should be flowering plants for supporting insect life? This also brings helps other wildlife like birds. Flowering hedging is</p>	<p>1. The purpose of the SPD is limited to supplementing policies CS2-5 and EN18, rather than policies relating to biodiversity and landscaping. These issues are therefore not within the scope of the SPD. The Council is preparing a Biodiversity Action Plan which will consider these matters, and will include actions relating to pollinators.</p> <p>2. Noted. Actions to invest in local energy generation are not within the control of the SPD as they are not part of the development management process, but the new Reading Climate Change Strategy is in production and can take a more holistic approach. Changes are proposed to acknowledge these issues and</p>

	<p>easily available. It looks good too!</p> <ol style="list-style-type: none"> 2. There is a lot of discussion about local energy generation. This requires significant investment which is unlikely to be leveraged out of a potential developer. For instance, the Caversham Weir has fantastic potential for electricity generation but unless there is a development right by the lock (unlikely as it is an attractive location likely to be preserved) then there is little chance of getting a developer to pay for any scheme. What steps can the council take to seed or assist such a scheme, attract investment and partnerships? 3. The document seems to cover mostly new developments. What steps will be taken to encourage existing office blocks in the town centre and elsewhere to install roof gardens, solar panels, solar heating and other climate change measures? 	<p>emphasise developers' responsibilities to 'future-proof' developments in order to connect to systems in the future.</p> <ol style="list-style-type: none"> 3. These planning policies can only be implemented through the determination of individual applications and therefore, these measures focus on improvements to be made through new developments. Funds raised through the carbon offset contributions may help to fund retrofitting projects within the Borough.
SH Reading Master LLP	<ol style="list-style-type: none"> 1. SH Reading Master LLP made representations to the Main Modifications proposed on the Reading Borough Local Plan, in particular commenting on Policy CC4. We recommend that these representations are read alongside those made against Policy CC4. The Council will be aware of the planning history for the Station Hill site, and the recent resolution to grant two Section 73 applications and reserved matters for the southern part of the site. The energy strategy for the south site has been approved pursuant to the Section 73 applications. SH Reading Master LLP are currently in ongoing discussions with officers at the Council regarding the future phases on the northern part of the site. These representations have been prepared regarding the consented position and emerging discussions on the northern part of the site, to ensure the SPD is compatible and provide flexibility for the future. 2. Page 9, Policy H5 refers to a requirement of new-building residential achieving zero carbon homes and all other new-build housing must achieve a minimum 19% improvement over the 2013 Building Regulations target. Given that the 2013 Building Regulations Part L is due to be upgraded, we 	<ol style="list-style-type: none"> 1. Noted. 2. The Local Plan requirements to which this SPD relate are specifically linked to the 2013 Building Regulations to ensure consistency. The SPD must be in line with the policies it supplements. 3. The Local Plan requirements to which this SPD relate are specifically linked to the 2013 Building Regulations to ensure consistency. The SPD must be in line with the policies it supplements. 4. Change proposed. 5. Change proposed to refer instead to low carbon decentralised energy. 6. Change proposed to the buffer, which is in line with practice elsewhere. 7. In terms of BREEAM timescales (see also point 6), changes are proposed to recognise the issues in submitting final as-built assessments, and a general timescale of six months after

	<p>recommend that this supporting text is updated to clarify that the proposals should be in line with the most up to date version of Part L to provide flexibility and ensure that schemes comply with modern building regulations.</p> <ol style="list-style-type: none"> 3. Table 3.1 sets out the required level of sustainability standard for new developments. As per the comment on Page 9, we consider that reference to the 2013 Regulations be removed and text requiring compliance with the most up to date version of Part L included. 4. Paragraph 3.3 provides an overview of the requirements of a Sustainability Statement. We consider that “wastage” should be included under materials. 5. Paragraph 3.4 sets out the material required to be included within an energy statement. This includes combined heat and power technology. Combined heat and power (CHP) is no longer considered to be a low carbon technology. This is reflected in the new SAP10 calculations. We strongly recommend that the reference to CHP is removed, as this is likely to impact on the Council’s overarching aspirations to be carbon neutral by 2030. 6. Paragraph 3.6 identifies the need for a buffer to be added to BREEAM Pre-Assessment Stage calculations. The buffer included within the Draft Sustainable Design and Construction SPD is 3%. However, it is recommended that a minimum of a 5% buffer is targeted at the BREEAM Pre-Assessment stage. A 3% buffer is too marginal and does not provide reasonable security for the assessment rating going forward into the Construction Phase. The BREEAM application requirements (Table 3.2) provide an overview of timescales for BREEAM deliverables over the course of pre-application to post-approval. It is typical that an interim BREEAM certificate would not be ready prior to commencement of the development, and in the instances when a certificate is pushed for, the assessment is based on a number of design commitments rather than actual design, and therefore is not a 	<p>first occupation is proposed, with flexibility for different timescales to be negotiated at planning application stage.</p> <ol style="list-style-type: none"> 8. Changes have been made to this section to improve clarity, although they differ from those proposed. 9. Change proposed. 10. This policy provision applies to all developments, and requiring modelling of impacts for all would be excessive. 11. It is not clear how the graphic is unreadable. We can find no issue with it. 12. In Appendix 2, where technologies are discussed, new wording is included to recognise that some technologies may have air quality impacts that need to be assessed.
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	<p>robust assessment. It is recommended that this requirement is removed. In addition, the final BREEAM Certificate should be requested 3 months post occupation to enable the collation of the final pieces of information and the review by the BRE which is likely to take a minimum of 8 weeks.</p> <p>7. Paragraph 3.28 should also be brought into line with the above.</p> <p>8. Paragraph 3.8 should be amended to remove the first two sentences and replace with the following: <i>“All major new-build residential development should achieve zero carbon, with a minimum on-site carbon reduction of 35% beyond Part L 2013. Where it is demonstrated that zero carbon cannot be fully achieved on site, any shortfall should be provided through a cash in lieu contribution”</i></p> <p>9. Paragraph 4.3 needs further consideration. We would recommend that the wording in this section is amended to consider the careful balance between limiting excess solar gain in the summer and maximise solar gain in winter.</p> <p>10. Section 5 is a dedicated chapter on mitigating overheating in dwellings by using the cooling hierarchy. We would recommend that modelling is required in order to verify the impacts within new developments.</p> <p>11. Paragraph 7.5 needs to be amended. The present draft SPD graphic is unreadable.</p> <p>12. There is limited consideration throughout the SPD on air quality. All combustion processes can emit oxides of Nitrogen (NOx) and, solid or liquid fuelled appliances (such as those using biomass or biodiesel) can also emit Particulate Matter. These pollutants can have negative impacts on the health of local residents and occupiers of the development. It is important that these impacts are taken into account in designing the energy strategy of a development.</p>	
Smeeth, Elizabeth	<p>1. I am just an ordinary member of the public and most of this plan is over my head. It occurs to me to wonder though if some-one is, in point 2.8, playing with the figures. I have no idea how</p>	<p>1. The references here are to the carbon footprint rather than pollution levels, which are separate if inter-related. The 7% is an</p>

	<p>much pollution levels have fallen since 2005 but according to the local press they are dangerously high so probably have been climbing not falling. I cannot see how they can be reduced by 34% at the rate of 7% per annum until 2020. To my thinking 7% for current year and 7% next year 2020 is 14% not 34%.</p> <p>2. In point 2.11 the second point, 2, second sentence appears to make no sense to the layperson. Maybe there is a word missing.</p>	<p>annual reduction from the 2013 date of the Strategy up to 2020. A proposed amendment changes much of this text anyway to make reference to updated aims.</p> <p>2. Change proposed.</p>
South Oxfordshire District Council and the Vale of White Horse	The councils agree that planning should raise the bar on sustainable construction and support the achievement of high levels of sustainability in development, and very much welcome the approach adopted within Reading Borough as a positive contribution to addressing the Climate Change Emergencies declared across the three administrative areas.	Noted.
TFL	We have no comments to make on the draft SPD.	Noted.
University of Reading	<ol style="list-style-type: none"> 1. The University supports RBC's sustainability aims of working with the local community and businesses to respond to the challenges of climate change by reducing greenhouse gas emissions and preparing for the changes that climate change will bring. 2. Paragraphs 2.1 and 2.16 should refer to the revised NPPF published in February 2019. 3. Table 3.1 - this table should reflect language in the policies ("where possible") to ensure flexibility. Every development should be considered on their own merits as it may not be possible, for example, due to viability reasons, for a scheme to meet BREEAM 'Excellent' standards, yet such schemes are still able to achieve BREEAM 'Very Good' standard. 4. Furthermore, the University considers there to be a poor relationship between delivering BREEAM Excellent buildings and genuine low energy/low carbon buildings. The additional cost of delivering BREEAM Excellent may actually divert funds away from making the buildings as efficient/low carbon as possible. The University would therefore advocated a policy for delivering BREEAM Very Good buildings, with a specific focus on credits in the Energy topic. 	<ol style="list-style-type: none"> 1. Noted. 2. Change proposed. 3. Change proposed in a note underneath the table, to refer back to the relevant caveats in policy CC2 and H5. 4. The SPD cannot introduce new policy. It can only support the implementation of the policies within the Local Plan. RBC acknowledges that BREEAM is an imperfect method, but it is considered that it is the most widespread and familiar method that will ultimately reduce administrative burdens on both developers and the Council. 5. Change proposed to add this wording. 6. Whilst this would not be in line with the policy position, a change has been introduced to give further guidance on how this would be assessed. 7. It is considered that providing detailed technical information or going into detail with

	<ol style="list-style-type: none"> 5. Main Modification 21 (MM21) which adds reference to viability considerations in Policy H5 should be reflected in the SPD in order to ensure it is consistent with the Local Plan. 6. A financial contribution alongside other S106 obligations may make development unviable. Therefore, the Council should refer to other means of offsetting remaining emissions within land controlled by the applicant i.e. building renewable energy sources or off-site tree planting. 7. Section 4 should provide clear examples of low-carbon heating, low-carbon power generation and fabric energy efficiency. 8. Section 5.8 states that development will not be permitted which would undermine current levels of soft landscape provision, particularly tree cover. The University notes that Policy EN14 of the emerging Local Plan states that trees and hedges will be protected from damage or removal <i>where they are of importance</i>. Noting the wording of Policy EN14, the University considers that each development should be considered on its own merits but agrees that every effort should be made to ensure that development does not undermine current levels of soft landscape provision. 9. Section 8 - Due to the rapid decarbonisation of the national grid, the University consider that new CHP installations should not be encouraged unless it forms part of a wider low-carbon heating network. This reflects Main Modification 4 (MM4) that CC4 is amended to remove specific reference to CHP in order to future-proof the policy and avoid giving undue preference to CHP. The draft SPD should make it clear that CHP is merely one example. 	<p>regard to specific technologies will become outdated quickly. The SPD discusses technologies generally in order to future-proof the document.</p> <ol style="list-style-type: none"> 8. A change is proposed to this section, as it is unduly inflexible given other policies in the Local Plan. 9. Change proposed to deal with the carbon implications of combustion CHP and distinguish from other technologies.
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APPENDIX 3

SUSTAINABLE DESIGN AND CONSTRUCTION SUPPLEMENTARY PLANNING DOCUMENT

Table of Contents

- 1.0 INTRODUCTION
 - Background
 - Reading Borough Council's Sustainability Aims
 - Aim of this SPD
 - Context within Reading Borough
 - Weight of this SPD
- 2.0 POLICY BACKGROUND
 - National Planning Policy Framework and recent changes to national policy
 - Planning Practice Guidance
 - Reading Climate Change Strategy
 - Reading Borough Local Plan
- 3.0 SUBMISSION REQUIREMENTS
 - Non-residential Development
 - Residential Development
 - Explanation of Detail Required at Each Stage of the Application Process
- 4.0 ENERGY EFFICIENCY
- 5.0 CLIMATE CHANGE ADAPTATION
 - Contributions of Trees and Landscaping
- 6.0 WATER MANAGEMENT
 - Reducing Consumption
 - Sustainable Drainage Systems (SuDS)
 - Permeable Surfaces
- 7.0 WASTE REDUCTION
 - Waste Hierarchy
 - Site Waste Management Plan
 - Measures that Applicants Should Consider
- 8.0 DECENTRALISED ENERGY AND DISTRICT HEATING
 - Local Plan Requirements
 - Town Centre District Heating

APPENDICES

- Appendix 1 SUSTAINABLE DESIGN AND CONSTRUCTION CHECKLISTS
 - Residential Development - Sustainable Design Checklist
 - Non-Residential Development - Sustainable Design Checklist
- Appendix 2 ENERGY EFFICIENCY AND RENEWABLE AND LOW CARBON ENERGY SOURCES
- Appendix 3 LOCAL PLAN SUSTAINABILITY POLICIES

Appendix 4 GLOSSARY

Appendix 5 RESOURCES FOR APPLICANTS

1 INTRODUCTION

Background

- 1.1 As a result of increasing atmospheric concentrations of carbon dioxide and other greenhouse gases from the burning of fossil fuels and land use changes, the Earth's climate is changing and is expected to continue to change over this century and beyond.
- 1.2 The Earth's cities are becoming the dominant population centres. The Reading urban area hosts approximately 4% of the UK population. The design and construction of the built environment is highly significant in the determining impact that the residents of Reading will have on the local and global environment.
- 1.3 Reading Borough Council has declared a Climate Emergency, and set out its commitment to working to achieve a carbon neutral Reading by 2030. We also need to consider carefully how Reading adapts to a changing climate, the impact that its built space has on its own natural resources and habitats as well as pollution of its ground, water and air.
- 1.4 The National Planning Policy Framework (NPPF, February 2019) states in Paragraph 148:

“The planning system should support the transition to a low carbon future in a changing climate, taking full account of flood risk and coastal change. It should help to: shape places in ways that contribute to radical reductions in greenhouse gas emissions, minimise vulnerability and improve resilience; encourage the reuse of existing resources, including the conversion of existing buildings; and support renewable and low carbon energy and associated infrastructure”.¹
- 1.5 The Reading Borough Local Plan was adopted in November 2019, and this responds to the Climate Emergency by setting out ambitious but achievable standards for sustainable design and construction. It is vital that residential and non-residential schemes are built in a way that minimises their use of energy and harmful emissions, reducing and mitigating other environment impacts.
- 1.6 Everyone has a role to play in achieving the objectives of minimising pollution. This includes reducing carbon dioxide emissions, other greenhouse gases and ensuring our lifestyles are as sustainable as possible. The design of the built environment has a significant role to play in the impact that individuals have.
- 1.7 There is a clear role, and indeed expectation, within national and local planning policy for planning to contribute towards achieving environmental objectives.
- 1.8 This Supplementary Planning Document (SPD) therefore explains planning requirements with regard to energy, climate change, water management and waste reduction. It is intended to supplement the policies of the Local Plan, particularly:

¹ National Planning Policy Framework, Ministry of Housing, Communities and Local Government (February 2019).

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/810197/NPPF_Feb_2019_revised.pdf

- CC2: Sustainable Design and Construction
- CC3: Adaptation to Climate Change
- CC4: Decentralised Energy
- CC5: Waste Minimisation and Storage
- EN18: Flooding and Drainage
- H5: Housing Standards

Reading Borough Council's Sustainability Aims

- 1.9 Reading Borough Council is committed to working with the local community and businesses to respond to the challenges of climate change by reducing greenhouse gas emissions and preparing for the changes that climate change will bring.
- 1.10 Reading's existing Climate Change Strategy, entitled 'Reading Means Business on Climate Change - Reading's Climate Change Strategy 2013 - 2020' set a target of reducing the Borough's carbon footprint in 2020 by 34% compared with 2005 levels. This aim has been achieved, with CO2 emissions in the Borough falling by 41% since 2005, within the top 5% of authorities in Great Britain. Reading is also a signatory to UK100 'aiming to have 100% clean energy by 2050'.
- 1.11 However, it is recognised that much more needs to be done at all levels, and in February 2019 the Council declared a Climate Emergency. As part of this, the Council committed to playing a full role in the aim of achieving a carbon neutral Reading by 2030. However, it recognises that this aim can only be fully achieved with policy changes from local government.
- 1.12 In response to the Climate Emergency, a new Climate Change Strategy is in preparation through partnership working across the Borough, to set out the local actions to help achieve a carbon neutral Reading. These local actions will include implementing the measures in the Local Plan to significantly improve the environmental performance of new development. However, this is only part of the picture, and there will need to be actions cutting across all aspects of the work of the Council and its partners.

Aim of this SPD

- 1.13 This SPD is intended to guide developers and decision-makers on the implementation of key sustainability policies set out in the Reading Local Plan, namely CC2-CC5, EN18 and H5. It will be a material consideration in the determination of planning applications.
- 1.14 This document also brings together relevant national guidance. It provides practical advice on forms of sustainable design and construction, as well as waste minimisation that will meet these policy requirements. It also details how policies will be applied. This should assist applicants in ensuring that the relevant information is submitted at the appropriate stage of the application and development process.

Context within Reading Borough

- 1.15 Reading's vision is to be a dynamic and inclusive community of the 21st Century and an internationally recognised economic centre. The town as a whole will be clean and healthy, with a strongly sustainable approach to development including innovative approaches to energy provision.

- 1.16 Reading is an area of high growth and high demand for development. The Reading Local Plan proposes a significant amount of new development but on the basis that it is sustainable and that it mitigates any impacts, including additional CO₂ emissions arising from such development. Achieving high standards of sustainable design and construction is therefore an essential component of new development in the Borough.

Weight of this SPD

- 1.17 This SPD was adopted on 16th December 2019. It followed a period of public consultation between July and September 2019, the responses to which were taken into account in preparing this final version. As an adopted SPD which supplements policies in the Local Plan, this document is a material consideration in the determination of planning applications. This guidance replaces the previous Sustainable Design and Construction Supplementary Planning Document adopted on 11th July 2011.

2 POLICY BACKGROUND

National Planning Policy Framework and recent changes to national policy

- 2.1 National planning policy has changed significantly since the previous version of the Council's Sustainable Design and Construction SPD. The Secretary of State for Communities and Local Government used a Ministerial Statement in March 2015 that changed and rationalised the way planning policies should seek specific standards in new housing. It removed the Code for Sustainable Homes and introduced new additional optional Building Regulations on water and access, and a new national space standard.
- 2.2 A revised National Planning Policy Framework (NPPF)², incorporating the content of the Ministerial Statement, was published in July 2018 along with an accompanying Government response³ to consultation on the draft version. The revised NPPF continues a commitment that Local Plans will support the transition to a low carbon future by planning for new development which reduces greenhouse gases.
- 2.3 The Government's Response to the Draft Revised NPPF consultation states⁴:
- “To clarify, the Framework does not prevent local authorities from using their existing powers under the Planning and Energy Act 2008 or other legislation where applicable to set higher ambition. In particular, local authorities are not restricted in their ability to require energy efficiency standards above Building Regulations. The Government remains committed to delivering the clean growth mission to halve the energy usage of new buildings by 2030.” (pp 48)
- 2.4 The most recent version of the NPPF was produced in February 2019. It gives increasing emphasis and weight to addressing sustainability, carbon reduction, climate change and waste reduction. The NPPF⁵ states that the planning system plays an important environmental role by helping to use natural resources prudently, minimising waste and pollution and mitigating and adapting to climate change, including through moving to a low carbon economy.
- 2.5 Paragraphs 148 to 165 detail measures that local planning authorities should take to support a move to a low carbon future. These include planning for new development in locations and ways which reduce greenhouse gas emissions and actively supporting energy use reduction and energy efficiency improvements to existing buildings. In determining planning applications, local planning authorities should expect new development to:
- comply with adopted Local Plan policies on local requirements for decentralised energy supply unless it can be demonstrated by the applicant,

²https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/740441/National_Planning_Policy_Framework_web_accessible_version.pdf

³https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/728498/180724_NPPF_Gov_response.pdf

⁴https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/728498/180724_NPPF_Gov_response.pdf

⁵National Planning Policy Framework, Ministry of Housing, Communities and Local Government (February 2019).

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/810197/NPPF_Feb_2019_revised.pdf

having regard to the type of development involved and its design, that this is not feasible or viable; and

- take account of landform, layout, building orientation, massing and landscaping to minimise energy consumption.

- 2.6 To help increase the use and supply of renewable and low carbon energy, local planning authorities should have a positive strategy to promote energy from renewable and low carbon sources. Policies should be designed to maximise renewable and low carbon energy development, while ensuring that adverse impacts (including visual impacts) are addressed satisfactorily.
- 2.7 When determining planning applications, local planning authorities should not require applicants for energy development to demonstrate the overall need for renewable or low carbon energy. Local planning authorities should approve applications where impacts are or can be made acceptable.
- 2.8 National planning policy reflects the Climate Change Act 2008⁶ which sets legally binding reduction targets for greenhouse gas emissions (at least 34% by 2020 and at least 80% by 2050). The Climate Change Act 2008 (2050 Target Amendment) Order 2019 subsequently committed the UK to a reduction of 100% by 2050.

Planning Practice Guidance

- 2.9 The Government's planning guidance on renewable and low carbon energy⁷ identifies specific planning considerations:
- Local planning authorities are responsible for renewable or low carbon energy development of 50 megawatts or less installed capacity.
 - Microgeneration is often permitted development and therefore may not require planning permission.
 - Although the NPPF explains that communities must increase the use and supply of low carbon energy, this does not mean that the need for this development overrides environmental protections and the planning concerns of local residents.
 - Local planning authorities should consider
 - A range of technologies and the policies needed to encourage their development in the right places;
 - The falling costs of these technologies, increasing their attractiveness;
 - The impacts of different technologies on the places in which they would be located; and
 - There is no specific quota of renewable and low carbon energy that must be delivered by the Local Plan.
 - Local planning authorities may wish to establish policies which give positive weight to those projects led by the local community.
 - Particular renewable energy technologies have different site considerations. For example:
 - For biomass, appropriate transport links;
 - For hydro-electric power, sources of water;
 - For wind turbines, predicted wind resource.
 - Cumulative impacts of development require particular attention, for example that of wind turbines or solar farms on landscape and local

⁶ <https://www.legislation.gov.uk/ukpga/2008/27/contents>

⁷ <https://www.gov.uk/guidance/renewable-and-low-carbon-energy>

amenity. Protecting local amenity should be given proper weight in planning decisions.

- 2.10 The suitability of particular sites should be considered in terms of their ability to provide local clean energy. This should consider national grid constraints, transmission losses and other environmental and technical constraints. Local energy is always preferred over remotely generated energy.

Reading Climate Change Strategy

- 2.11 Reading's existing Climate Change Strategy 2013 - 2020, "Reading Means Business on Climate Change"⁸ set a target of reducing the carbon footprint of the Borough by 34% in 2020 compared with levels in 2005. This required a reduction of around 7% annually. Of the strategic priorities identified, the following are relevant to planning policy:
- Energy supply - reduce electricity consumption, develop heat supply networks to deliver low carbon heat in Reading and increase the amount of energy generated locally using renewable technologies;
 - Low carbon development - buildings in Reading to be built to high standards of energy efficiency incorporating on-site renewable energy where possible, retrofit energy efficiency measures into Reading's buildings, minimise the 'embodied carbon' incorporated in construction projects and continue to develop planning policies that support the reduction of greenhouse gas emissions directly and indirectly from the Borough and reduce the risks of climate change to the communities of Reading;
 - Natural environment - improve the quality and connectivity of natural habitats;
 - Water supply and flooding - Manage demand for and supply of water to reduce the expected impact of water shortages on consumers and on wildlife and reduce the risk of damage due to flooding;
 - Transport - develop a transport infrastructure which supports more low carbon travel options for people in Reading and encourage non-car travel for all sectors of the population; and
 - Purchasing, supply and consumption - reduce waste by supporting the re-use and repair of products and materials.
- 2.12 A new version of the Climate Change Strategy is in production to respond to the Climate Emergency and to set out local measures to help achieve the aim of a carbon neutral Reading by 2030. Planning policies will be part of a wide-ranging package of ambitious local measures that make up that strategy.

Reading Borough Local Plan

- 2.13 The Reading Borough Local Plan was adopted on 4th November 2019. One of the main objectives of the new Local Plan is to ensure new development and existing areas are sustainable, including reducing its effects on and adapting to climate change. The Local Plan requires development to both adapt to a changing climate and mitigate the worsening effects of climate change.
- 2.14 The following policies are the main policies supplemented by this document (full policy text is included in Appendix 3):

⁸ <http://www.reading.gov.uk/media/1232/Climate-Change-Strategy/pdf/Climate-Change-Strategy.pdf>

- CC2: Sustainable Design and Construction

This policy seeks improved sustainability performance of buildings by setting out BREEAM requirements for non-residential developments conversions to residential. It also sets out the general principles of sustainability in new development that applies to both residential and non-residential uses. Requiring the specified BREEAM levels will significantly contribute to achieving Reading's emissions targets, as well as mitigating the effects of climate change.

- CC3: Adaptation to Climate Change

This identifies measures including building orientation, shading, heating, ventilation, green or brown roofs and walls, planting and surface water run-off to deal with the effects of climate change. Where these measures are not appropriately incorporated, planners will consider whether or not this is a reason for refusal. This policy will ensure that development within the Borough is resilient in the face of climate change.

- CC4: Decentralised Energy

This policy requires developers to consider inclusion of decentralised energy infrastructure, increasing the amount of decentralised energy provision in the Borough. This will help to achieve a shift to sustainable energy consumption and production and covers a wide range of technologies that reduce dependence on a centralised network or grid.

- CC5: Waste Minimisation and Storage

This policy requires developers to identify measures to minimise the generation of waste and to handle waste appropriately during the lifetime of a development. It will help to achieve the aims of the Council's Waste Minimisation Strategy⁹, as well as to comply with national policy, such as the Landfill Directive¹⁰.

- EN18: Flooding and Sustainable Drainage Systems

This policy directs development away from areas that are liable to flood. In areas of lower risk, development may move forward if it passes the exception test in the NPPF. It also requires major developments to incorporate Sustainable Drainage Systems (SuDS). This policy will help to protect people and property from flooding.

- H5: Standards for New Housing

This policy outlines standards for new-build housing, including those for sustainable design and construction. All new-build housing must be built to the higher water efficiency standard under the Building Regulations. All major new-build residential should achieve zero carbon homes and all other new-build housing must achieve a minimum 19% improvement over the 2013

⁹ http://www.reading.gov.uk/media/4418/Waste-Minimisation-Strategy-2015---2020/pdf/HNL_15th_March_WMStrategy_Revision_Appendix_B.pdf

¹⁰ http://ec.europa.eu/environment/waste/landfill_index.htm

Building Regulations target. This policy will help to deliver high-quality new homes and achieve Reading's emissions targets, as well as mitigate the effects of climate change.

2.15 The following policies provide further guidance to sustainable design and construction, but are not directly supplemented by this document:

- CC1: Presumption in Favour of Sustainable Development

This policy ensures that planning decisions are taken in line with the Government's presumption in favour of sustainable development as articulated in the NPPF. It ensures that a positive approach is taken when considering development proposals in order to improve the economic, social and environmental conditions in the area.

- CC9: Securing Infrastructure

This policy ensures that development proposals mitigate all relevant impacts on local infrastructure in order to ensure that they are sustainable. It will help to ensure that infrastructure, services and facilities are delivered according to the priorities stated in the policy.

- EN16: Pollution and Water Resources

This policy prevents harmful development and mitigates the impacts of potentially polluting developments. It will ensure that damage to Reading's environment is avoided.

2.16 Applicants will be expected to adapt design and construction in order to make sustainability measures viable. If compliance cannot be achieved, applicants will need to demonstrate why not and will be expected to install the proportion of measures that are viable. Applicants must demonstrate that all options have been explored. In many cases, whole-life considerations may justify capital costs at the time of construction. For example, installation of energy-efficient technologies will likely decrease the electricity and gas costs for users over the lifetime of the development. It is recognised that, in some cases, for instance retail developments, the whole-life considerations may partly depend on the occupant, and may not be fully clear at application stage.

2.17 Planning practice guidance emphasises whole-plan viability testing rather than the testing of development schemes individuals:

“Where up-to-date policies have set out the contributions expected from development, planning applications that comply with them should be assumed to be viable. It is up to the applicant to demonstrate whether particular circumstances justify the need for a viability assessment at the applications stage”.¹¹

¹¹ Paragraph 57, National Planning Policy Framework, Ministry of Housing, Communities and Local Government (July 2018).
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/740441/National_Planning_Policy_Framework_web_accessible_version.pdf

- 2.18 The Local Plan was subject to a whole plan viability test which concluded that all of the requirements in the Local Plan (including sustainable design and construction and housing standards) do not present a burden to developers that will stifle development.

3 SUBMISSION REQUIREMENTS

- 3.1 Applicants need to demonstrate how they will comply with the relevant policies in the Local Plan. This section outlines what information is required to be submitted at the pre-application stage, at application stage, and what aspects might be considered later by condition.
- 3.2 To comply with the relevant policies and standards on energy, a combination of measures including those for energy efficiency, energy conservation and inclusion of renewable or low carbon sources should be considered and factored in from the design stage onwards.
- 3.3 Sustainability Statements typically require the developer to consider all aspects of development form which can contribute to securing high standards of sustainable development from the outset, including but not limited to:
- Energy efficiency and carbon emissions of the building;
 - Water conservation;
 - Flood risk and drainage strategy;
 - Community impacts;
 - Transport;
 - Health and Wellbeing including day-lighting analysis and thermal comfort;
 - Material usage, wastage, responsible sourcing and environmental impact, including embodied carbon;
 - Pollution issues, low NO_x, low global warming potential (GWP), reducing need for mechanical cooling;
 - Ecological aspects to enhance the proposed developments for flora and fauna; and
 - Best practice management of the site¹².
- 3.4 Energy Statements demonstrate how the energy related aspects of the proposed development actually meets the requirements of local planning policy and BREEAM energy and emissions standards. An energy statement would typically include the following information:
- Energy efficiency of the building;
 - Baseline annual predicted energy demand of the development (regulated and unregulated);
 - Baseline annual predicted carbon emissions of the development (regulated and unregulated), the Target Emission Rate (TER);
 - The contribution of each proposed renewable energy technology;
 - Cost information of technically feasible low or zero carbon renewable technologies, including additional insulation, low carbon decentralised energy, heat pumps etc;
 - Feasibility of district or community heating;
 - Summary of the benefits of various energy technologies;
 - The total estimated reduction in the development's baseline carbon and/or energy emissions¹³.

¹² <https://www.energycouncil.co.uk/energy-sustainability-statements.html>

¹³ <https://www.energycouncil.co.uk/energy-sustainability-statements.html>

Table 3.1: Required level of sustainability standard

	Size of Development	Required Standard
New build residential	Minor (fewer than 10 dwellings)	19% improvement in the dwelling emission rate over the target emission rate, as defined in the 2013 Building Regulations
	Major (10 dwellings or more)	Zero Carbon (or if unachievable, a minimum 35% improvement in the dwelling emission rate over the target emission rate, as defined in the 2013 Building Regulations and planning contribution to offset remaining carbon emissions to zero)
Creation of new residential units through conversion from other uses and/or major refurbishment	Minor (fewer than 10 dwellings)	BREEAM 'Very Good'
	Major (10 dwellings or more)	BREEAM 'Excellent'
Non-residential development (including development for non-C3 residential)	Minor (less than 1,000 sq. m of floorspace)	BREEAM 'Very Good'
	Major (1,000 sq. m of floorspace or more)	BREEAM 'Excellent'
Non-residential refurbishment (including refurbishment for non-C3 residential)	Minor (less than 1,000 sq. m of floorspace)	BREEAM 'Very Good'
	Major (1,000 sq. m of floorspace or more)	BREEAM 'Excellent'

Additional information:

- For mixed-use development, depending on the specific mix, a combination of standards may be sought.

- Applications for change of use may fall to be considered as refurbishment depending on the level of internal alterations proposed. The appropriate approach with regards to sustainability will be considered on a case by case basis.
- Requirements in the table are subject to the caveats in the relevant policies (CC2 and H5) around viability and achievability.

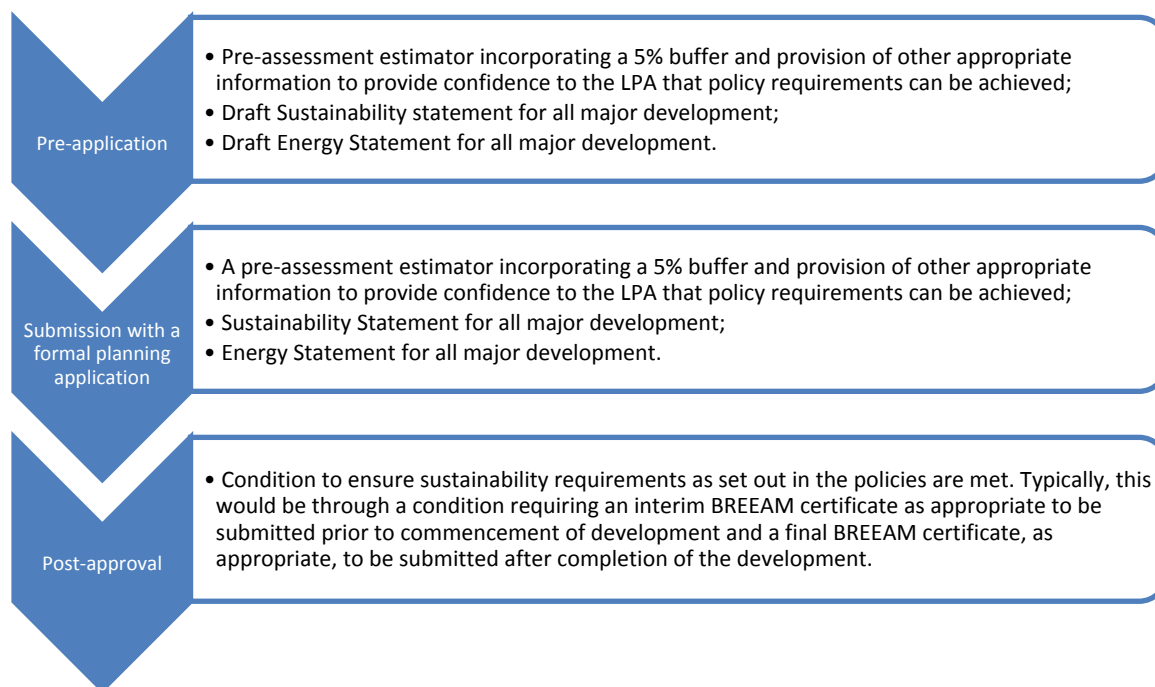
3.5 Applications affecting some heritage assets may have difficulty achieving the required standard. For this reason, listed buildings, scheduled ancient monuments and buildings in a conservation area are exempt from the provisions of Part L of the Building Regulations where compliance would unacceptably alter their character and appearance. Where this is the case, requiring compliance with standards over and above Part L would clearly conflict with heritage policies in the Local Plan, in particular EN1, and would not be appropriate. Where there are proposals for conversions and refurbishments of listed buildings, scheduled ancient monuments or buildings in conservation areas where compliance with sustainability policies would unacceptably alter their character and appearance, appropriate measures that are sensitive to the heritage asset should be taken to achieve improvements to the performance of the building insofar as is possible. Current environmental performance of an asset to be converted or refurbished should be analysed in the first instance in order to support proposals using a ‘whole house’ approach. The first priority for listed buildings should be for non-invasive measures. Measures will depend on the significance of individual listed buildings. Historic England has published guidance on the application of Part L to historic buildings which will be of use in informing the approach¹⁴.

Non-Residential Development

- 3.6 The Building Research Establishment’s Environmental Assessment Method is known as BREEAM Standards and is the most widely recognised method of assessing the environmental quality of building design. The Local Plan requires BREEAM standards to be achieved for non-residential development, non-C3 forms of development such as student accommodation or residential care, and conversion to residential.
- 3.7 Paragraph 4.1.4 of the Local Plan recognises, however, that:
 “... some types of development, such as industrial uses, warehouses and schools might find it more difficult to meet these standards. In these cases, developments must demonstrate that the standard to be achieved is the highest possible for the development, and at a minimum meets the BREEAM ‘Very Good’ standard.”
- 3.8 Experience has shown that once the final details of a scheme are established, in virtually all cases credits will be dropped during the process of design and construction. This could mean that the proposal fails to comply with the policy requirements and is therefore important to incorporate a ‘buffer’ into the pre-assessment estimator. A ‘buffer’ is an over allowance of credits or contingency. This is designed in at the pre-assessment stage to ensure that if some aspects of the design cannot be achieved and credits are dropped once progression is made to later stages of the design and construction of the development, the BREEAM level set out initially is achieved. The ‘buffer’ is important to ensure the development as built complies with local plan policies. A 5% buffer should be included in the pre-assessment estimator.

¹⁴ <https://historicengland.org.uk/images-books/publications/energy-efficiency-historic-buildings-ptl/heag014-energy-efficiency-partII/>

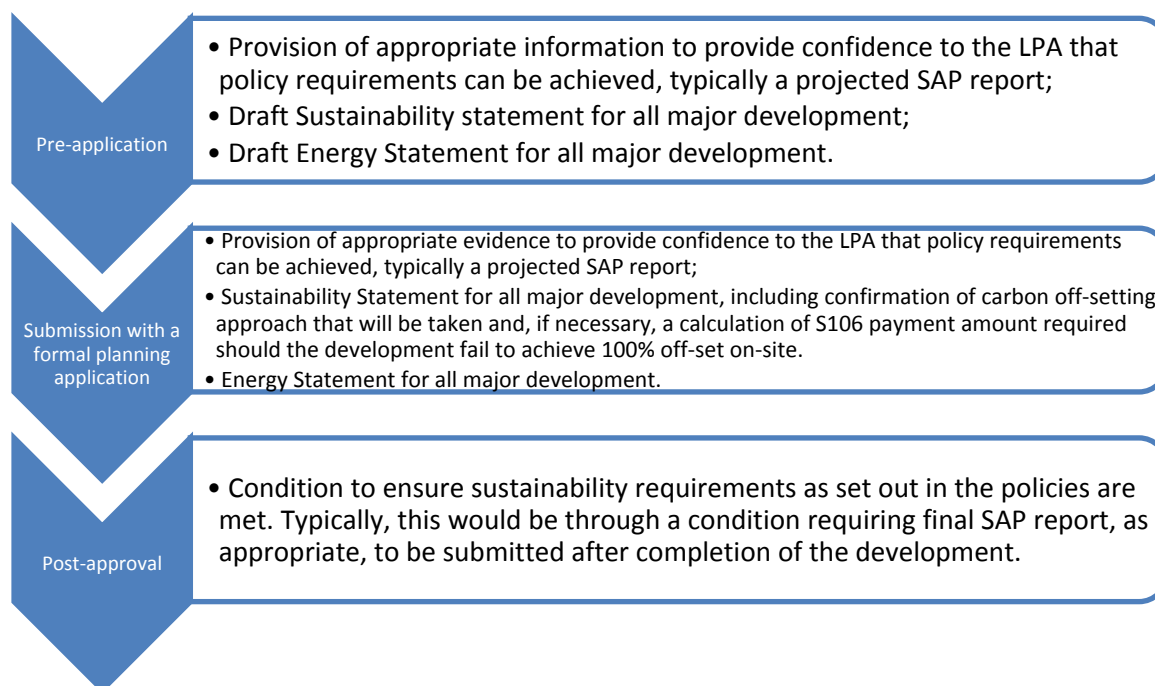
Table 3.2: Summary of BREEAM submission requirements at each stage of application process



Residential Development

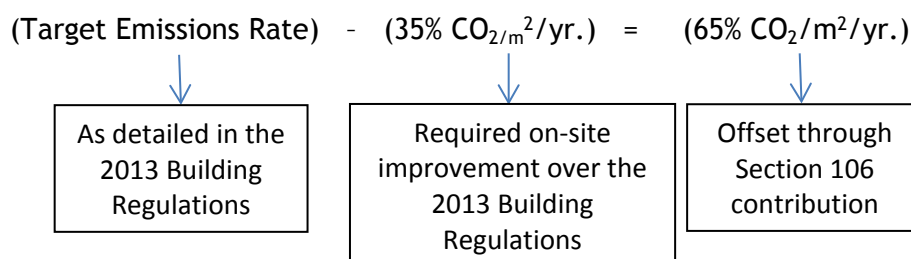
- 3.9 For residential development of ten dwellings or more, the Local Plan requires ‘Zero Carbon’ development, unless it can be clearly demonstrated that this would render a development unviable. Zero carbon homes is an achievable standard that, until recently, was intended to be a national requirement in the Building Regulations. It is required through planning policy for major residential new build development, and the viability of this approach was tested through the Local Plan and was not found to place an unreasonable burden on development. The paragraphs below describe the requirements in more detail.

Table 3.3: Summary of Zero Carbon Homes submission requirements at each stage of the application process



3.10 New build housing on sites less than 10 dwellings will achieve at a minimum a 19% improvement in regulated emissions over the target emission rate, as defined in the 2013 Building Regulations unless it can be clearly demonstrated that this would render a development unviable.

3.11 In achieving Zero Carbon Homes for major residential developments, the preference is that new build residential of ten or more dwellings will achieve true carbon neutral development on-site. If this is not achievable, it must achieve a minimum of 35% improvement in regulated emissions over the Target Emissions Rate in the 2013 Building Regulations, plus a Section 106 contribution of £1,800 per remaining tonne towards carbon offsetting within the Borough (calculated as £60/tonne over a 30 year period). £60 per tonne of carbon is a nationally-recognised price of carbon and reflects the amount established by the Zero Carbon Hub¹⁵. Based on a review of other Local Planning Authorities (LPA) carbon pricing¹⁶, £60 is the amount used by a majority of LPAs and is lower than the £95/tonne proposed in the new draft London Plan¹⁷. The following calculation should be used to determine contribution:



¹⁵ Next Steps to Zero Carbon, DCLG, 2013. <https://www.gov.uk/government/consultations/next-steps-to-zero-carbon-homes-allowable-solutions>

¹⁶ https://www.london.gov.uk/sites/default/files/london_carbon_offset_price_-_aecom_.pdf

¹⁷ <https://www.london.gov.uk/what-we-do/planning/london-plan/new-london-plan/download-draft-london-plan-0>

For example:

For a recent example of a 68m² mid-floor flat:

TER as defined in the Building Regulations 2013 (fuel factor = 1.0)	16.10 kg CO ₂ /m ² /yr.
35% of TER improvement required on-site	5.635 kg CO ₂ /m ² /yr.
65% of TER to be offset through S106 contribution	10.465 kg CO ₂ /m ² /yr.
(65% of TER) x total square metres = total excess CO ₂ emissions annually	711.62 kg CO ₂ /yr. = 0.71162 tonnes CO ₂ /yr.
Annual excess CO ₂ emissions x £1800 = S106 contribution	£ 1280.916

- 3.12 The price per tonne of CO₂ may be reviewed over time in order to account for the effects of inflation, the decreasing carbon intensity of the electricity grid or other changes in the future.
- 3.13 The approach means that in most cases, the assessment required to satisfy Part L of the Building Regulations will need to be carried out at the application stage, rather than afterwards. The financial contributions towards carbon offsetting will be secured through a S106 agreement. In order to account for the performance gap between a building as designed and as occupied, the as-built SAP assessment for major developments will need to be carried out after occupation. As a baseline, the Section 106 agreement will usually require submission of the as-built assessment at the latest six months after first occupation, unless a different timescale is agreed with the Council to reflect the characteristics of the development. This assessment will inform the final contribution due.
- 3.14 Contributions will be ring-fenced for projects which deliver a carbon saving in Reading, including energy-efficiency improvements or renewables projects. The carbon saving will need to be at least equivalent to the amount of carbon offset via the financial contributions. The Council will keep the projects that will benefit under review, as the relative carbon savings and value for money may change over time. It is not for this SPD to specify exactly which projects will benefit. However, an initial list of possibilities would include (but is not limited to):
- Upgrading and retrofitting of existing housing;
 - Home visits for energy saving advice that leads to installation of energy efficiency saving measures;
 - Installation of heat pump based heating system where carbon emission savings can be demonstrated;
 - Generating and supporting renewable and low carbon energy and heat projects;
 - Provision of grants for renewable energy and energy efficiency;
 - Energy projects for community buildings, e.g. solar panels;
 - Installation of electric vehicle charging infrastructure; and
 - Tree planting and greening measures.
- 3.15 Most projects funded through the offset fund are not ‘infrastructure’ as covered by CIL¹⁸, and therefore require a Section 106 agreement. Projects funded by the offset fund can also maximise co-benefits, such as alleviating fuel poverty, reducing

¹⁸ http://www.reading.gov.uk/media/6385/Community-Infrastructure-Levy-Regulation-123-List/pdf/Approved_Regulation_123_List_March_2017.pdf

energy bills, improving air quality, providing heat for vulnerable residents, increasing the efficiency of public sector buildings and reducing operations costs. The Council will report on how contributions have been used through its Annual Monitoring Report, published in December each year.

- 3.16 The policy position is that off-site carbon offsetting will be in the form of a financial contribution. Any proposals to diverge from the policy and offset the remaining carbon through non-financial means, for instance through off-site renewable energy, will need to be clearly justified at application stage in terms of how much carbon it would offset, and must be over and above measures that would have been taken in any case or to comply with other policies.

Explanation of Detail Required at Each Stage of the Application Process

Pre-application

Pre-assessment estimator

- 3.17 The purpose of a pre-assessment estimator, or as-proposed SAP assessment, is to help provide confidence to the LPA that the requirements of the Local Plan have been considered and can be met. Pre-assessment estimators or as-proposed SAP assessments are typically completed prior to the final details of the scheme being established. Where an applicant for minor development does not feel they would be in a position to submit a pre-assessment estimator, it would be the applicant's responsibility to provide alternative information to the LPA so the decision-maker can be confident that the requirements will be met. However, a pre-assessment estimator is the recommended approach for all applications which require a BREEAM assessment as specified in table 3.2, whilst an as-proposed SAP assessment is recommended for new-build residential.
- 3.18 The response to any pre-application enquiry will be made on the basis of the information provided and if this changes then those comments may not still be relevant.
- 3.19 It will not be sufficient to submit a pre-assessment estimator achieving the bare minimum, then compliance subsequently being lost before occupation with applicants relying on the fact that they have tried and then found that costs exceed previous expectations. Full compliance with the policy requirements is expected in all cases.

Draft Sustainability Statement at pre-application stage

- 3.20 Draft Sustainability Statements typically require the developer to consider all aspects of development form which can contribute to securing high standards of sustainable development. Planning applications should be accompanied by the Sustainability Statement based on the sustainability checklist. In Reading the requirements of the Sustainability Statements should follow as appropriate one or both of the sustainability checklists included in Appendix 1 of this document. These checklists have their requirements based on the BREEAM standards but are not a complete repetition of these requirements. They are intended to help provide pointers as to the types of considerations that the development should be taking into account in order to achieve the relevant standards to comply with policies in the Local Plan.

- 3.21 The Sustainability Statement should focus on the questions posed in the relevant checklist. Completion of a Sustainability Statement helps to demonstrate the applicant's commitment to sustainable design and construction.
- 3.22 This should be submitted, preferably at the pre-application stage to help applications focus on and highlight the main sustainability achievements of their proposal. Consideration at the pre-application stage will help applicants focus on the fact that sustainability measures should not be 'bolted on' or incorporated retrospectively to an existing design, but in order to be as successful as possible, must emerge as part of the design process.
- 3.23 This will also help ensure that sustainability measures are as cost effective as possible. By retrofitting such measures, there is a significant risk that the cost could substantially increase, raising the likelihood of not being able to achieve proposed measures.¹⁹
- 3.24 Whilst pre-application enquiries will be considered without a Sustainability Statement accompanying the submission, it is very much in the applicant's interest to submit a statement and ensure it is considered at this stage.

Draft Energy Statement

- 3.25 An Energy Statement should be submitted with all major developments. The Energy Statement demonstrates how the energy related aspects of the proposed development actually meets the requirement of policies CC2, CC4 and H5. The Energy Statement provides the specification for meeting the required energy targets including a calculation of the carbon emissions for a development. These shall be calculated as detailed in part L of the building regulations and the relevant BREEAM Standard or Zero Carbon Homes, where required. The Energy Statement should explain how the carbon dioxide reductions will be achieved and importantly, which renewable energy technologies/low carbon energy sources have been considered and dismissed, clearly explaining the reasons for this. The Energy Statement should also state the S106 contribution required to achieve zero carbon homes according to the calculations in the next section.
- 3.26 The Energy Statement will help demonstrate to the Council that thought has been given to how the energy reductions required to meet the BREEAM requirements will be achieved. Clear consideration of these details at the stage can help ensure the applicant can build the proposal in the way intended without issues over sustainability aspects arising later. This could result in the design having to be reconsidered, which would have clear cost implications.
- 3.27 A draft Energy Statement should be submitted at the pre-application stage to demonstrate how energy will be considered and incorporated as part of the proposal. As for Sustainability Statements, whilst a pre-application enquiry can be considered without a draft Energy Statement, this will affect the quality of advice that can be given and it is in the applicant's interest to submit a statement to be considered at this stage.

¹⁹ Unless it can be demonstrated that sustainability measures have been incorporated into the design of the building from the outset, substantially less weight will be given to any viability information submitted, attempting to justify a development's failure to comply with policies CC2 or H5 of the Local Plan and other relevant policy. However, the expectation will be that the requirements of CC2 or H5 are non-negotiable.

Submission with a formal planning application (including outline applications)

Pre-assessment estimator

- 3.28 At the formal planning application stage, the LPA needs to be confident and have the evidence to demonstrate that any proposal being approved can actually meet the policy requirements of the Local Plan. As at the pre-application stage, a pre-assessment estimator is the recommended approach for all sizes of applications to accord with policies CC2 and H5 of the Local Plan. Again, where an applicant for minor development does not feel they would be in a position to submit a pre-assessment estimator or as-proposed SAP assessment, it would be the applicant's responsibility to provide alternative information to the LPA, in order to ensure that the LPA is confident that the requirements of CC2 and H5 can be met.

Sustainability Statement at application stage

- 3.29 For major applications, a Sustainability Statement based on a sustainability checklist should be submitted at the submission stage. Where no Sustainability Statement was submitted at the pre-application stage, it should still be submitted at the submission stage. Applicants should note that where a Sustainability Statement is produced only at the submission stage, it will be substantially harder to demonstrate that relevant sustainability measures have been incorporated into the design from the outset, given that by the time an application reaches formal submission stage, considerable work has often already gone into the design of the application stage.

Energy Statement at application stage

- 3.30 The Energy Statement should be finalised by the application stage. As outlined above, the comments made in response to any pre-application enquiry will be given on the basis of the information provided at the pre-application stage, and if this changes, those comments may no longer be relevant. Pre-applicants may therefore wish to finalise their Energy Statement at the pre-application stage to avoid issues arising at the submission stage.
- 3.31 As with the Sustainability Statement, applicants should note that where an Energy Statement is not submitted at the pre-application stage, it will be substantially harder to demonstrate that relevant sustainability measures have been incorporated into the design from the outset.²⁰

Post Approval Stage

- 3.32 A condition/s will be attached to any permission granted requiring a BREEAM sustainability assessment and/or Final/As-Built Building Regulations Compliance Report. This information will include final data on predicted carbon emissions from the building. Unless there is a particular need for another approach for a development, this would typically be in two stages. Firstly, a condition will require an Interim BREEAM Certificate or design stage SAP assessment to be submitted prior to commencement of development demonstrating that the development will be built in accordance with the pre-assessment estimator and

²⁰ Unless an appropriately completed Energy Statement has been completed and submitted with an application, it is unlikely to be possible to put forward a viability justification for failing to comply with relevant policy. The expectation will be that the requirements of policies CC2 and H5 are non-negotiable.

meet the requirements of CC2 or H5. Secondly, a condition will typically require that a Final BREEAM Certificate and/or Regulations Compliance Report or as built SAP assessment is submitted after completion. Whilst this would ideally be prior to occupation of the development, it is accepted that, due to capacity issues and the need to ensure the performance can be accurately measured, it can take some time to produce a final assessment. In such cases, a timescale of six months after first occupation may be more appropriate, and, in the case of major residential, this will tie in with the trigger points for a Section 106 contribution.

- 3.33 Development that fails to comply with a condition may not be considered to be lawful development and risks enforcement action.

Standard Assessment Procedure (SAP) assessment

- 3.34 Where a SAP assessment is required to demonstrate compliance with policy H5 for new-build residential, applicants are expected to use SAP 2012 carbon emission factors, as well as updated (SAP 10) carbon emission factors, to assess the expected carbon performance of a new development. Applicants should undertake this approach until such time as central government adopts the new Building Regulations, at which point only SAP 10 emission factors shall be used. Applicants should continue to use the current Building Regulations methodology for estimating energy performance against Part L 2013 requirements as set out in Policy H5 but with the outputs manually converted for the SAP 10 emission factors²¹. This is for demonstrating performance against planning policy targets and is separate to Building Regulation compliance.

²¹ The GLA uses a spreadsheet to calculate the conversion to the SAP 10 emission factors, which will be useful, and which can be found on their website:
https://www.london.gov.uk/sites/default/files/copy_of_gla_carbon_emission_reporting_spreadsheet_v1.1.xls
x

4 ENERGY EFFICIENCY

- 4.1 This section outlines some of the methods that may be used to meet the requirements of policies CC2-CC5, EN18 and H5. The elements listed below are not absolute requirements, but should nonetheless be considered by applicants.
- 4.2 Fabric improvements are much more likely to ensure long-term carbon reductions and are generally achieved at lower cost than on-site generation. Therefore, applicants should seek to improve fabric efficiency in the first instance.

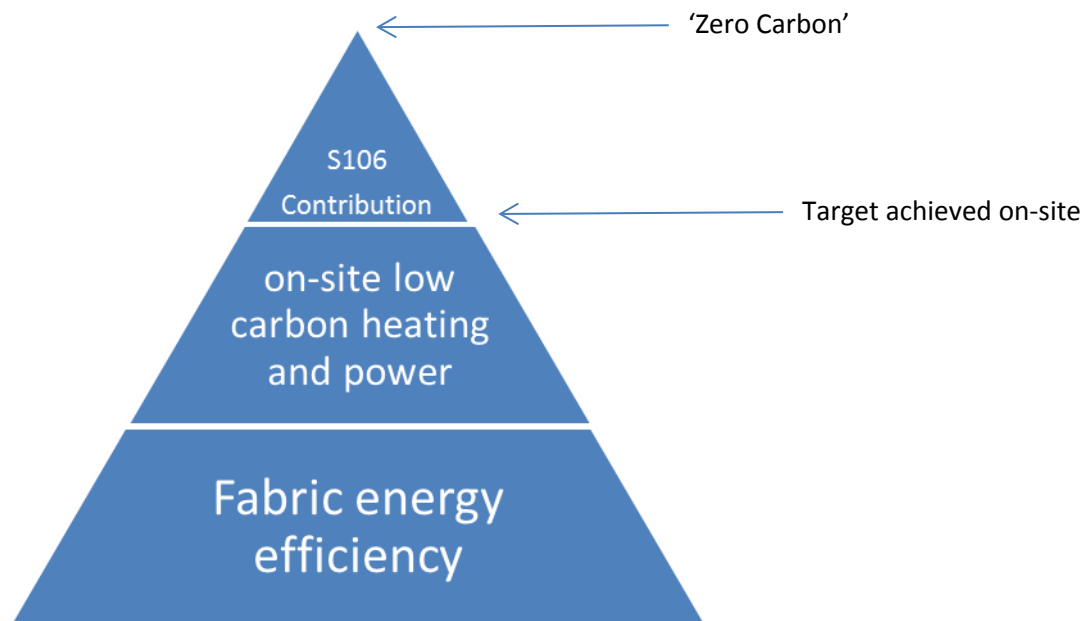


Figure 4.1

Solar Gain

- 4.3 Passive and active solar gain can make a significant contribution towards the lighting and heating of a building. Different approaches to maximising passive and active solar gain are needed depending on the size and use of buildings. To maximise access to the sun, buildings should have their main elevations facing within 30° of due south (either to the east to maximise morning sunlight or to the west to maximise evening sunlight). A slight easterly orientation has advantages over a south-westerly position due to the fact that it maximises early morning light and heat gains while reducing the possibility of overheating on a summer afternoon or evening. Main living or working spaces with maximum occupancy should be located on southerly facing elevations to make the best use of solar gain. Rooms with lower occupancy, such as toilets, cloakrooms and storage space that require less heating should be located on the northern side of the building. Rooms that contain machinery or equipment that generate heat should also be located on the northern sides of buildings. To minimise the requirements for additional space heating, elevations to the south should have increased areas of glazing compared to those facing north. Care must however be taken to prevent excessive solar gain, particularly in the summer, with a building requiring the unnecessary use of energy to cool the internal environment, although this must be balanced against maximising solar gain in the winter. Carefully designed natural ventilation is important. Landscaping, in particular design of natural shading by trees and plants, also has a role in energy efficiency. Applicants should seek detailed technical advice as this SPD is not intended to serve as a technical guide. The measures described above simply represent examples of possible strategies.

Natural Day Lighting

- 4.4 Coupled with solar gain, natural day lighting can reduce the energy demand for new buildings through the controlled entry of natural light through windows, skylights, atria, sun pipes and other building envelope components. The day lighting benefits of large areas of glazing need to be considered against the thermal and other properties of glazing.

Ventilation

- 4.5 Maximising natural ventilation is appropriate in most circumstances and is usually a more sustainable option than air conditioning systems, albeit that a building should be able to be made airtight to reduce energy demand for heating or cooling in extreme weather. The simplest method is to create opportunities for cross ventilation. Openings on opposing (or even adjacent) walls can draw air through a space. Windows should be openable if possible, and trickle vents or other such devices should be installed to provide controllable background ventilation. Mechanical ventilation may be required to supplement natural ventilation but this should be very energy efficient, requiring only small levels of energy to run, yet achieve significant benefits in a development. Natural ventilation can also be achieved through the use of 'passive stack effect' and pressure differentials to bring cool fresh air from outside the building without the use of mechanical systems. Design should ensure that cool air is introduced in summer and warm air in winter in order to reduce heating and cooling loads.

Thermal Mass

- 4.6 The use of internally exposed thermally massive materials with a high specific heat capacity can have beneficial effects through their ability to absorb solar radiation received during the winter months and to store cool air absorbed during the night in the summer months. Generally, heavy materials such as stone and concrete have a high specific heat capacity whilst more lightweight materials such as wood have a lower specific heat capacity. Thermally massive materials should be located inside the insulated layer so that the internal air temperatures can benefit from the diurnal and day to day stabilising effects. Thermal mass located externally could be utilised to precondition incoming ventilation. Earth sheltered housing, where it can be achieved, may provide an opportunity to build on challenging sites and will benefit from low temperature variations.

Insulation

- 4.7 To maximise energy efficiency the heat losses from the building envelope must be kept to a minimum with high levels of airtightness. Heat loss can be prevented by applying high levels of insulation to the roof, walls and floors. Heat loss from windows can be further reduced through double or triple glazing, however, adequate ventilation is always a requirement, and avoids condensation problems.

Green and Brown Roofs

- 4.8 A green roof is a roof of a building that is partially or completely covered with vegetation and a growing medium, planted over a waterproofing membrane. It may also include additional layers such as a root barrier and drainage and irrigation systems. Brown roofs work on the same concept but with a broken substrate, e.g.

broken bricks replacing the organic growing medium. Green and brown roofs can also provide buildings with greater thermal mass, i.e. prevent heat loss in winter as well as keeping buildings cool in summer. They are therefore an important example of the kind of technique that can help with adaptation to climate change. They also provide important habitats for wildlife and reduce the speed at which rain water runs off buildings as the vegetation absorbs some rainwater. Where green roofs increase the embodied carbon in a building and have running/maintenance costs through energy and water use, the associated carbon impacts should be accounted for in any such proposals. This also applies to green walls below.

Green walls and living walls

- 4.9 A green wall is a wall, either free-standing or part of a building that is partially or completely covered with vegetation and, in some cases, soil or an inorganic growing medium. The vegetation for a green façade is always attached on outside walls; with living walls this is also usually the case, although some living walls can also be green walls for interior use.
- 4.10 Living walls may also be a means for water re-use. The plants may purify slightly polluted water by absorbing the dissolved nutrients. Bacteria mineralise the organic components to make them available to the plants. Living walls are particularly suitable for cities, as they allow good use of available vertical surface areas. They are also suitable in arid areas, as the circulating water on a vertical wall is less likely to evaporate than in horizontal gardens. The living wall could also function for urban agriculture, urban gardening, or for its beauty. It is sometimes built indoors to help alleviate poor indoor air quality.

Landscaping and Energy Efficiency

- 4.11 Landscaping should be carefully considered in the design of garden space. If solar gain is needed, any trees that need to be retained as part of the development should ideally be sited in relation to the development so that they are not overshadowing the new development. However, planting can also help avoid overheating in the afternoon. If solar gain is not needed, trees can provide important cooling benefits and help a building to adapt to a warming climate. A careful balance must be struck between shading and solar gain.

Energy Efficient Appliances

- 4.12 Appliances provide heat, light and other essential services and are major consumers of energy. The careful choice of appliances can reduce energy demand, and therefore costs, significantly. Domestic properties should as far as possible use the most energy efficient appliances, in particular energy and water efficient white goods.

5 CLIMATE CHANGE ADAPTATION

5.1 In the UK the main impacts of climate change have been identified as:

- Warmer, wetter winters;
- Hotter, drier summers;
- Extreme rainfall events possibly happening more often;
- An increase in the frequency and intensity of extreme weather events;
- Rising sea levels;
- Possible intensification of the urban heat island effect; and
- Higher wind speeds.

In Reading, many residents already experience difficulty heating and cooling their homes. These issues may worsen with climate change. Adaptation measures will help to achieve Reading Borough Council's Corporate Plan aim of improving access to decent housing to meet local needs. This SPD will help to improve Reading's housing stock and make it fit for the future.

5.2 It is vital that the effects of climate change are considered over the lifetime of a development, especially with regard to its location and design. If they are not, then the long term sustainability and fitness for purpose of the development could be compromised.

5.3 Adaptation means altering lifestyles, communities, physical environment and infrastructure to respond to climate change. Adaptation often includes building up the capacity to adapt as well as minimising, adjusting to and taking advantage of the consequences of climatic change.

Contribution of Trees and Landscaping

5.4 Trees and woodlands can provide a significant contribution to helping adapt to and minimise the impacts of climate change, through helping to reduce flood risk, improving air quality through absorption of vehicle emissions and providing wildlife corridors. They can help to dissipate the impact of heavy rainfall, reduce urban temperatures, and provide shade and protection against the detrimental effects of sunlight. The preference will be to, where possible, use large canopy species that provide more benefits for climate adaptation. There will also be a need to use tree species that can themselves adapt to changing climate conditions particularly the higher temperatures and potential drought conditions in summer.

5.5 Deciduous trees in particular are very beneficial. They allow sunlight to reach buildings during the cooler winter months and protect from sunlight (UV) and overheating during the warmer summer months. Species selection, siting and maintenance should be carefully considered to maximise the ecosystem benefits of trees on a development site, and to avoid shading solar panels or blocking drainage systems with leaves.

5.6 When combined with other measures, or integral, as part of sustainable urban drainage schemes, trees have a major role to play in both the development of green infrastructure and reduction of flood risk relating to new development, alongside other landscaping, such as green roofs.

5.7 A two pronged approach will be required. Firstly, applicants will be expected to demonstrate how their landscaping plan has taken into consideration the impacts of climate change with regards to their species selection, location of planting and in terms of the management of the landscaping. Secondly, applicants should ensure

that trees and landscaping play a role in helping to mitigate the impacts of climate change through integration of planting within SuDS provision as opposed to a separate provision, i.e. tree pits and landscape areas as attenuation features. This will require, for example, specific tree pit design, linked tree pits where feasible and linking of green roof runoff into tree pits. This will be expected as the default position and non-green SuDS provision only accepted where justified.

- 5.8 Local Plan policies seek to avoid development that would significantly undermine current levels of soft landscape provision, particularly tree cover as this is likely to be damaging to climate change adaptation strategies. Conversely, the introduction of well-planned and well maintained urban tree cover can greatly increase the adaptive capacity and resilience of urban areas.

6 WATER MANAGEMENT

Reducing consumption

- 6.1 Water consumption in the South East has grown significantly in recent years, and the region has the highest per capita consumption rate in the UK. The reasons for this growth in consumption include the greater use of water intensive white goods such as washing machines and the growth in the number of households. As such, it is important to improve efficiency in the use of water and conserve water supplies. Furthermore, a significant part of the Reading area is at risk of flooding, being located within the floodplain, and minimising the risk of flooding is therefore essential.
- 6.2 The Government has set a small number of ‘optional’ national standards over and above the Building Regulations minima, which include water efficiency. Local Planning authorities can choose to apply the higher ‘optional’ standard in their area through incorporating a policy in a Local Plan. RBC has chosen to include the optional water efficiency standard in policy H5. For clarity, the higher water efficiency standard set out in the Building Regulations is 110 litres per person per day.²²
- 6.3 Installing water saving devices can reduce consumption levels considerably. These include low flush toilets, aerating taps and low flow shower heads. Developers are encouraged to engage with water utility companies at the earliest opportunity in order to ensure that water and waste water provision is considered at an early stage in the design of development.
- 6.4 Provision of water butts or community storage facilities to collect rainwater is a simple low cost measure. Where possible, roof areas should drain to a single down pipe supported by a water butt. Green roofs can help retain up to 60% of rainwater which is returned to the atmosphere via plants (evapotranspiration reducing the amount of water filling sewers and being processed). The remainder gently trickles off buildings and helps to prevent flash flooding. Untreated rainwater can be used for watering plants, gardens and topping up garden ponds. Rainwater should be treated using filtration if the water is used for toilet flushing or cleaning.
- 6.5 Buildings can be designed to allow recycling of grey water for purposes that do not require mains supplies such as flushing toilets and gardens/green space irrigation, and policy CC2 states that this should be included where systems are energy and cost-effective. This must comply with relevant regulations. It should be noted that the use of grey water for some non-potable uses such as washing up will normally require physical and chemical processes to ensure that they remove pathogenic micro-organisms.
- 6.6 There can be tensions between energy improvements and water efficiency. For instance, water-cooled chiller systems for building space cooling supply, although efficient in energy terms, can consume large volumes of water. For the avoidance of doubt, developments should meet all relevant parts of the policies, so the water consumption aspects of the policy should not be breached in order to meet energy requirements.

²² Where references to the Building Regulations in the policy change, the requirement shall be taken to refer to the most up-to-date standard.

Sustainable Drainage Systems (SuDS)

- 6.7 Implementation of the SuDS approach, as opposed to conventional drainage systems, provides several benefits, and is a requirement for major development. Appropriately designed, constructed and maintained SuDS can improve the sustainable management of water for a site by reducing peak flows to watercourses or sewers and potentially reducing the risk of flooding downstream, improve water quality by removing pollutants from diffuse sources and reducing potable water demand through rainwater harvesting.
- 6.8 In the past, traditional drainage has contributed to habitat disruption and pollution. SuDS are made up of one or more structures built to manage surface water runoff and are a mandatory requirement for major development according to national guidance. Used in conjunction with good site management, these systems prevent flooding and pollution. SuDS should ensure that development does not result in any additional surface water run-off when compared to the site pre-development. SuDS improve water quality and can provide other social, environmental and economic benefits for residents and developers. On extensively contaminated sites, some SuDS techniques may be difficult to achieve.
- 6.9 This SPD is not intended as a detailed design guide. Applicants should refer to the CIRIA SuDS Manual C753²³.
- 6.10 All major developments must incorporate SuDS as appropriate (as outlined in Policy EN18: Flooding and Sustainable Drainage Systems of the Local Plan) and in line with the Government's Technical Standards²⁴. Smaller schemes are encouraged to incorporate SuDS, where possible. SuDS must be integrated into designs from the beginning and early discussions with the Local Planning Authority are highly encouraged, as this can prevent issues during the application stage especially on large sites.
- 6.11 The Government's Technical Standards state minimum technical standards in terms of peak flow control, volume control and flood risk. SuDS should also contribute to biodiversity and create habitats that can be included as part of wider green infrastructure. Integrating SuDS should improve the visual quality of the area and increase amenity value. Opportunities to retro-fit SuDS into redevelopment of existing sites should be considered.

Permeable Surfaces

- 6.12 In most types of concrete and paving, the stability of the surface is maintained by excluding water from the underlying soil. The vast area of impermeable surfaces created by modern development increases the water runoff and risk of surface water flooding. It may also add to problems of pollution downstream from urban areas. Permeable surfaces can resolve this issue. These are surfaces that water can pass through, such as gravel, reinforced glass and concrete that has been designed with a system of voids.

²³ A free copy of the manual is available for download at

https://www.ciria.org/Resources/Free_publications/SuDS_manual_C753.aspx

²⁴ <https://www.gov.uk/government/publications/sustainable-drainage-systems-non-statutory-technical-standards>

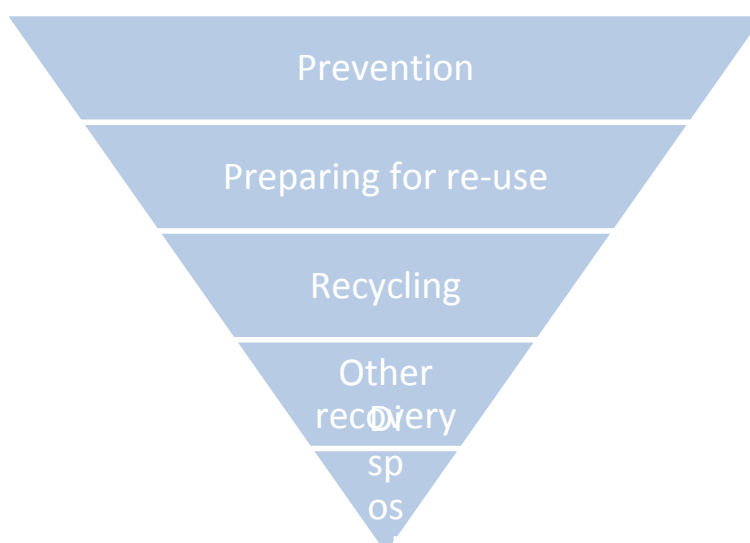
- 6.13 Permeable pavement is an alternative to conventional paving in which water filters through the paved structure rather than running off it. Both the surface and the subgrade need to be designed with this function in mind. Water may be allowed to infiltrate directly into the subsoil where conditions are suitable. Alternatively, it can be held in a reservoir structure under the paving for re-use, infiltration or delayed discharge.

7 WASTE REDUCTION

- 7.1 Policy CC5 of the Local Plan requires that development should demonstrate measures to minimise the generation of waste in the construction, use and life of buildings. Development should also promote more sustainable approaches to waste management, including re-use and recycling of construction waste and promotion of layouts and designs that provide adequate space to facilitate waste storage, re-use, recycling and composting.
- 7.2 The Council's Waste Minimisation Strategy 2015 - 2020²⁵ sets out how Reading will improve the way it manages waste with a growing population, an increase in the number of households and limited resources. The strategy was developed under the re3 joint waste partnership and reflects the re3 Joint Waste Strategy with the aim of slowing the projected growth in waste in the Borough.
- 7.3 Waste reduction, however, is not solely a planning issue, but planning has an important role to play in helping the Borough achieve the waste reduction targets. As identified in policy CC5 of the Local Plan, there are two aspects to minimising the generation of waste; firstly reducing waste during construction to include re-use and recycling of construction waste, and secondly minimising the generation of waste during the use and life of buildings to include the provision of adequate facilities for waste storage.
- 7.4 Examples of low-impact building materials include timber, earth, straw, secondary aggregates and recycled products. Plastic, steel and aluminium, for example, are higher-impact materials. If possible, materials should be produced locally and from sustainable or certified sources (e.g. timber certified by the Forest Stewardship Council.)

Waste Hierarchy

- 7.5 There are three basic strategies for dealing with waste: reduce (i.e. avoid or prevent), re-use, recycle, and only as a last resort, dispose. This hierarchy is outline below²⁶.



²⁵ http://www.reading.gov.uk/media/2525/WM-Strategy/pdf/WM_Strategy.pdf

²⁶ Guidance on Applying the Waste Hierarchy, DEFRA, 2011.

- 7.6 Waste minimisation sits at the top of the hierarchy, making it the primary objective in any waste strategy.
- 7.7 The UK Government has introduced a landfill tax, aggregate levy and other waste management regulations to encourage the diversion of waste from landfill, promote re-use and recycle strategies and emphasis environmental responsibilities²⁷.

Measures that Applicants Should Consider

- 7.8 Measures that applicants should consider to achieve the requirements of policy CC5 could include:

Reducing waste during construction

- A Site Waste Management Plan (SWMP) should be developed at the pre-application stage to inform the adoption of good practice waste minimisation in design. The SWMP sets targets for waste reduction and recovery based on an assessment of the likely composition and quantity of waste arising and identification of the most significant cost-effective options for improvements. This should be supplemented by information on how the targets would be achieved during construction activities and how the actual levels of waste reduction and recovery would be monitored for comparison with the targets set.
- Re-use and refurbish buildings where possible and appropriate, rather than demolishing existing buildings and redeveloping them.
- Re-use building materials where possible. This is already often done when works are carried out to historic buildings to ensure materials match and the character and appearance is conserved. This can reduce the environmental impact of new development through a reduced demand for new materials and reduced levels of waste to be disposed of in landfill sites.
- Where demolition is appropriate, a strategy should be devised for the handling and re-use or disposal of demolition waste. This should include an audit of the materials present on site and an assessment as to the extent to which they could be put to use in the new development or in other developments elsewhere. By re-using demolition waste, the environmental impact of new development can be reduced and savings can be made on the costs of landfill.
- Developers should outline where they will be transporting waste to in order to ensure they are considering the most appropriate option and transporting waste the minimum journey possible.
- Developers should be encouraged to use recycled and secondary aggregates in construction, thereby reducing the demand for virgin material. This could help to secure a credit under the BREEAM standard.
- New building materials should not be over-ordered. Better communication between building professionals should be developed to ensure exact calculations of required materials are made to help ensure waste is prevented.
- Just-in-time delivery strategies can further reduce waste that is developed by improper storage and damage of materials. Materials that can be re-used

²⁷ <https://www.gov.uk/green-taxes-and-reliefs/landfill-tax>

or recycled need to be identified early on in the build process and segregated for easy storage, collection and transfer.

Minimising waste during the use and life of buildings

- Submission of plans illustrating adequate space to facilitate waste storage, re-use, recycling and composting. This forms a mandatory element of the BREEAM standards. Residents must be provided with adequate storage for residential waste.
- Appropriate development (e.g. residential, education, etc) should seek to incorporate facilities to compost household waste, reducing the amount of household waste sent to landfill.
- Adequate provision for both internal and external storage of waste should be provided. This space should be an integral part of the design of the proposal and not merely added on at the end of the process.
- Development should consider the incorporation of the following strategies within the developments to help reduce waste:
 - Greywater recycling
 - On site food composting
 - Off-site recycling facilities

7.9 Although some aspects of water consumption are dealt with elsewhere in this document, some parts overlap with this waste section and are therefore referred to here. As mentioned above, the BREEAM standards have waste categories, helping applicants achieve the requirements of policy CC5 of the Local Plan.

7.10 The Government has recently published the Resources and Waste Strategy Policy Paper for England²⁸. Applicants should review these policy intentions in order to future-proof plans for development.

²⁸https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/765914/resources-waste-strategy-dec-2018.pdf

8 DECENTRALISED ENERGY AND DISTRICT HEATING

Local Plan Requirements

- 8.1 Policy CC4 of the Local Plan deals with decentralised energy, and expects developments of more than 20 dwellings and/or non-residential development of over 1,000 sq m to consider the inclusion of decentralised energy provision, within the site, unless it can be demonstrated that the scheme is not suitable, feasible or viable for this form of energy provision. It also expects developments of over 10 dwellings or more or non-residential development of 1,000 sq m or more to link into an existing district energy network, where one is present within the vicinity of an application site, or demonstrate why this is not feasible.
- 8.2 There are particular issues worthy of further guidance in terms of District Heating (DH). The supporting text to the policy in particular (paragraph 4.1.15) states that air-source or ground-source heat pumps should be considered in the first instance, as these methods are less carbon intensive than CHP.

Combined Heat and Power

- 8.3 The background to the approach to CHP is the fact that the proportion of the UK electricity grid that is from renewable energy has grown significantly in recent years, with 30% of all generation from renewables in 2018, with an additional 20% coming from nuclear (a zero-carbon power source). This means that there is an ongoing decarbonisation of the grid. This has implications for the efficacy of carbon reductions from gas-fired CHP. It is estimated that by 2030 the electricity generated by CHP engines will be more carbon intensive than use of gas boilers for buildings, which will make gas-fired CHP redundant as a carbon-saving measure. Combustion-based CHP is also a significant contributor to poor air quality.
- 8.4 Combustion-based CHP should therefore be avoided. An acceptable CHP approach involves fuel cells producing electricity through the electrochemical reaction of hydrogen and oxygen, which produces heat as a by-product. These can use a range of fuel sources, including natural gas, hydrogen and biofuels. The commercial readiness and viability of these technologies differs, and not all will be realistic in the short term, but there is potential for this to change during the lifetime of this SPD.

Ground-Source and Air-Source Heat Pumps

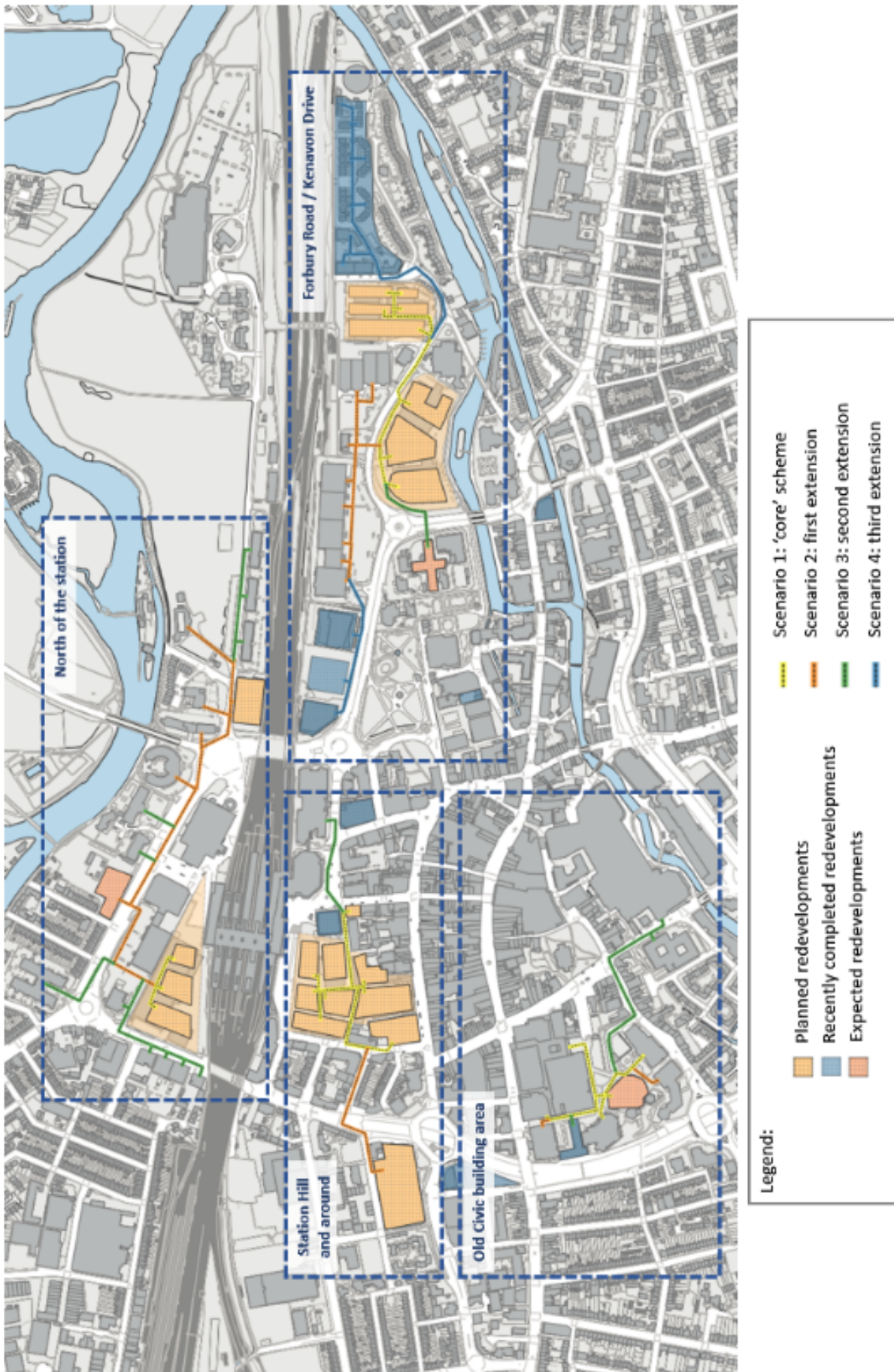
- 8.5 The preference for air-source and ground-source heat pumps over CHP is set out in the Local Plan, but in general GSHPs should be investigated as a priority over ASHPs. This is because they enable greater seasonal efficiencies.
- 8.6 Evidence should be provided at the detailed planning application stage where GSHP systems are discounted, and ASHP systems selected, with the following technical analyses:
- Calculated system seasonal efficiency comparison;
 - Evidence of any constraints on boreholes related to existing utilities or other sub-surface infrastructure;
 - Borehole spatial constraints; and
 - Any other technical reasons why GSHP cannot be progressed and ASHP must be taken forward as the primary heat technology.

Town Centre District Heating

- 8.7 Element Energy was commissioned by RBC to undertake a heat mapping and energy masterplanning study for Reading town centre. The number of anticipated redevelopment sites and existing density of domestic and non-domestic energy uses present an opportunity to establish heat network schemes.
- 8.8 Based on heat mapping and constraints analysis, the following four clusters were identified as potentially suitable for heat network schemes:

Cluster	Relevant Local Plan site allocation
North of the station - centred on the large Royal Mail redevelopment and could include the current SSE building and the Coopers sites, as well as existing retail space in Vastern Court Retail Park and large office buildings north of Vastern Road and along Napier Road	CR11e: North of Station CR11f: West of Caversham Road CR11g: Riverside CR11h: Napier Road Corner CR11i: Napier Court CR14m: Caversham Lock Island
Station Hill and around - centred on seven plots of the large Station Hill redevelopment site and includes three other planned redevelopments at Sainsbury's, Garrard House and Weldale Street.	CR11a: Friar Street and Station Road CR11b: Greyfriars Road Corner CR11c: Station Hill and Friars Walk CR11d: Brunel Arcade and Apex Plaza CR12a: Cattle Market CR12b: Great Knollys Street and Weldale Street CR14b: Former Reading Family Centre, North Road
Old Civic building area - available land where the RBC office was located before it was demolished and includes various large existing buildings in the area, e.g. the Oracle, Broad Street Mall, the Hexagon theatre, the police station and/or the Magistrate's Court.	CR10b: Tall Buildings, Western Grouping CR12c: Chatham Street, Eaton Place and Oxford Road CR12d: Broad Street Mall CR12e: Hosier Street CR14g: The Oracle Extension, Bridge Street and Letcombe Street
Forbury Road and Kenavon Drive - two major redevelopment sites, the Toys R Us and Homebase site, and the Kodak and Ventello site. It may also include recent completions at Forbury Place and 42 Kenavon Drive, Forbury Retail park and the Reading prison site.	CR10c: Tall Buildings, Eastern Grouping CR13a: Reading Prison CR13b: Forbury Retail Park CR13c: Forbury Business Park and Kenavon Drive CR13d: Gas Holder CR14e: 3-10 Market Place, Abbey Hall and Abbey Square

Figure 8.1 Overview of the four identified clusters (Element Energy)



- 8.9 A detailed technical and economic assessment identified several potentially deliverable heat network scheme options centred on the four clusters. These would reduce energy costs and carbon emissions, as well as improve air quality and increase inward investment, spurring local economic growth. Almost all scheme options in all four clusters were found to be viable, some with additional financial support and some without. At the time of writing, all four clusters are entering detailed feasibility analysis.
- 8.10 The provision of a district heating scheme will rarely be something that can be achieved by a developer as part of a single development. However, where developments are located in high priority areas for district heating, either as identified in existing heat mapping work, or in future work during the lifetime of the SPD, and where there is no existing network to connect to, the following provisions should be made in the design of the building:
- Designing the development with wet (i.e. hydraulic) space heating and hot water distribution systems, so that the building heat distribution network can interact with (i.e. supply heat to/extract heat from) a DH network;
 - Space provision in heating plant rooms for connection to a DH network - this may include (but is not limited to): wall penetrations for DH pipework into plant room; reserved plinths for plate heat exchangers (including redundant units)
 - Where necessary, provide buried and capped-off DH pipework from the development's plant room to a convenient location (to be agreed with RBC) in preparation for connection to the DH network

APPENDIX 1: SUSTAINABLE DESIGN AND CONSTRUCTION CHECKLISTS

A1.1 The two sustainable design and construction checklists are based on the BREEAM standards but are not a complete repetition of these requirements. They are intended to help provide pointers as to the type of considerations that the development should be taking into account in order to achieve relevant standards of the BREEAM and/or Zero Carbon Homes and thereby comply with policies CC2-CC5, EN18 and H5. These checklists form the basis of Sustainability Statements.

Table A1.1: RESIDENTIAL DEVELOPMENT - SUSTAINABLE DESIGN CHECKLIST

Sustainable Design Checklist
Energy/CO₂
<i>Aim: To conserve energy, in particular carbon dioxide emissions and maximise the use of energy efficient techniques.</i>
<ol style="list-style-type: none"> 1. How has the development been designed to optimise the use of the energy from the sun and limit heat losses? 2. How has the development been designed to optimise natural daylighting, energy efficient lighting, external lighting and natural ventilation? 3. How will the design of the building make efficient use of energy? (e.g. use of thermally massive materials, levels of insulation, energy efficient white goods and use of green/brown roofs etc.). 4. Has local energy generation from renewables and/or decentralised energy been considered as part of the scheme? 5. How have cycle storage facilities been considered? 6. Does the development meet the requirements of policies H5? Is this clearly illustrated? 7. Is a Section 106 contribution required? If so, what amount?
Water
<i>Aim: To improve efficiency in the use of water, conserve water resources and minimise vulnerability to flooding.</i>
<ol style="list-style-type: none"> 8. How will the development incorporate the use of water saving devices to achieve the higher water efficiency standard under Regulation 36(3) of the Building Regulations?²⁹ 9. How will the development incorporate recycling rainwater and reduce the use of potable water? 10. Has the collection, treatment and re-use of grey water been considered? If so, how will these facilities be incorporated within the development?
Materials
<i>Aim: To retain local character and promote the use of materials with a low environmental impact.</i>
<ol style="list-style-type: none"> 11. How will the selected materials help retain local character, ensure long life and ensure a low environmental impact, including consideration of embodied energy?
Surface Water Run-off
<i>Aim: To reduce flooding, pollution and other environmental damage.</i>
<ol style="list-style-type: none"> 12. How has the development considered flooding and pollution? 13. Has the design considered the use of sustainable drainage systems (SuDS)

²⁹ This refers to the 2015 Building Regulations.

and how will they be incorporated within the development? 14. Does the development meet the requirements of policy EN18?
Waste
<i>Aim: To minimise the production of waste and maximise re-use and recycling.</i>
15. How will the development minimise waste sent to landfill? 16. How will the development make the maximum use of construction and demolition waste? 17. How will the development make maximum use of re-used and recycled materials? 18. How will provision be made for the storage and recycling of waste for all users of the site?
Pollution
<i>Aim: To minimise damage to the environment through air, ground/surface water, land, noise or light pollution.</i>
19. What measures have been incorporated to ensure that noise and light pollution will be minimised through the development? 20. What measures have been incorporated to reduce nitrogen oxide emissions and reduce the global warming potential of insulants? 21. What measures have been incorporated to reduce the release of pollution into the atmosphere?
Health & Well-being
<i>Aim: To improve the quality of life in homes through good daylighting, improved sound insulation, provision of outdoor space with good accessibility.</i>
22. How has the development been designed to maximise natural lighting, reduce the likelihood of noise complaints, incorporate private outdoor space and ensure the layout of the development can be easily adapted to meet the needs of future occupants?
Management
<i>Aim: To manage the site in an environmentally and socially considerate manner.</i>
23. What measures have been taken to ensure the construction of the site is managed in an environmentally and socially considerate manner, mitigating environmental impacts? 24. How has the development been designed to ensure people feel safe and secure?
Ecology
<i>Aim: To retain, protect and enhance wildlife habitats and natural features.</i>
25. How have the wildlife habitats and natural features on and adjacent to the site been considered and how will they be retained, protected and enhanced?

Table A1.2: SUSTAINABLE DESIGN CHECKLIST FOR NON-RESIDENTIAL DEVELOPMENT

SUSTAINABLE DESIGN CHECKLIST
Management
<i>Aim: To recognise and encourage environmentally and socially considerate development.</i>
1. Will guidance for the non-technical building user be provided so they can understand and operate the building efficiently and understand how the design reduced the overall environmental impact of the building and raise

<p>environmental awareness?</p> <ol style="list-style-type: none"> 2. What consideration has been given to resource use, energy consumption and pollution in terms of the construction site impacts? 3. Will site investigation and appropriate remedial action be undertaken? 4. Will the community and stakeholders be involved in the design process encouraging flexibly designed buildings which cater for shared use with the local community? 5. How has the building been designed to reduce the opportunity for and the fear of crime? 6. What consideration has been given to the maintenance of the building?
Health and Well-being
<p><i>Aim: To ensure a good quality amenity level is afforded to occupants of buildings.</i></p> <ol style="list-style-type: none"> 7. How has the development been designed to ensure users have sufficient daylight, an external view, adequate and appropriate lighting, ventilation, air quality and drinking water?
Energy
<p><i>Aim: To conserve energy and maximise the use of energy efficiency techniques.</i></p> <ol style="list-style-type: none"> 8. How has the building been designed to minimise CO₂ emissions associated with their operational energy consumption? 9. How has the development been designed to optimise the use of the energy from the sun, natural daylighting and controlled natural ventilation? 10. How will the design of the building make efficient use of energy? (e.g. use of thermally massive materials, levels of insulation and use of green/brown roofs etc.). 11. Have renewable energy sources or decentralised energy been considered for this development and if so, how would they be incorporated within the development?
Transport
<p><i>Aim: To reduce the need to travel through appropriately located development.</i></p> <ol style="list-style-type: none"> 12. How has the design and layout incorporated measures to reduce the need to travel, especially by car, and promote alternative and sustainable modes of transport such as walking, cycling and the use of public transport? 13. How have public transport networks been considered in terms of the location of the development and proximity to local amenities? 14. How have deliveries and the manoeuvring of delivery vehicles been considered?
Water
<p><i>Aim: To improve efficiency in the use of water, conserve water resources and minimise vulnerability to flooding.</i></p> <ol style="list-style-type: none"> 15. How will the development incorporate the use of water saving devices to achieve a maximum consumption of 5.5 cubic m per year per person for office developments? (or the most appropriate benchmark for other types of development). 16. Will the development and access to and from it such as roads and paths be located away from areas of potential flooding? 17. How will the development incorporate harvesting and re-use of rainwater? 18. Does this development meet the requirements of EN18?
Materials
<p><i>Aim: To retain local character and promote the use of materials with a low environmental impact.</i></p>

<p>19. How will the selected materials help retain local character, ensure long life and ensure a low environmental impact, including consideration of embodied energy?</p> <p>20. What consideration has been given to reusing materials in-situ, responsibly sourcing materials and re-using existing structures?</p>
Waste
<p><i>Aim: To minimise the production of waste and maximise re-use and recycling.</i></p> <p>21. Has an audit of the materials present on the site been conducted with an assessment of the extent to which materials could be re-used?</p> <p>22. How will the development make the maximum use of construction, demolition waste and recycled materials?</p> <p>23. How will provision be made for the storage and recycling of waste for all users of the site?</p>
Land Use and Ecology
<p><i>Aim: To retain, protect and enhance wildlife habitats and natural features.</i></p> <p>24. How have the wildlife habitats and natural features on and adjacent to the site been considered and how will they be retained, protected and enhanced?</p> <p>25. What consideration has been given to not using previously undeveloped land?</p> <p>26. What consideration has been given to the removal of contamination from the land?</p>
Pollution
<p><i>Aim: To minimise damage to the environment through air, ground/surface water, land, noise or light pollution.</i></p> <p>27. What measures have been incorporated to ensure that noise and light pollution plus pollution transported through surface water runoff or infiltration will be minimised through the development?</p> <p>28. What measures have been incorporated to ensure that light pollution will be minimised through the development?</p> <p>29. What consideration has been given to reducing refrigerants and minimising nitrogen dioxide emissions?</p> <p>30. How has the development been sited to minimise the impact of flooding?</p> <p>31. How has the design considered the use of sustainable drainage systems (SuDS) and how will they be incorporated within the development?</p>
Innovation
<p><i>Aim: To recognise innovation in the field of sustainability.</i></p> <p>32. What consideration has been given to innovative sustainability measures in terms of a procurement strategy, design feature, management process or technological development?</p>

APPENDIX 2: ENERGY EFFICIENCY AND RENEWABLE AND LOW CARBON ENERGY SOURCES

This appendix describes a number of potential energy efficiency measures and renewable and low carbon energy sources. It does not seek to weigh the merits of particular measures or technologies. Some of these approaches will have their own implications, in particular in terms of carbon emissions or impacts on air quality, which will need to be assessed as part of any proposal.

a. Decentralised Energy Supply

Energy supply from local low-carbon sources either on-site or near-site, but not remote off-site. These are usually on a small scale. Decentralised energy is a broad term used to denote a diverse range of technologies, including micro-renewables, which can locally serve an individual building, development or wider community and includes heating and cooling energy.

b. Combined Heat and Power/Combined Cooling Heat and Power (CHP/CCHP)

This simultaneous generation of usable heat and power (usually electricity) in a single process, thereby reducing wasted heat and putting to use heat that would normally be wasted to the atmosphere, rivers or sea. CHP is an efficient form of decentralised energy supply and provides heating and electricity at the same time. CHP units generate electricity through an engine and capture the by-product, heat, for use in heating and hot water systems. Opportunities for CHP can be exploited in mixed used development, large buildings (offices, shopping centres), hospitals and leisure centres and refurbished buildings through the use of district heating systems.

c. District Heating

District heating systems are an effective means of distributing heat generated in a centralised location for residential or commercial heating requirements. District heating plants can provide higher efficiencies and better pollution control than localised boilers and should be considered in larger development.

d. Solar Water Heaters/Solar Thermal Heating Systems

Solar water heating involves the use of solar collectors (panels containing fluid) that absorb the sun's heat and use this to heat water contained within a storage tank. This is achieved by using a solar collector filled with liquid, which absorbs heat from the sun and transfers this heat via a heat exchange system to a dual coil (or supplementary) hot water tank that is also attached to the main boiler or immersion for backup as and when required. Solar collectors can be installed at low level or on the roof of a building or incorporated as part of the roof finish. The optimum location is facing slightly west of due south and at a tilt of 30-40°, although a collector set anywhere between east and west and at a tilt of between 10° and 60° will perform at 90% of the optimum performance.

e. Photovoltaic (PV) Arrays

Solar photovoltaics (PV) are a semiconductor-based technology that converts the sun's energy into electricity. This is one of the easiest renewable energy systems to install in the urban environment as PV panels can be fixed to or form an integral part of the roof covering, do not require any additional land and do not require the specific topographical features that other forms of renewable energy do. PV arrays now come in a variety of shapes and colours, ranging from grey 'solar tiles' that look like roof tiles to panels and transparent cells that can be used on conservatories. PVs can be used to provide extra power for customers already

connected to the national grid or can also provide the only source of electricity for a building.

f. Small scale wind energy

A small wind turbine has a hub height of between 6 and 25 metres and is rated at between 1 and 25 kilowatts (kW). The amount of energy generated is determined by the wind speed and the area swept by the blades. Blade shape and rotation speed determine efficiency. The electricity generated is direct current (DC) and is therefore converted to alternating current (AC) by one or more inverters. Such machines, depending on the wind regime, can generate enough power for one house through to larger housing or commercial developments. A new generation of small-scale, building mounted wind turbines is now available.

g. Biomass

Energy from biomass is produced from organic matter of recent origin. It does not include fossil fuels, which have taken millions of years to form. Although there are many different forms of biomass, wood fuel is the most common for heat production. As the wood is burned CO₂ is released, but this will be equivalent to the amount absorbed by the plant when it was growing. There are emissions associated with the production and transportation of wood fuel, but if transportation distances are short (no more than 25 miles), the use of wood to generate heat is generally regarded as being carbon neutral. To be sustainable, the rate of use must be the same or less than the rate of natural replenishment. Therefore, it is important to ensure that fuel supply is from a managed renewable source.

h. Small Scale Hydropower

Water is taken from a river or stream. Usually it comes from behind a weir or a small dam. From there the water drops down a pipe (called the penstock) to turn a turbine. The height of the drop (called the head) is one of the significant aspects of whether a site will be suitable. The greater the head, the more power is generated. The turbine is located in a powerhouse with a generator, transformer and the control equipment. From there the power generated can be used directly to power your house, stored in batteries or exported to the grid. Once it has left the turbine, the water returns to the river along another canal (the tailrace).

i. Energy from Waste

An Energy from Waste (EfW) facility can take waste from households, businesses and industry and use it for recycling and energy recovery. Energy recovery is widely used as a way of gaining value from waste. Vitrally, this technology also plays a key role in reducing reliance on landfill and meeting renewable energy targets. Energy can be generated from organic waste products in the form of slurry such as sewage, animal wastes and waste products from the food industry. A digestion process provides a gaseous product composed of methane and carbon dioxide. The gas can be used as fuel in an engine for electricity production or it can be used for heating purposes to power a boiler, or both at the same time in a CHP system, but this is unlikely to be viable on a small scale.

j. Ground Source Heat Pumps

Ground source heat pumps make use of the heat capacity in the soil to provide heating and cooling to buildings. The temperature just a couple of metres down into the earth is roughly constant all year round at 12 degrees C in the UK. The difference between this constant temperature and fluctuating air temperature can be harnessed through a network of underground pipes. A fluid is pumped through

the pipes absorbing the ground heat, which can be utilised by a heat pump to provide heating or cooling in a building. For heating in domestic buildings underfloor heating is appropriate, but for cooling and heating commercial units, forced air systems work best.

k. Air Source Heat Pumps

Air source heat pumps take energy from the air and raise it to a higher temperature, using a process which is similar to a reverse refrigeration process. For commercial and large spaces a row or bank of air source heat pumps (air handling units) will be required along with an internal heat pump and a hot water tank for ongoing water usage. This is a system which utilises no external pipes and most of the working elements reside within building. The air handling unit draws air across through a heat exchanger and delivers heated or cooled air into the building. This part of the process mirrors a ground source heat pump. Air source heat pumps can be used in many more applications including large commercial projects where land space is restricted. Air source heat pumps can be used as a complete solution for room heating using the same distribution system as a ground source heat pump or a traditional system.

APPENDIX 3: POLICY TEXT

This SPD supplements the Reading Local Plan, particularly policies CC2, CC3, CC4, CC5, EN18 and H5. These policies are stated below:

CC2: SUSTAINABLE DESIGN AND CONSTRUCTION

Proposals for new development, including the construction of new buildings and the redevelopment and refurbishment of existing building stock, will be acceptable where the design of buildings and site layouts use energy, water, minerals, materials and other natural resources appropriately, efficiently and with care and take account of the effects of climate change.

To meet these requirements:

- All major non-residential developments or conversions to residential are required to meet the most up-to-date BREEAM 'Excellent' standards, where possible;*
- All minor non-residential developments or conversions to residential are required to meet the most up-to-date BREEAM 'Very Good' standard as a minimum;*
- All non-residential development or conversions to residential should incorporate water conservation measures so that predicted per capita consumption does not exceed the appropriate levels set out in the applicable BREEAM standard. Both residential and non-residential development should include recycling greywater and rainwater harvesting where systems are energy and cost effective.*

CC3: ADAPTATION TO CLIMATE CHANGE

All developments will demonstrate how they have been designed to incorporate measures to adapt to climate change. The following measures shall be incorporated into development:

- Wherever possible, new buildings shall be orientated to maximise the opportunities for both natural heating and ventilation and reducing exposure to wind and other elements;*
- Proposals involving both new and existing buildings shall demonstrate how they have been designed to maximise resistance and resilience to climate change for example by including measures such as solar shading, thermal mass, heating and ventilation of the building and appropriately coloured materials in areas exposed to direct sunlight, green and brown roofs, green walls, etc;*
- Use of trees and other planting, where appropriate as part of a landscape scheme, to provide shading of amenity areas, buildings and streets and to help to connect habitat, designed with native plants that are carefully selected, managed and adaptable to meet the predicted changed climatic conditions; and*

- *All development shall minimise the impact of surface water runoff from the development in the design of the drainage system, and where possible incorporate mitigation and resilience measures for any increases in river flooding levels as a result of climate change*

CC4: DECENTRALISED ENERGY

In meeting the sustainability requirements of this plan, developments of the sizes set out below shall demonstrate how consideration has been given to securing energy for the development from a decentralised energy source.

Any development of more than 20 dwellings and/ or non-residential development of over 1,000 sq m shall consider the inclusion of decentralised energy provision, within the site, unless it can be demonstrated that the scheme is not suitable, feasible or viable for this form of energy provision.

Where there is existing decentralised energy provision present within the vicinity of an application site, further developments of 10 dwellings or more or non-residential development of 1,000 sq m or more will be expected to link into the existing decentralised energy network or demonstrate why this is not feasible.

CC5: WASTE MINIMISATION AND STORAGE

Development should demonstrate measures to minimise the generation of waste in the construction, use and life of buildings and promote more sustainable approaches to waste management, including the reuse and recycling of construction waste and the promotion of layouts and designs that provide adequate, well-designed space to facilitate waste storage, reuse, recycling and composting.

EN18: FLOODING AND SUSTAINABLE DRAINAGE SYSTEMS

Development will be directed to areas at lowest risk of flooding in the first instance, following the Sequential and Exceptions Test set out in the NPPF, and taking into account the effects of climate change. It will consider flooding from all sources, including fluvial, surface water, groundwater and sewer flooding. Where development in areas at risk of flooding is necessary, it will not reduce the capacity of the flood plain to store floodwater, impede the flow of floodwater or in any way increase the risks to life and property arising from flooding. Wherever possible, development should be designed to reduce flood risk, both on- and off-site.

All major developments³⁰ must incorporate sustainable drainage systems (SuDS) as appropriate and in line with the Government's Technical Standards³¹. Smaller schemes are encouraged to incorporate SuDS, where possible. Runoff rates should aim to reflect greenfield conditions and, in any case, must be no greater than the existing conditions of the site. Schemes should ensure that the movement of water through vertical infiltration as well as horizontal run-off does not worsen contamination effects. Wherever possible, SuDS provision should maximise ecological benefits, link into the existing Green Network, incorporate tree planting and landscaping and avoid

³⁰ 10 or more dwellings or equivalent non-residential or mixed developments

³¹ Sustainable drainage systems non-statutory technical standards

<https://www.gov.uk/government/publications/sustainable-drainagesystems-non-statutory-technical-standards>

damage to existing significant trees, including through changes to the site hydrology. All new developments in areas of flood risk should give priority to SuDS.

H5: STANDARDS FOR NEW HOUSING

New build housing should be built to the following standards, unless it can be clearly demonstrated that this would render a development unviable:

- a. All new build housing outside the Central Area as defined on the Proposals Map will comply with the nationally-described space standard.*
- b. All new build housing will be built to the higher water efficiency standard under Regulation 36(3) of the Building Regulations³² .*
- c. All major new-build residential development should be designed to achieve zero carbon homes;*
- d. All other new build housing will achieve at a minimum a 19% improvement in the dwelling emission rate over the target emission rate, as defined in the 2013 Building Regulations.*
- e. All new build housing will be accessible and adaptable in line with M4(2) of the Building Regulations, unless it is built in line with M4(3) (see below).*
- f. On developments of 20 or more new build dwellings, at least 5% of dwellings will be wheelchair user dwellings in line with M4(3) of the Building Regulations. Any market homes provided to meet this requirement will be 'wheelchair adaptable' as defined in part M, whilst homes where the Council is responsible for allocating or nominating an individual may be 'wheelchair accessible'.*

³² References are to the 2015 Building Regulations

APPENDIX 4: GLOSSARY

(AD L1A) Approved Document L1A

The Building Regulations Approved Document L1A: Conservation of Fuel and Power in New Dwellings (2013 edition with 2016 amendments). Source:

<https://www.gov.uk/government/publications/conservation-of-fuel-and-power-approved-document-l>

Biodiversity

The diversity of plant and animal species

BREEAM

A widely used means of reviewing and improving the environmental performance of buildings. BREEAM assessment methods generally apply to commercial developments (industrial, retail etc).

Brownfield land

Land which has been previously developed

Brown roof

A roof surfaced with a broken substrate, e.g. broken bricks

Carbon Neutral Development

Development that is truly generates no CO₂ emissions on-site

Climate change adaptation

Adjustments to natural or human systems in response to actual or expected climatic factors or their effects, including from changes in rainfall and rising temperatures.

Climate change mitigation

Action to reduce the impact of human activity on the climate system, primarily through reducing greenhouse gas emissions.

Combined Heat and Power

Combined Heat and Power (CHP) units generate electricity and capture the by-product, heat, for use in heating and hot water systems.

Community Infrastructure Levy (CIL)

A charge which local authorities can charge on most types of new development in their area, to be spent on infrastructure to support the development of the area. CIL was introduced in Reading in April 2015.

Decentralised energy

Local renewable energy and local low-carbon energy usually but not always on a relatively small scale encompassing a diverse range of technologies.

DER - Dwelling Emission Rate

The DER is the estimated carbon dioxide emissions per m² per year (Kg/CO₂/m²/year) for the dwelling, as designed. It accounts for energy used in heating, fixed cooling, hot water and lighting.

Dwelling

A single housing unit - a house, flat, maisonette, etc.

Energy efficiency

Making the best or most efficient use of energy in order to achieve a given output of goods or services, and of comfort and convenience.

Green infrastructure

A network of multi-functional green space, both new and existing, both rural and urban, which is capable of delivering a wide range of environmental and quality of life benefits for local communities.

Mixed-use

Where a site contains more than one use.

Net CO₂ Emissions

The annual dwelling CO₂ emissions per m² (kgCO₂/m²/yr) as defined by the Building Regulations.

Passive Stack Ventilation

Passive Stack Ventilation is a means of removing unwanted moisture from dwellings.

Planning condition

A condition that is attached to planning permission.

Planning obligation

A legally enforceable obligation entered into under section 106 of the Town and Country Planning Act 1990 to mitigate the impacts of a development proposal.

Regulated energy

Energy use that is regulated by Part L of the Building Regulations, including space heating, hot water and lighting, as well as directly associated pumps or fans.

Renewable and low carbon energy

Includes energy for heating and cooling as well as generating electricity. Renewable energy covers those energy flows that occur naturally and repeatedly in the environment - from the wind, the fall of water, the movement of the oceans, from the sun and also from heat within the substrate. Low carbon technologies are those that can help reduce emissions (compared to conventional use of fossil fuels).

Section 106 agreement

A legally binding agreement or obligation entered into by the local authority and a land developer over an issue related to a planning application, under Section 106 of the Town and Country Planning Act 1990.

(SAP) Standard Assessment Procedure for Energy Rating of Dwellings

The SAP is the methodology used by the Government to assess and compare the energy and environmental performance of dwellings. SAP quantifies a dwelling's performance in terms of:

- Energy use per unit floor area,
- A fuel-cost-based energy efficiency rating (the SAP Rating), and
- Emissions of CO₂ (the Environmental Impact Rating).

These are used in the production of energy performance certificates (EPCs) and to demonstrate compliance with AD L1A. SAP 2012 is currently used to assess new homes, but a more recent version (SAP10) has been published, but has not yet been adopted by Government.

Surface Water Management Plan (SWMP)

'A SWMP is a plan which outlines the preferred surface water management strategy in a given location. In the context surface water flooding describes flooding for sewers, drains, groundwater and runoff from land, small water courses and ditches that occurs as a result of heavy rainfall. The SWMP study is undertaken in consultation with key local partners. It should establish a long-term action plan to manage surface water in an area and should influence future capital developments.'³³

Sustainable Drainage Systems (SuDS)

SuDS drain surface water from housing, non-residential or mixed use development for the lifetime of the development. These systems slow the rate of surface water run-off and improve filtration, by mimicking natural drainage in both rural and urban areas. This reduces the risk of "flash-flooding" which occurs when rainwater rapidly flows into the public sewerage and drainage systems.³⁴

TER - Target Emission Rate

The Target Emission Rate is the maximum allowable carbon dioxide emissions per m² (kgCO₂/m²/yr) arising from energy used in heating, cooling, hot water and lighting which would demonstrate compliance with AD L1A.

Unregulated energy

Energy use that is not controlled by Part L of Building Regulations. This includes energy used for cooking, white goods and small power appliances.

U-value

A U-value is a calculation of the amount of heat lost through a building material. The value is calculated as heat (kW) lost per hour per square metre. Using this calculation, the lower the U-value, the more thermally efficient the building. A U-value measures the rate at which heat is lost through a material such as a double glazed unit meaning a frame and glass combined. The lower the U-value, the lower the amount of heat lost and the lower the amount of energy wasted.

Zero carbon homes

Achieves at least 35 per cent reduction in regulated³⁵ carbon emissions (beyond Part L 2013) on-site. The remaining carbon emissions (to 100 per cent) are to be offset through a cash in lieu contribution to be ring-fenced for carbon savings elsewhere within the Borough.

³³https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/69342/pb13546-swmp-guidance-100319.pdf

³⁴ <https://www.gov.uk/government/publications/sustainable-drainage-systems-non-statutory-technical-standards>

³⁵ Covers only those emissions which are within the scope of the Building Regulations, such as those from heating, ventilation, hot water, fixed lighting and building services.

APPENDIX 5: RESOURCES FOR APPLICANTS

Cost of Carbon Reductions in New Buildings, Centre for Sustainable Energy (2018).
http://www.bathnes.gov.uk/sites/default/files/sitedocuments/Planning-and-Building-Control/Planning-Policy/LP20162036/cost_of_carbon_reduction_in_new_buildings_report_publication_version.pdf

Energy and Sustainability Statements, Energy Council.
<https://www.energycouncil.co.uk/energy-sustainability-statements.html>

SuDS Manual, CIRIA (2007).
https://www.ciria.org/Resources/Free_publications/SuDS_manual_C753.aspx

Sustainable drainage systems non-statutory technical standards, DEFRA (2015).
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/415773/sustainable-drainage-technical-standards.pdf

READING BOROUGH COUNCIL

REPORT BY EXECUTIVE DIRECTOR OF RESOURCES

TO:	POLICY COMMITTEE		
DATE:	16 DECEMBER 2019		
TITLE:	ICT SECURITY POLICY SET UPDATES 2019-20		
LEAD COUNCILLORS:	COUNCILLOR EMBERSON	PORTFOLIO:	CORPORATE & CONSUMER SERVICES
SERVICE:	ALL	WARDS:	BOROUGHWIDE
LEAD OFFICER:	JOHN BARNFIELD	TEL:	0118 937; 0118 9372860
JOB TITLE:	ICT TECHNOLOGY & SERVICES MANAGER	E-MAIL:	John.Barnfield@reading.gov.uk

PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 To seek approval of the annual revisions to the Council's ICT Security Policies and accompanying summary guidance notes for 2019-20.
- 1.2 To note the ICT Policy Set consists of 13 Policy Documents, with key compliance and required behaviour practices summarised in the "ICT Golden Rules" summary document for ease of stakeholder uptake.
- 1.3 To note that the proposed changes represent a substantial revision of the Council's ICT Policies incorporating legislative and cyber best practice requirements and standards that have recently emerged, alongside more routine updates that are now needed. The Council could be at risk of fines and possible standards breaches if these changes are not approved and effectively communicated to Staff and Councillors. The changes (highlighted in blue and cross referenced to the documents concerned) are attached as Appendix 1 - ICT Policy Updates 2019-20 Full Updates List, along with the 3 key documents to be issued to Staff and Councillors as Appendix 2.1 - ICT Security Policy Statement v1.7, Appendix 2.2 - ICT Use & Information Security Policy v1.9 and Appendix 2.3 - ICT Security Golden Rules v1.9.
- 1.4 To note further training and briefings will be provided to Council Staff, Staff of Council wholly owned companies and Councillors as part of a wider communications plan to embed a good knowledge of the key changes across the Council as set out in 4.2.3.
- 1.5 To note a delegation will be sought for the Executive Director of Resources in consultation with the Lead Councillor, to approve future revisions of the ICT Policy Suite to speed up the revision release process. The Policies will apply to both the Council, the Council's wholly owned companies and to Councillors.

2. RECOMMENDED ACTION

- 2.1 To approve the revised ICT Policy Suite & Guidance Notes for 2019-20.

- 2.2 To note the communications plan for Staff and Councillors including associated briefings and training set out in 4.2.3.
- 2.3 To delegate future revisions of the ICT Policy Suite & Guidance Notes to the Executive Director for Resources in consultation with the Lead Councillor for Corporate and Consumer Services.

Appendices:

- Appendix 1 - ICT Policy Updates 2019-20 Full Updates List;
Appendix 2.1 - ICT Security Policy Statement v1.7;
Appendix 2.2 - ICT Use & Information Security Policy v1.9;
Appendix 2.3 - ICT Security Golden Rules v1.9.

3. POLICY CONTEXT

- 3.1 Information Technology is a key enabler of service delivery across the Council. All staff, councillors, and partners, as part of good corporate governance, are required to understand the acceptable use constraints and operational expectations when using and working with the Council's ICT systems and infrastructure to ensure compliance with UK Legislation and safeguard the Council's operations and data from cyber-attacks.
- 3.2 The Data Protection Act 2018 (General Data Protection Revision - GDPR) introduced new obligations for the safe handling of data, new categories of Personal Sensitive Data (e.g. Biometric data), and significantly increased the fines that can be imposed for both non-compliance with the new legislation and data breaches, which includes the right to compensation for data subjects adversely impacted by any data breach. Organisations can now be fined up to £20m or 4% of their global turnover, whichever is the larger. The Information Commissioners Office has to date issued fines up to £183m, with potential further compensation claims by affected data subjects having been lodged. This shows a clear intent that the Information Commissioners Office is prepared to fine organisations heavily if they do not take their Information Governance and Data Protection responsibilities seriously and is likely to extend into the Public Sector in order to change behaviour.
- 3.3 ICT Policies are subject to annual review to ensure they remain fit for purpose, address emerging threats and reflect best practice. This in turn helps to protect service operations which rely on ICT for delivery. The threat from cyber-attack continues to grow, and there are examples of Ransomware attacks that have cost councils in excess of £2.5m to recover. Most attacks originate from poor end user behaviour, whether by clicking on internet links in emails from unknown sources, or falling victim to social engineering and Phishing attacks which obtain login credentials and passwords allowing unauthorised access to systems that result in data breaches.
- 3.4 ICT supports significant front line service delivery to residents and service users. Maintaining good security is critical to maintaining customer confidence and the long term sustainability and success of service delivery.

4. THE PROPOSAL

4.1 Current Position:

4.1.1 The former ICT policy suite consisted of 13 documents and one “Golden Rules” summary guidance note (which presented key compliance requirements in an easily digestible format to help uptake).

4.1.2 As a result of the Data Protection Act 2018 GDPR changes, two additional Policy documents have been added to meet the new transparency criteria required, firstly in respect of business email monitoring and secondly internet usage monitoring. The policies make clear what is monitored, why, by whom and the retention of such material that may otherwise not be obvious to the end user.

4.2 Proposal:

4.2.1 To publish a revised ICT Policy Suite comprising 13 policy’s as set out below and a “Golden Rules” summary guidance note for 2019-20. The proposed full ICT Policy Suite consists of:

ICT Policy Suite:

- ICT Policy Statement;
- ICT Use & Information Security Policy;
- ICT Internet Monitoring Policy (new for GDPR);
- ICT Email Monitoring Policy (new for GDPR);
- ICT Standards Required of Third Parties;
- ICT Risk Management & Document Marking Policy;
- ICT Camera and Video Usage Policy;
- ICT Controls for Storage & Carriage of Hardcopy Documents;
- ICT GlassCubes Acceptable Use Policy;
- ICT Huddle Acceptable Use Policy;
- ICT PCIDSS Personal Commitment Policy;
- ICT PSN Personal Commitment Policy;
- ICT Removable Electronic Media Usage Policy.

Summary guidance note:

- ICT Golden Rules.

4.2.2 These Policies and Guidelines have been revised in respect of:

- Data Protection 2018 (General Data Protection Regulations)
 - Transparency Policies for Email and Intranet Monitoring,
 - Scope change to include IP Addresses & Biometric Data,
 - 72hr Incident Reporting,
 - Data Hosting restrictions;
- GCSx Secure Email Retirement;
- Changes recognising Secure Email Blueprint Standards adoption;
- Password Management (relaxation of 90 day change policy);
- Mobile Device Management;
- Cyber Security Risk Management;
- Reducing the Impact of Thefts;
- Return of Leavers IT Equipment;
- Requirement to shutdown laptops;
- Required action to take for Malware/Ransomware events;

- Restrictions sending work to Private Personal Email Accounts;
- Requirement to timely Updating of Case Management Systems;
- Requirements for Email Signatures;
- Increased controls when operating in Public Open Wifi zones;
- Limitations on use of File Sharing Sites;
- Relaxation of access to Social Media sites;
- Requirements for Data Retention compliance;
- Compliance changes for PCI DSS Bank Credit/Bank Card handling;
- Protecting Against Identify Theft;
- Printing restrictions at home;
- O365 Skype/Teams Usage;
- Increased responsibilities on Third Parties operating ICT;
- Changes in Organisational Structure and Role Responsibilities;
- Requirement for Cyber Security Induction.

Appendix 1 details the revised proposed polices with the changes highlighted in **blue**.

4.2.3 Following approval, the revised Policy Suite and summary guidelines “Golden Rules” will be issued in accordance with the communications plan which includes:

- Intranet Posting & Blog;
- Sign-posting in Staff News;
- Sign-posting via the Chief Executives Blog;
- Team Talk Managers Briefings;
- Councillor Briefings;
- Revised Induction Training;
- Important Systems Information Messages;
- New Online Training Opportunities.

4.2.4 The 3 key documents, the ICT Policy Statement, ICT Use and Information Security and ICT Golden Rules will, as part of the communications plan, be issued to Council staff, staff of Council wholly owned companies and Councillors with associated briefings and training provided to embed a good level of understanding of the key changes.

Appendix 2.1, 2.2, and 2.3 details these three key documents.

4.2.6 To speed up the issue of future amendments to these key documents it is recommended that delegated authority be granted for the Executive Director of Resources in consultation with the Lead Councillor for Corporate and Consumer Services to approve future revisions of the ICT Policy Suite and summary “Golden Rules” Guidance Notes.

4.2.7 Options for further supporting training for Cyber Security, Information Governance and Councillor specific training are under review and are expected to be delivered within existing budget provisions approved for transformation.

5. CONTRIBUTION TO STRATEGIC AIMS

- 5.1 The effective use of ICT is fundamental in supporting new ways of working and service transformation, which together both help the Council move to a lower cost operational model and more flexible access to services.
- 5.2 ICT underpins most service delivery across the Council and it is also fundamental to the continuing successful delivery of services as set out in the Corporate Plan and Service Plans.
- 5.3 These Policies offer further protection to the Council recognising the increased importance of ICT in delivering services securely in a modern organisation.

6. COMMUNITY ENGAGEMENT AND INFORMATION

- 6.1 The ICT Security Policies will support the internal Corporate Governance model of the Council and in turn the delivery of secure and efficient services to its customers.

7. EQUALITY IMPACT ASSESSMENT

- 7.1 The Policies set standards of working which apply regardless of disability, age, gender, religion, ethnicity, nationality, sexual orientation or first language.

8. LEGAL IMPLICATIONS

- 8.1 Adoption of these ICT Policies directly support compliance with all UK ICT legislation in particular the Data Protection Act 2018.
- 8.2 Relevant and updated ICT Policies are considered best practice essential to managing both Information Governance and Security Risks across any organisation to minimise the likelihood of fines which can be imposed now by the Information Commissioners Office at levels up to £20m or 4% of an organisations Global Turnover whichever is greatest.

9. FINANCIAL IMPLICATIONS

9.1 Revenue Implications.

- 9.1.1 There are no direct revenue implications arising from the approval of these Policies. Rather they seek to protect the Council from avoidable fines and ensure customer confidence in the Council and its services is maintained.
- 9.1.2 Fines of up to £20m or 4% of an organisations worldwide turnover can be levied by the Information Commissioners Officer (ICO) for failing to adhere to the Data Protection Act 2018 (GDPR) where serious data breaches occur. These IT Policies help to protect against the possibility of ICO fines.
- 9.1.3 Data Subjects are now entitled to lodge compensation claims where they have been affected by data breaches. With the PPI industry looking for its next claim opportunity, there is a strong possibility companies will move into the Data Protection compensation space. It has been reported openly in the press one organisation may have claims against it lodged of up to £500m resulting from a serious data breach affecting its customers. The associated loss of customer confidence is also likely to be reflected in reduced sales so the final cost is likely to be even higher.

9.1.4 It is not unreasonable to assume the ICO will make an example of a Public Sector organisation when the sector suffers its next serious data breach or non-compliance event with the Data Protection Act 2018 in order to force all Public Sector bodies to address any Information Governance and Data Protection weaknesses they may have.

9.1.5 Copeland District Council suffered a Cyber Ransomware event with financial consequences of £2.5m to recover. So the risks are real for Local Authorities and Security Policies and raising awareness of the threat with end users and associated Cyber Security training is necessary to mitigate these risks.

10. ENVIRONMENTAL IMPACT

10.1 None arising.

11. BACKGROUND PAPERS

11.1 None arising.

READING BOROUGH COUNCIL
REPORT TEMPLATE

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

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

3. Value for Money (VFM)

Training modules were produce by crowd funding (by other Local Authorities) and are the lowest cost of the quotes obtained.

4. Risk Assessment

There is a significant risk of fines that can be imposed by the ICO for Data Breaches or non-compliance with the Data Protection Act 2018 (GDPR). Examples of intent to fine in the Private Sector already run to an example of £183m with £500m compensation claims thought to be also lodged with two major legal companies. A similar level of fine for serious data breaches is likely at some point within the Public Sector.

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Appendix 1 – ICT Policy Updates 2019-20 Full Updates List

This Appendix document is to be read in conjunction with the Report :

ICT Security Policy Set Updates 2019-20.

ICT Policies/Guidelines reviewed that required changes are:

- 1) ICT Policy Statement
- 2) ICT Use and Information Security Policy
- 3) ICT Golden Rules (Guideline Summary)
- 4) ICT Standards Expected of Third Parties
- 5) ICT Information Risk Management Document Marking Policy
- 6) ICT Email Monitoring Policy (New for GDPR)
- 7) ICT Internet Monitoring Policy (New for GDPR)
- 8) ICT Removable Electronic Media Policy

ICT Policies reviewed that required no changes are:

- 9) ICT Camera and Video Usage Policy
- 10) ICT Controls for Carriage and Storage of Hardcopy Documents
- 11) ICT GlassCubes Acceptable Use Policy Changes
- 12) ICT Huddle Acceptable Use Policy
- 13) ICT PCI-DSS Personal Commitment Policy
- 14) ICT PSN Personal Commitment Statement

Amendments to the Policies and Guidelines that follow are flagged in [Blue](#).

Note:

- 1) Each change is cross referenced to the actual position in the relevant policy/ guideline document.
- 2) The order of document changes that now appear are as appears 1-8 above.

ICT Security Policy Statement

Change No	Section	Change
1	Document Control	Revised for new Council structures, GDPR, & CIGB change, Cyber Threats & training, PCI DSS, IG Roles, Vulnerability Monitoring, Data Retention, Mobile Devices, Third Party Control, Secure Email Blueprint adoption, On-boarding / Off-boarding of staff.
2	Approvals & Circulation	All revisions agreed by the Corporate Information Governance Board
3	Introduction	THIS POLICY STATEMENT SUPERSEDES ALL PREVIOUS STATEMENTS MADE BEFORE April 2019
4		The Information Commissioner can impose fines of up to E20m without appeal
5		Loss of public confidence in the Council's security and information governance processes would also undermine the realisation of financial savings expected from the Council's Customer Access Channel Strategy and Transformation Programmes where residents are provided with choices to contact the Council through lower cost access channels and receive a consistent quality of service.
6		The evolving business requirements of the Council involves the exchange of data and information between the public and private sectors, and with public sector initiatives towards "Big Data" handling (high-volume, high-velocity and high-variety information assets that demand cost-effective, innovative forms of information processing for enhanced insight and decision making), increasing security controls needed for Credit and Bank card secure handling, with an increasing threat of Cyber-attacks locally, nationally and internationally.
7	Objectives	This Policy Statement is supported by the Information Security Policies and associated guidance issued to employees, councillors and organisations contracted to work on behalf of the Council. In particular, requirements, responsibilities and sanctions are defined within the Information Security & ICT Use of Equipment Policy , (with key points summarised in the ICT Security Golden Rules guidance note) which is a joint agreement incorporated into contracts of employment and contracts for services.
8		The systems used to maintain access to data and data security are a combination of physical and digital applications, operational procedures, formally recorded training, scrutiny and audit checks.
9	Information Management	Recognises the need to comply with all relevant UK Legislation (including the Data Protection Act 2018 – incorporating the General Data Protection Regulations GDPR revisions) and the increasing potential threats to information assets through security breaches, and will therefore put in place and comply with information security standards across the whole Council together with the adoption of ICT Security Golden Rules;
10	Corporate Processes & Governance	Have set up a Corporate Information Governance Board Chaired by the Senior Information Risk Officer (SIRO) which is charged with the implementation and on-going review of the Council's ICT Security Procedures and ICT security incident recording to ensure procedures are refined and Incidents are recorded, investigated, and remedial

		measures put in place as necessary;
11	Corporate Processes & Governance (contd.)	Will undertake to review Job Descriptions to ensure responsibilities as ISO 27001/2013 and Data Protection Information Asset Owner responsibilities are appropriately assigned within the Council;
12		Will undertake to appoint a Data Protection Manager who will report to the SIRO and attend the Corporate Information Governance Board to oversee Data Protection compliance across the Council;
13		Will provide appropriate professional training for key security roles (SIRO, Data protection Manager, IT Security Manager, Information Asset Owners, Caldicott Guardian);
14		Will undertake regular independent Network / Server / Desktop and Smartphone vulnerability assessments and undertake associated remedial action to mitigate any risks identified;
15		Will ensure processes are in place for on-boarding/off-boarding of all categories of workers;
16		Will ensure proper training and induction of all staff including Assistant Directors in the appropriate use of ICT and data protection compliance within the Council, including Information Governance responsibilities;
17		Will ensure all staff are aware of their Personal Commitment responsibilities when accessing PSN services and where necessary have been appropriately security checked to access such services;
18		Will ensure staff are aware of their personal responsibilities when accessing the NHS N3/HSCN network and will only do so on a role based access approved basis;
19		Will ensure appropriate data retention policies are applied appropriately to Council data assets;
20		Will ensure banking processes are appropriately authorised and overseen by Finance and PCI DSS compliance is maintained on any new arrangements entered into.
21	Legislative References	The Data Protection Act 2018 *(as revised by GDPR May 2018);
22		NIS Regulations (The Network and Information Systems 2018); Privacy & Electronic Communications Regulations (2018).
23	Local Policy References	Data Protection Policy (including Subject Access Request Procedures);
24		Breach Management Policy;
25		Internet Monitoring Policy;
26		Email Monitoring Policy.
27	Responsibility	Will ensure the roles of SIRO, Data Protection Manager, IT Security Manager, Caldicott Guardian and Information Asset Owners and Data Processors are allocated and those Information Governance responsibilities discharged appropriately throughout Council Processes;
28		A quick reference ICT Golden Rules Guidance Note will be made available to summarise key information for all employees and councillors to aid compliance;
29		Will provide advice and guidance to external organisations on the Security Expectations the Council has when working with them. This Guidance is contained in the document ICT Standards Expected of Third Parties . This includes specific expectations on secure gateways and firewalls are in place such as to protect both the Council and the PSN and N3/HSCN networks.

30	Council Responsibility (Contd)	Information Asset Owners will undertake risk and Privacy Impact Assessments for any key changes in their operational environments to safeguard Information Assets and Processes on-going;
31		Will undertake to review and update (whenever necessary but as a minimum annually), this document, the Information Security & ICT Use of Equipment Policy, ICT Golden Rules and other associated documentation and will communicate any changes to all necessary parties, subject to consultation and negotiation on any changes to joint agreements / staff policies and guidance;
32		Will ensure appropriate configuration and use of security software and controls (e.g. use of Firewalls, Virus and Malware software protection, Log monitoring, Secure email, Laptop and server encryption, Security Incident Event Monitoring and Security Operational Procedures for Security etc.) to safeguard the Councils Information and operations;
33		Will ensure Major Incident Plans are in place to protect the Council from foreseeable threats (including those emerging from the Cyber landscape).
34		Will ensure all council staff accessing the N3/HSCN network will do so on a role based need and will adhere to the operational standards and accreditation as required by the NHS;
35	Integrity of Information	Will consider all data to be key assets of the Council and will manage them as such;
36		Will ensure the main principles of the Data Protection Act 2018 (as revised under GDPR) are adhered to including that all data (whether electronic or non-electronic is maintained so as to ensure it is always up to date, relevant, accurate and secure;
37		Will ensure its core case management systems are updated in a timely manner to reflect changes;
38		Will ensure the accuracy, quality, and appropriate retention of the data held in its case management systems;
39		Will appropriately manage any sharing of Council Information assets with third parties so as to ensure the appropriate protection of that data at all times, including putting in place appropriate Information Sharing Protocols, Privacy Impact Assessments and the publishing of Fair Processing Notices to the public to ensure transparency of data usage.
40	Access To Information	Will apply the requirements of GDPR legislation, specifically compliance with the “right to be forgotten”, 72hr breach disclosure to stakeholders impacted;
41		Will be transparent in terms of data kept, access to that data, retention of that data, sharing and disclosure of that data.
42	Authorisation	Will ensure Information Asset Owners approve data sharing with partners, have in place the appropriate Information Sharing Agreements, will undertake Privacy Impact Assessments when and where needed for business process changes, will obtain appropriate consent for the use of all data assets, will publish Fair Processing Notices when and where required, will respond to Subject Access and FOI requests and will undertake risk assessments of new processes to ensure appropriate protection and security mechanisms have been put in place;
43	Monitoring & Compliance	Will publish transparently; polices setting out what the Council

		monitors, what data is held, how long it is held for, who has access to that data and for what purpose, and approval processes required to look at the data.
44	ICT Systems Management, Outsourcing & Third Parties	Will ensure adequate Security, PCI DSS, Data Protection GDPR and FOI provisions are included in any finalised ICT Contract;
45	Physical Access To and the Disposal of Council Information Assets	Will ensure, when working with third parties, that there are contractual obligations in place which set out the Council's Information governance expectations that apply to any contract, including compliance with relevant UK legislation, obligations on the safe secure transfer, storage and handback of all assets, sharing restrictions, and security expectations in the operation of any services on behalf of the Council;
46	Network Management & Access Controls	Will ensure the Council maintains necessary compliance standards to obtain and maintain network connectivity to the NHS N3/HSCN national networks;
47	Mobile Working and Tele-Working	Will ensure only corporately approved applications are used on mobile devices;
48		Will ensure mobile devices can be wiped upon loss or theft if needed;
49		Will ensure mobile devices are protected by encryption and Virus/Malware scanning;
50	E-Services	Will adopt the Government standard "Secure Email Blueprint" to ensure the transmission of email securely from standard Council email accounts. Will look to force encryption for email delivery between Public Sector Partners to further enhance security wherever this is feasible.
51	Business Continuity & Disaster Recovery	Will ensure Services rotate laptops taken home overnight so as to be able to sustain a minimum service level in the event of a catastrophic event (e.g. Fire/Flood).
52	Cyber Crime and Cyber Fraud	Will ensure the Council co-operates fully with all organisations involved in the investigation of Cyber Crime, Cyber Fraud or Cyber related incidents (e.g. National Cyber Security Centre; Police, ICO etc.).
53		Will ensure the timely reporting of all Cyber incidents as appropriate to the relevant national bodies in a timely manner including: <ul style="list-style-type: none"> National Cyber Security Centre (NCSC);
54		Will ensure cyber security and cyber- crime awareness training is promoted to all Staff and Councillors to help manage the increasing Cyber threat.
56	Policy Statement Signup	Adjusted for current Senior Management , Political and ICT Managed Service Partners Names

ICT Use and Information Security Policy

Change No	Section	Change
57	Document Control	Updated for GDPR, Data Retention, Closedown desktops, GCSX email, Signatures, File sharing sites, Transparency Monitoring, Data Retention, smartphones, PCI, Cyber Security, Printing.
58	Document References	Data Protection Act (GDPR) 2018
59		The Code of Conduct March 1999
60		ICT Security Policy Statement Apr 2019
61		ICT Information Risk Management Document Marking Policy Apr 2019
62		ICT Standards Expected of Third Parties Policy Apr 2019
63		ICT Camera and Video Usage Policy Apr 2019
64		ICT Huddle Acceptable Use Policy Apr 2019
65		ICT Removable Electronic Media Policy Apr 2019
66		ICT GCSX (PSN) Personal Commitment Policy Apr 2019
67		ICT PCI DSS Personal Commitment Policy Apr 2019
68		ICT Controls for Storage & Carriage of Hardcopy Documentation (Guidelines) Apr 2019
69		ICT Email Monitoring Policy Apr 2019
70		ICT Internet Monitoring Policy Apr 2019
71	Glossary of Terms	ISO27001/2013 Standard for Information Security Management Systems.
72		NCSC -The National Cyber Security Centre.
73		Cyber Security Essentials (Plus) - Standards for Cyber Security set by NCSC.
74		NCSC Cloud Security Principles - Security principles set by NCSC for secure Cloud delivery.
75		ISO20000 (ITIL) - An ICT delivery Standard (IT Infrastructure Library - ITIL) published by International Standardisation Organisation.
76		CSA - Cloud Security Alliance (CSA) is a not-for-profit organization with a mission to “promote the use of best practices for providing security assurance within Cloud computing and to provide education on the uses of Cloud Computing to help secure all other forms of computing.
77		CSA STAR - CSA STAR Certification is a unique new scheme developed to address specific issues relating to cloud security as an enhancement to ISO 27001.
78		CSA CCM 3 - CSA Cloud Controls Matrix
79		GDPR - European General Data Protection Regulations – a major revision to the Data Protection Act which introduces new obligations and fine structures up to E20m and which came into effect May 2018. Led to revision of the UK Data Protection Act 2018.
80		Secure Email Blueprint - A new standard for secure Public Sector email delivery that will replace GCSX email by 31.03.2019. Using a combination of DMARC, DKIM, SPF, Transport Layer Security (TLS) standards to deliver email securely and stops external parties “spoofing” Council email. Sending email within the Public Sector will be secure by the use of TLS encryption.
81	Executive Summary	Should this not be achieved the Council’s operations and customers can be put at risk (including the safety of individuals, loss of financial

		information, breach of commercial confidentiality and subsequent financial penalties from the regulator, the Information Commissioner with fines of up to E10m for technical breaches and E20m for bad information breaches following the GDPR revision of the Data Protection Act in May 2018).
82	2	All staff and councillors should consider the sensitivity of the information they handle (with personal and sensitive information about vulnerable people being the most important) especially in context with compliance with the Data Protection Act GDPR revision that introduced new categories of Sensitive Personal Data from May 2018 (e.g. IP addresses, Biometric data etc);
83	2	All staff and councillors will protect that information in proportion to that sensitivity by applying this policy and ensuring that information, whatever it's format, should be secured by physical means (such as locking paperwork away) or by using approved electronic means (such as only using Council IT encrypted laptop and smartphone equipment);
84	2	All staff and councillors will be responsible for the protection of their login and passwords and will not share these;
85	2	All staff and councillors will conduct their business operations in a sensible low risk manner aware of the continuing cyber security threat (be careful when opening emails and documents from external sources or visiting Internet sites);
86	4	Any breaches of security (non-compliance with this Policy) must be reported in accordance with the Council's Security Incident process by logging a Security Incident Call with the ICT Service Desk (Ext 72861) - see Appendix 4. This is to safeguard the Council and limit potential damage from information loss and to ensure appropriate notification of all relevant persons/organisations. Any data breaches must be reported and handled in accordance with the Council's Breach Management Policy.
87	Introduction 7	Such Policy and Guidelines must be recognised by Staff and Councillors at all levels (including the Staff of Arm's Length Companies Wholly Owned by the Council) who must ensure they are applied at all times. Any breach of this Policy may result in disciplinary action being taken under the respective organisations disciplinary procedures or in the case of Councillors the Member Code of Conduct. In the case of Staff, where a serious breach of Policy has occurred, this may be considered Gross Misconduct which could result in dismissal from employment.
88	9	Any breaches of security (non-compliance with this Policy), however minor, must be reported to Northgate Service Desk (Ext 72861), line managers, the Council's Senior Information Risk Owner (Legal), and the ICT Manager in Corporate ICT Services, in accordance with the Council's Security Incident Management Policy and in the case of Data Incidents to the Council's Data Protection Manager using the Information Security Incident Reporting form (see Appendix 4) to

		record the incident at the earliest opportunity. Referrals may be also made to the Chief Auditor and the Assistant Director of HR & Organisational Development for further investigation.
89	Policy Statement 4	It is the policy of the Council to ensure that all information systems operated by the Council are secure systems, which must aspire to comply with the requirements of the Data Protection Act & GDPR Revision , the Computer Misuse Act and, at the level of principles, aspire to the International Standard for Information Security ISO27001/2013.
90	11	All employees and councillors are responsible for ensuring that they understand and abide by these procedures and their contents. All persons are expected to behave and act professionally at all times, and are responsible for their actions including the actions of anyone logged in as them. Failure by any employee of the Council (or any arms-length company of the Council) to abide by the contents of this document will be viewed as a serious matter and may result in disciplinary action. Failure by any councillor of the Council to abide by the contents of this document could result in action being taken in accordance with the Member Code of Conduct. CICTS will hold the Security Officer role as defined within standard ISO27001/2013 (formerly BS7799) although responsibilities may be delegated. This role will operate in conjunction with the Council's Senior Information Risk Officer (SIRO). The implementation of this policy is important to maintain and demonstrate the integrity and security of the Council's dealings with our customers, partners and other members of the community.
91	12	The Council's ICT Systems are treated as business systems and are monitored accordingly for security compliance. Any concessions for personal use are only granted on the basis of reasonable behaviour and usage that does not interfere with working, noting the concession can be withdrawn at any time, and should not be taken as a guarantee such facilities will always be available and any activities are always undertaken at the individuals own risk. Any personal activity must never expose the Council to any consequential liability, risk, Financial or reputation loss. Namely, the Workplace must not be considered an extension of any home personal IT environment.
92	12	It is the policy of the Council to ensure:

		<ul style="list-style-type: none"> Use of Cloud based systems comply with Data Protection requirements (including any post Brexit data hosting compliance requirements).
93	15	<p>The Information Security policy, together with the following documents, comprise the key policy and process elements of the Information Management Security System:</p> <ul style="list-style-type: none"> ICT Email Monitoring Policy ICT Internet Monitoring Policy
94	Goals of the Policy 18	<p>To comply with legislation, examples of which include;</p> <ul style="list-style-type: none"> Data Protection Act 2018
95	Responsibilities 25	<p>The Council's Caldicott Guardian will ensure compliance with Information Governance from a Social Services perspective.</p>
96	Removable Media 50	<p>If you need to work on Council information at home or at a remote location, the Council secure VPN system must be used from a Council-issued computer, tablet and smartphone to safeguard data, unless in exceptional or temporary circumstances with the prior consent of an Assistant Director. Council laptop devices connecting across Open Public Wifi Access, or Public Wifi where the SID and Password Key are on open display must be protected by additional security (e.g. TLS, IPSEC VPN) to protect the traffic.</p>
97	Mobile phones 55	<p>Staff and Councillors issued with mobile phones, Smartphones, Tablets or other Personal Digital equipment are responsible for its safekeeping and security.</p>
98	64	<p>Council-issued Mobile phones, Tablets, Smartphones and PDA's are provided for <u>work-related</u> purposes.</p>
99	Mobile Telephones, Smart Phones & Tablets, & Faxes 74	<p>Email with confidential personal information must not be sent from mobile devices unless the device has appropriate security measures (e.g. encryption). Special care should be taken in the operation of Faxes, (as there is no control over documents printed out at the other end) and their usage should be avoided if practically possible. Council</p>

		mobile devices connecting across Open Public Wifi Access, or Public Wifi where the SID and Password Key are on open display must be protected by additional security (e.g. TLS, IPSEC VPN) to protect the traffic.
100	Passwords 76	In all cases any passwords given to you personally are for your use only. Keep Passwords safe and you are responsible for your actions and anyone logged in as you. Passwords should not be written down in an insecure location or given to others to use under any circumstances. This includes your manager or Political Group Leader (if you are a Councillor). If your Manager or Political Group Leader needs access to your computer, for example if you are off sick, they must contact the ICT Service Desk to request managerial access to your computer. You should also register a "Safeword" to assist with any Password reset which will avoid needing further identity checks (contact the ServiceDesk Ext 72861 for advice on the "Safeword" set up process).
101	78	Do not use family or pet names and if at all possible try not to use proper words. This makes the accidental discovery of a password more difficult. Avoid the use of personal passwords used in your private home environment.
102	79	Your password must be changed if you feel it has been compromised. You should not choose a password that you have previously used.
103	Internet chat Facilities and Social Networking 107	Individuals may access and use approved chat rooms, discussion group's bulletin boards and social networking sites, but must not post comments that identify or indicate such views to be those of the Council unless authorised to do so by the Council's Strategic Communications Manager. Social Media is now a common channel customers expect to communicate over. When using Social Media for Business Purposes you are asked at all times to give proper consideration to the fact that you are making statements on behalf of the Council, that you should have the appropriate knowledge, authority and clearance to make such statements, and have considered your options for statement retraction should this ever prove to be necessary. Please ensure any accounts entered into are properly recorded within your service area and are therefore transferable to other staff in the event that you leave the authority. If you want to use the Council concession that allows for reasonable access to Social

		Media for occasional private means, you do so knowing the Council's systems are monitored and reported on as business systems and if you are unhappy to accept this then you should make your own separate arrangements for such access (e.g. personal private smartphone). Any personal social media access should not incur any reputational or financial liability for the Council.
104	Monitoring & Misuse 108	RBC's web filtering and monitoring software both limits what individuals may access and logs those sites that individuals access or attempt to access. If a line manager or Political Group Leader is concerned that an individual is misusing their access to the Internet they should contact the ICT Manager or HR Business Partner and make a request for the individual's usage to be investigated. There are further specific separate transparency policies dealing with the monitoring and role based access relating to staff and councillor email and internet use so staff and councillors can be clear on what is held, for how long, who can access this information. Please refer to these policy documents for further detailed clarification.
105	Email 112	Following adoption of the Secure Email Blueprint standard (DMARC/DKIM/SPF/TLS) both @reading.gov.uk and @brighterfuturesforchildren.org email domains transmit and receive e-mail securely to email domains within the Public Sector.
106	113	Email sent outside the Public Sector should not be considered secure. Staff should take care to ensure email addresses are selected /typed correctly to avoid miscommunication.
107	114	Any email with sensitive data or attachments please use Global Certs secure email when sending externally outside of the Public Sector to protect the contents of the email.
108	115	Sensitive email should be appropriately document marked (e.g. OFFICIAL, OFFICIAL-SENSITIVE), when sending internally or to other Public Sector Organisations who recognise the Government Document Marking Standard. It is optional to use document marking outside of the Public Sector as the recipient is not likely to understanding the scheme unless explained.
109	116	Please be careful clicking on links or attachments received in emails from external sources.

110	User Responsibilities 131	Each individual must ensure that as far as is possible no unauthorised person has access to any data held by the Council. Each person must ensure that any physical security measures are properly used. If you think a security breach has occurred please report this immediately to your Manager and the Northgate Service Desk.
111	132	Staff & Councillors will ensure they reload their computers on a regular basis to ensure patches applied are activated to protect their device.
112	PCI DSS 163	The use of personal Smartphone devices that could record or photograph cardholder data should be controlled where payments are taken.
113	Use of Skype 196	Currently Skype is only allowed on a bookable laptop requested via the Northgate ServiceDesk (Ext 72861). This laptop has to connect over the Council's GUEST Wifi network. This will be relaxed for Skype for Business/Teams upon the roll-out of Microsoft Office 365 and will then be allowable across the corporate network.
114	Computer User Security Responsibilities 208	1.You will have a log on account which is unique to you and which you must not let anyone else use. You will reload your computer on a regular basis to activate software security patches.
115	208	<ul style="list-style-type: none"> Your passwords must be changed if you ever suspect it has been compromised.
116	208	<ul style="list-style-type: none"> Please do not reuse passwords you use at home.
117	208	You must ensure any equipment or data losses are treated as security incidents and reported to the Northgate Service Desk (ext 72861). Under GDPR the Council has 72 hours to report to all affected stakeholders any data breach and what action has been taken to recover the position.
118	208	You will be careful not to take unnecessary risks when clicking on links or opening attachments in emails sent from external sources. If in doubt on the authenticity of an email check with your Manager or the Northgate Service desk.
119	Service Manager Responsibilities 212	You must ensure Privacy Impact Assessments (GDPR) are undertaken when your service process changes, along with the publication of Fair Processing Notices where applicable for your service.
120	Chief Executive, Directors and	Ensure the following key roles are in place and adequately trained to

	Assistant Director Security Responsibilities 214	<p>discharge their duties:</p> <ul style="list-style-type: none"> Senior Information Risk Officer (SIRO) Data Protection Manager ICT Security Manager Caldicott Guardian Information Asset Owners.
121	214	Ensure Information Governance responsibilities are set out in Job Descriptions so all staff know their responsibilities and roles.
122	214	Ensure sound Information Governance Processes are embedded across the Council and Information Assets are appropriately protected.
123	214	Ensure appropriate Information Governance and Security Induction training and guidance is in place for Councillors and staff.
124	Appendix 3 - Related Policies & Documentation	<ul style="list-style-type: none"> • ICT Email Monitoring Policy • ICT Internet Monitoring Policy • ICT Huddle Acceptable Use Policy • RBC Breach Management Procedure
125	21.2 Legal References	<ul style="list-style-type: none"> • Data Protection Act 2018 (GDPR Revision)
126	Appendix 4 Security Incidents	Information Security Incidents should be reported in accordance with the Council's Security Incident Policy which classifies the type of security incident and ensures appropriate notification of relevant parties including CICTS, Legal SIRO, Data Protection Manager and external organisations set out in the Council's Major Incident & Security Incident Process.

ICT Golden Rules (Guidelines)

Change No	Section	Change
127	Golden Rules 1	<p>You are responsible for all actions logged against your own Login/password. Please do not share your passwords and remember to lock your PC when away from your desk. Be professional in your actions at all times.</p> <p>HINT! – The Windows key plus the L key locks your PC quickly. (Ref: <i>ICT Use & Information Security Policy</i>).</p>
128	2	<p>Always use strong passwords at least 9 characters in length with a complex format. Do not mix business and personal use passwords and always change your password a.s.a.p if you think it has been compromised.</p> <p>HINT! – check the strength of your password at: https://howsecureismypassword.net/</p> <p>HINT! – Ctrl Alt Delete will allow you to change your Windows password. (Ref: <i>ICT Security Policy Statement, ICT Use & Information Security Policy</i>).</p>
129	3	<p>If you have forgotten your password please call the Northgate Service Desk (0118 9372861 or ext 72861) for PC's and Laptops, or CICTS (0118 9373911 or ext 73911) for smartphones/tablets.</p> <p>HINT! – With a smartphone or tablet please call before you get to the last try and it will stop your device being wiped. (Ref: <i>ICT Use & Information Security Policy</i>).</p>
130	4	<p>Be careful to select the correct email address from the Global Address List when sending emails.</p> <p>HINT! – External/third party email addresses have a Globe symbol against them in the Global Address List.</p>
131	5	<p>Avoid clicking on links or opening documents contained in external emails unless you are sure the email is genuine and you know the sender.</p> <p>HINT! – a red warning banner shows at the top of all external incoming emails.</p>
132	6	<p>Use document marking for emails and personal/sensitive documents. If a document is marked as OFFICIAL-SENSITIVE and is being sent externally please ensure that it is shared securely.</p> <p>HINT! – If in doubt, use Global Certs secure email triggered by [Secure] at the start of the subject line of your email. (Ref: <i>ICT Use & Information Security Policy & Information Risk Management Document Marking Policy</i>).</p>
133	7	<p>Please ensure you fully shutdown your PC or Laptop at the end of the day.</p> <p>HINT! – Ctrl + Alt + Del and then selecting shutdown (bottom right) does this quickly.</p>

		<i>(Ref: ICT Use & Information Security Policy).</i>
134	8	<p>Be aware that callers/letters/Invoices may not always be genuine and could be rogue Phishing or Social Engineering exercises to obtain personal information, commit fraud or illegally gain access to the Council's systems. Never be frightened to challenge the identity of a caller or question the validity of a document especially at peak work times.</p> <p><i>(Ref: ICT Use & Information Security Policy)</i></p>
135	9	<p>In the event of potential malware activation <u>immediately</u> power down your laptop/PC by pressing the power button and pull any network lead out. Then please contact the Northgate ServiceDesk (Ext 72861) to alert them.</p> <p>HINT! – Pressing the power button ensures Wifi/network disconnection.</p> <p><i>(Ref ICT Use & Information Security Policy).</i></p>
136	10	<p>You are obliged to report any significant ICT security incidents to the IT Service Desk (Ext 72861) as soon as you become aware of something. Under the new Data Protection 2018 GDPR regulations incidents must be reported to the Information Commissioners Office within 72 hours.</p> <p>HINT! – Have the Northgate ServiceDesk Number (0118 9372861) in your mobile phone in case need to report a security incident when away from your desk.</p> <p><i>(Ref: ICT Use & Information Security Policy, RBC Breach Management Procedure).</i></p>
137	Further Non-IT Policy References	<p>Further Non-IT Policy References:</p> <p>RBC Breach Management Procedure</p> <p>RBC Data Protection Policy</p> <p>RBC Social Media Policy</p>
138	Contacts	Data Protection Advice – Ricky Gill Data Protection Officer (Ext 73306)
139	Helpful Contacts	<p>Northgate IT Service Desk (Ext 72861), Email: ps_servicedesk@northgateps.com</p>

ICT Standards Expected of Third Parties

Change No	Section	Change
140	Document Control	Reviewed GDPR, PCI DSS, Cloud, Secure Email Blueprint Standard, Cyber Security Major Incident Plans, Organisational Changes.
141		All revisions approved by the Corporate Information Governance Programme Board will be notified to third party organisations as recorded issued to this document
142	Legislative compliance References 3.3	<ul style="list-style-type: none"> • The Data Protection Act 2018 (GDPR Revision)
143	3.4	<p>Data Protection Act 2018 - GDPR Compliance</p> <p>Reading Borough Council will expect Third Parties to comply with the Data Protection Act 2018 - General Data Protection Revisions (GDPR) and have embedded the six key security principles into operations and data processing:</p> <ul style="list-style-type: none"> • Maintain Lawfulness, fairness and transparency. (Transparency: Tell the subject what data processing will be done). • Purpose limitations. • Ensure Data minimisation. • Ensure Data Accuracy. • Maintain Storage limitations. • Maintain Integrity and confidentiality. <p>For the avoidance of doubt this means:</p> <p><u>Lawful, Fair and Transparent</u></p> <p>Transparency: explain to the data subject that data is being captured and what that data is, why that data is being captured, and by whom, and what will happen to that data.</p> <p>Fair: what is processed must match up to how it has been described.</p> <p>Lawful: processing must meet the tests described in GDPR.</p> <p><u>Purpose Limitations</u></p> <p>Personal data may only be collected for the specified, explicit and legitimate purposes and must not be further processed in a manner that is incompatible with those purposes, i.e. data can only be used for the specific purpose the data subject has been made aware of and no other, without further consent.</p> <p><u>Data Minimisation</u></p> <p>Personal data must be adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed, i.e. no more than the minimum amount of data should be kept for specific processing.</p>

		<p><u>Data Accuracy</u></p> <p>Personal data must be accurate and, where necessary, kept up to date; every reasonable step must be taken to ensure that personal data that are inaccurate, having regard to the purposes for which they are processed, are erased or rectified without delay. Ideally, data should be stored in a way that allows a data subject to update the data themselves</p> <p><u>Storage Limitations</u></p> <p>Personal data must be kept in a form which permits identification of data subjects for no longer than is necessary, i.e. data no longer required should be removed.</p> <p><u>Integrity and Confidentiality</u></p> <p>Personal data must be processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures. GDPR recommends encryption of personal data and privacy by design process</p> <p>Further to this the Council would expect:</p> <ul style="list-style-type: none"> • Processing of data only in accordance with what has been agreed with the Council; • No sharing of data unless agreed and authorised by the Council; • Systems are appropriately protected from Cyber threats; • Appropriate consideration is given to the transfer, storage, and hand back of data so as to appropriately protect the Council’s Information Assets at all points; • Work with the Council to ensure Appropriate Fair processing notices to be in place where applicable; • Work with the Council to ensure Privacy Impact Assessments are in place where any significant changes in service delivery or processes have taken place; • Action any “right to be forgotten” requests where appropriate; • Comply with 72hr notification of all interested parties following breach; • Ensure staff are appropriately trained and supervised in their operations to ensure they understand and comply with their respective Information Governance roles.
144	Payment Card Industry Security Standards 3.5	<p>Reading Borough Council will expect third parties to comply with PCI DSS Standards when delivering any banking and credit card payment transaction services, and where the third party is not delivering these services they must not compromise the Council’s PCI DSS Compliance (whether delivered directly by the Council or other third parties).</p> <p>This must include appropriate best practice end to end secure encryption of banking and credit card data in both the transmission and secure storage of any banking and</p>

		<p>credit card data.</p> <p>Only operate services over PCI DSS secure Wifi, secure Wide Area Networks and secure Local Area Networks.</p> <p>Only operate services over PCI DSS secure telephony systems.</p> <p>Appropriate training and supervision of staff including the restriction of Smartphones usage (to protect against photographs/video recording/voice recording of banking data) in the delivery of banking and credit card payment taking services.</p>
145	Business Continuity & Disaster Recovery 3.14	<p>Typically disaster recovery mechanisms should include:</p> <ul style="list-style-type: none"> • Major Incident Plans to deal with foreseeable events especially in the emerging Cyber Security landscape.
146	Cloud Services 3.15	<p>Cloud Services.</p> <p>As Cloud Service delivery becomes increasingly the normal, Reading Borough Council expects the Third Party to have used industry best practice standards to manage the risks associated with Cloud Hosting to safeguard the Council’s services and ensure appropriate ease of transition at the end of any contracts.</p> <p>The Third party will ensure:</p> <ul style="list-style-type: none"> • Appropriate known geographic hosting of data so as to be compliant with UK law; • Hosting in appropriate secure regulated Data Centres to Tier 2 or Tier 3 subject to the availability profile the service needs (Tier 2: Guaranteeing 99.741% availability, Tier 3: Guaranteeing 99.982% availability). • Service provisioning will comply with all UK ICT Legislation including GDPR; • Adherence to ISO27001 and ISO 27002 Security Standards as revised from time to time; • Adherence to Cloud Standards CSA STAR, CSA CCM 3, and NCSC Cloud Security Principles; • Adherence to Industry Best Practice for Cloud delivery as set out in: <ul style="list-style-type: none"> ▪ The principles in the Security Policy Framework at https://www.gov.uk/government/publications/security-policy-framework and the Government Security Classification policy at https://www.gov.uk/government/publications/government-security-classifications; ▪ The guidance issued by the Centre for Protection of National Infrastructure on Risk Management at

		<p>https://www.cpni.gov.uk/content/adopt-risk-management-approach and Accreditation of Information Systems at https://www.cpni.gov.uk/protection-sensitive-information-and-assets;</p> <ul style="list-style-type: none"> ▪ The National Cyber Security Centre’s (NCSC) information risk management guidance, available at https://www.ncsc.gov.uk/guidance/risk-management-collection; ▪ The government best practice in the design and implementation of system components, including network principles, security design principles for digital services and the secure email blueprint, available at https://www.gov.uk/government/publications/technology-code-of-practice/technology-code-of-practice; ▪ The security requirements of cloud services using the NCSC Cloud Security Principles and accompanying guidance at https://www.ncsc.gov.uk/guidance/implementing-cloud-security-principles ; • Cyber Security https://www.ncsc.gov.uk/guidance/10-steps-cyber-security. <ul style="list-style-type: none"> • Disaster Recovery Provisions to underpin the Business Continuity required by the Council; • Transparent charging which meets the Council’s operational service availability requirements (including any evening, weekend provisions or further special periods e.g. Bank Holiday/Christmas etc ; • Appropriate provisioned support for the secure transition of Council data at the end of any contracted period to new arrangements at pre-agreed known rate card charges which the Third Party will reasonably resource.
147	Operational Procedures 4.5	<p>The Council expects the Third Party:</p> <ul style="list-style-type: none"> • To train and supervise Staff in relevant Procedures and Policies
148	Operating Email Services 4.13	<p>The Council expects the Third Party will comply with the Secure Email Blueprint standard when transmitting email on behalf of the Council to the required DMARC/DKIM/SPF and TLS standards.</p>
149	Cyber Security 8	<p>The Council expects all Third Parties to have considered and protected against foreseeable Cyber Security threats in line with industry best practice.</p> <p>The Council expects all Third Parties to have Major Incident Plans in place to deal with foreseeable Cyber Security Threats.</p>

150	Reporting of Security Breaches 9	<p>The Council must be informed immediately in the event of any Security Breach or major Service Outage.</p> <p>The Council expects all Third Parties will notify all relevant Stakeholders within 72 hrs of discovery of a data breach that that breach has happened and the action taken to recover from that position as is required by the Data Protection Act 2018.</p> <p>The Council expects all Third Parties to have considered insurance to protect The Council and themselves against claims resulting from Security Incidents.</p>
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ICT Information Risk Management Document Marking Policy

Change No	Section	Change
151	Document Control	Reviewed for GCSX Retirement & Data Protection Act 2018
152	Introduction 1.0	<ul style="list-style-type: none"> All information assets (paper, files, electronic media, emails or other) to be processed by Reading Borough Council (the Council), shall be protectively marked in accordance with the sensitivity of their content, following the requirements of HMG Security Policy Framework, and in compliance with standards laid down by the Digital Cabinet Office. The protective marking of an information asset provides people with information on:-
153	Legal 4.1	<ul style="list-style-type: none"> The Data Protection Act 2018 GDPR Revision;
154	Transmitting Protectively Marked Material 12.2	<p>Following adoption of the Secure Email Blueprint Standard across the Public Sector, email transmitted to other Public Sector Organisations from @reading.gov.uk and @brighterfuturesforchildren.org email accounts will be securely protected by Transport Layer Security (TLS) encryption. Within the Public Sector this will protect email to both OFFICIAL and OFFICIAL-SENSITIVE Levels (but note Global Certs secure email can still be used if deemed necessary).</p> <p>Global Certs secure email must be used when sending to any other external address outside of the Public Sector where the content or attachments are deemed to be sensitive.</p>
155	Storage and Security of Protectively Marked Material 14.4	For the purposes of storing and processing electronic OFFICIAL-SENSITIVE and OFFICIAL data between Central Government and other Councils, the Council has adopted the secure email blueprint or other security systems deemed appropriate as set out by HM Government.
156	14.5	The Council shall protect the data by installing or adapting existing systems, with reference to national standards for Information Security and the provisions of the Data Protection Act 2018 , as well as current policies and standards adopted by the Council.
157	Additional Control Measures 18.2	a. Use of Secure Email Systems (e.g. TLS & Global Certs);
158	Security Incident Reporting 19.1	<p>The Council is obligated to review and on occasions externally report security incidents relating to Protectively Marked Documents and emails.</p> <p>This includes, but is not restricted to:</p> <ul style="list-style-type: none"> Physical loss of a printed protectively marked document or email; Inappropriate sending of OFFICIAL-SENSITIVE documents and emails across unsecured email; Inappropriate sending of OFFICIAL documents and email across unsecured email;
159	Appendix B	External Internet Email to Public Sector: Use @reading.gov.uk /@Brighterfutures.org email (protected by TLS).

160		External Internet Email to Others : Use Global Certs secure email for non-public sector recipients if content sensitive.
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ICT Email Monitoring Policy (New Policy)

161	ICT Email Monitoring Policy	New Policy therefore changes not individually listed
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ICT Internet Monitoring Policy (New Policy)

162	New Internet Monitoring Policy	New Policy therefore changes not individually listed
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ICT Removable Electronic Media Policy

Change No	Section	Change
163	Document Control	Revised for Data Protection Act 2018 (GDPR)
164	Scope	Removable electronic media (examples of which include USB Memory Sticks, CD's, DVD's, SD cards) can pose a significant risk of automatic fines under the Data Protection Act 2018 of up to £20m for the Council and further liability for the Individual with limited rights of appeal, if such media is lost containing Sensitive Personal Data.
165	Scope	In particular staff and councillors shall not: 1. Use unencrypted removable electronic media to hold personal or sensitive personal data as defined under the Data Protection Act 2018 :
166	Sensitive Personal Data	Sensitive Personal Data: Sensitive Personal Data is data that identifies an individual's race or origin, an individual's religion, an individual's political beliefs, an individual's sexual health, and individual's health, an individual's criminality history, an individual's financial records and any data relating to children, biometric data , and Genetic data .
167	Take All Reasonable Steps 11	Report any loss as a security incident to the Northgate Service Desk Ext 72861 at the earliest opportunity and complete the Report of Loss of Data form and return to Legal Section / SIRO. Under the Data Protection Act 2018 the Council has 72 hours to inform all stakeholders of an incident and remedial action being taken so it is imperative that any incident is immediately reported upon discovery it has happened.

End of Appendix 1

READING BOROUGH COUNCIL

ICT SECURITY POLICY STATEMENT

April 2019 Version 1.7

Version No.	Date	Change Description	Approved By
1.0	04.04.12	Revised for new Organisational Structure.	ISPB
1.1	01.04.13	Revised for new Organisational Structure, and Information Governance.	ISPB
1.2	17.11.14	Revised for new Organisational Structure, and Information Governance compliance 27001/2013, Partner & Third Party compliance, PSN GCSx Additions, NFI Fraud, PCI DSS.	ISPB
1.3	24.02.15	Revised for new Organisational Structure & Policy Document References.	CMT
1.4	06.08.15	Director Changes	CMT
1.5	01.08.16	Revised for MD & Director Changes, Official-Sensitive data, Information Asset Register, N3 Network compliance, Ransomware, Cyber Crime.	ISSG
1.6	01.04.18	Update references to other documents	CIGB
1.7	23.04.19	Revised for new Council structures, GDPR, & CIGB change, Cyber Threats & training, PCI DSS, IG Roles, Vulnerability Monitoring, Data Retention, Mobile Devices, Third Party Control, Secure Email Blueprint adoption, On-boarding / Off-boarding of staff.	CIGB



All revisions agreed by the [Corporate Information Governance Board](#) and formal consultation processes of the Council will be notified to Employees, Councillors and other Organisations as identified within this Policy Statement

**THIS POLICY STATEMENT SUPERSEDES ALL PREVIOUS STATEMENTS MADE
BEFORE April 2019**

INTRODUCTION

Information and Communications Technology (ICT) is now an integral part of every area of the Council's service delivery, and the integrity of all data (whether in electronic or paper formats) is of vital importance to the continued efficient operation of all Council services and therefore must be subject to formal management and controls.

The risks to the Council through data security problems are varied, but these all ultimately relate to the continued ability of the Council to operate effectively and credibly.

Typical risks range from the physical loss of corporate and service systems through disaster scenarios, loss of a specific business function through a database corruption or data loss, financial loss from litigation or fines imposed for data related incidents (the Information Commissioner can impose fines of up to **E20m** without appeal), to loss of Council credibility due to a 'leak' of confidential information or inappropriate public access to private data. Loss of public confidence in the Council's security and information governance processes would also undermine the realisation of financial savings expected from the Council's Customer Access Channel Strategy **and Transformation Programmes** where residents are provided with choices to contact the Council through lower cost access channels and receive a consistent quality of service.

In addition there are ranges of potential external and internal criminal activities that must be identified and controlled through a risk based approach. As internet based crime is becoming more sophisticated, internationally directed and tool kits to undertake this activity are readily available on the internet, it is essential that awareness levels to mitigate new threats is actively promoted and security is actively reviewed and evolved to offer continuing protection.

The evolving business requirements of the Council involves the exchange of data and information between the public and private sectors, and with public sector initiatives towards "Big Data" handling (high-volume, high-velocity and high-variety information assets that demand cost-effective, innovative forms of information processing for enhanced insight and decision making), **increasing security controls needed for Credit and Bank card secure handling, with an increasing**



threat of Cyber-attacks locally, nationally, and internationally. This all brings a greater need to comply with Information Security Standards, Information Governance and recognised ICT best practise to be able to ensure the continuity of Public and Private Sector Services adequately protected from threats and compliant with UK Law.

OBJECTIVES

The purpose of this policy is to formally state Reading Borough Council's commitment to the principles of ICT Security (ISO 27001/2013) and ICT Governance and to promote their integration into operational processes across the entire organisation.

All Employees, Contractors & Casual Staff are expected to comply with the Council's **Information Security and ICT Use of Equipment Policy** and **Information Governance processes** unless a specific exemption has been both allowed and recorded. Council Staff are expected to act professionally at all times and be responsible for their own actions, including the actions of anyone logged in as them. Disciplinary action may result from non-compliance.

All Councillors are expected to comply with the **Information Security and ICT Use of Equipment Policy** and **Information Governance processes** and the Code of Conduct for Councillors as issued by the Council. A Councillor, when using or authorising the use by others of the resource of the Council must:

- (i) Act in accordance with the authority's requirements;
- (ii) Ensure that such resources are not used for political purposes as agreed in the Code of Conduct.

A Councillor must not, in his/her official capacity, or any other circumstance, conduct him/herself in a manner that could reasonably be regarded as bringing his/her office or the Council into disrepute. Breaches of the Council's Policies as defined for Councillors will be referred (subject to the seriousness of the breach and whether this in turn breaches the Code of Conduct for Councillors) to the Leader of the Council/Group Leaders for investigation (Stage 1), the Head of Legal Services (Stage 2) and the Local Standards Committee (Stage 3) for appropriate disciplinary action.

This Policy Statement is supported by the Information Security Policies and associated guidance issued to employees, councillors and organisations contracted to work on behalf of the Council. In particular, requirements, responsibilities and sanctions are defined



within the **Information Security & ICT Use of Equipment Policy**, (with key points summarised for easy digestion into the **ICT Security Golden Rules handout**) which is a joint agreement incorporated into contracts of employment and contracts for services.

The systems used to maintain access to data and data security are a combination of physical and digital applications, operational procedures, **formally recorded** training, scrutiny and audit checks.

This document is an integral part of the overall Corporate Governance of the Council, which extends structured information management procedures to all data (digital or manual) that is processed by or on behalf of the Council.

READING BOROUGH COUNCIL POLICY STATEMENTS

The Council:

Business & Personal Use

- Has provided ICT systems for **Council business use** and therefore there are no rights of personal use or individual privacy outside those specifically granted and defined within the documentation accompanying this Policy Statement (for staff this is defined in the **Information Security & ICT Use of Equipment Policy**). The Council will monitor systems accordingly to enforce the ICT policies.

Information Management

- Is committed to open and effective information management and to the processes required to ensure that the security of all data is maintained;
- Recognises all information, (whether in electronic or non-electronic formats), are assets fundamental to the continued delivery of services by the Council and therefore must be managed and controlled as such;
- Recognises the need to comply with all relevant UK Legislation (including the **Data Protection Act 2018 - incorporating the EU General Data Protection Regulations GDPR revisions**) and the increasing potential threats to information assets through security breaches, and will therefore put in place and comply with information security standards across the whole Council together with the adoption of **ICT Security Golden Rules**;

- Recognises the delivery of secure information management needs to be considered and scoped in to all contractual undertakings with Third Parties where this is relevant;
- Recognises the importance of information security management and governance to the continued operational viability of the Council, its partners and all other organisations affected by its undertakings;
- Will undertake to classify information assets to ensure appropriate controls and protection measures are in place for sensitive information, will ensure Information Asset owners are appointed and trained and an Information Asset Register is maintained to record the Councils Information Assets, and will ensure the retention and disposal of all data is undertaken in accordance with legislative requirements;
- Will ensure the appropriate treatment of all data within the Governments Document Management Classification scheme and adhere to security requirements expected of handling data up to OFFICIAL-SENSITIVE levels as a Local Authority;
- Will ensure the marking of emails and documents in accordance with the Governments Document Management Classification Scheme (OFFICIAL, OFFICIAL-SENSITIVE) and as a risk mitigation action for Data Protection compliance with sensitive data.

Corporate Processes & Governance

- Have set up a [Corporate Information Governance Board Chaired by the Senior Information Risk Officer \(SIRO\)](#) who are charged with the implementation and on-going review of the Council's ICT Security Procedures and ICT Security Incident recording to ensure Security Procedures are refined and Security Incidents are recorded, investigated, and remedial measures put in place as is necessary;
- Will undertake to review Job Descriptions to ensure responsibilities as ISO 27001/2013 and [Data Protection Information Asset Owner](#) responsibilities are appropriately assigned within the Council;
- Will undertake to appoint a senior officer to act as a Senior Information Risk Owner (SIRO) for the Council who will report to the Councils Senior Management Team to ensure

appropriate focus and consideration of Security and Information Governance in Corporate Decision making;

- Will undertake to appoint a Data Protection Manager who will report to the SIRO and attend the Corporate Information Governance Board to oversee Data Protection compliance across the Council;
- Recognises the need for ICT Governance to integrate with the Council's overall Corporate Governance, integrating the Council's ICT and Business Strategies to deliver best value services of a consistent high standard and quality;
- Recognises the need for continued support for ICT Security and ICT Information Governance awareness raising across the organisation to avoid ICO fines and continued compliance with UK legislation;
- Will provide appropriate professional training for key security roles (SIRO, Data protection Manager, IT Security Manager, Information Asset Owners, Caldicott Guardian);
- Will integrate information security management into all levels of Service Planning and Service delivery;
- Will undertake annual Risk Management assessments and implement appropriate measures to control the identified risks seeking to minimise the risk of damage to operations, loss of reputation and costly litigation;
- Will ensure proper accountability of both hardware, software and information (both electronic and manual) assets;
- Will undertake regular independent Network / Server / Desktop and Smartphone Vulnerability Assessments and undertake associated remedial action to mitigate any risks uncovered;
- Will ensure capacity planning and testing processes form part of overall ICT management;
- Will ensure Disaster Recovery measures are in place for all critical and important systems;
- Will ensure Services put in place and annually review Business Continuity Plans to sustain their operations;

- Will set up information sharing protocols (or equivalent) to control the movement of information within the Council and to external organisations and partners;
- Will ensure Joiner/Leaver processes are in place for on-boarding/off-boarding of all categories of workers;
- Will ensure proper training and induction of all staff including Heads of Service in the appropriate secure use of ICT and Data Protection compliance within the Council, and their Information Governance responsibilities;
- Will actively promote Security Awareness and Information Governance within daily operations to embed continuing best practice within the culture of the Council;
- Will ensure all staff are aware of their Personal Commitment responsibilities when accessing PSN services and where necessary have been appropriately Baseline Personnel Security Standard Checked to access such services;
- Will ensure staff are aware of their personal responsibilities when accessing the NHS N3/HSCN network and will only do so on a role based access approved basis;
- Will ensure appropriate control measures are in place to handle data securely up to impact OFFICIAL-SENSITIVE levels;
- Will ensure the appropriate application of Document Making Standards on all email and documents;
- Will ensure appropriate data retention policies are applied appropriately to council data assets;
- Will ensure appropriate control measures are in place in accordance with PCI DSS regulations to protect bank / credit card data;
- Will ensure Banking Processes are appropriately authorised and overseen by Finance and PCI DSS compliance is maintained on any new arrangements entered into.

Security Benchmark Standard

- Will work towards achieving Council compliance with ISO 27001/2013 for Information Security Management (the

recognised security standard of both the public and private sector).

Legislative references

- Will comply with all relevant UK legislation including:
 - The Data Protection Act 2018 *(as revised by GDPR May 2018);
 - The Freedom of Information Act 2000;
 - The Human Rights Act 1998;
 - The Computer Misuse Act 1990;
 - The Electronic Communications Act 2000;
 - The Copyright Designs & Patents Act 1988;
 - The Regulation of Investigatory Powers Act 2000;
 - The Disability Discrimination Act 1995;
 - Caldicott Guidelines (DOH);
 - Race Relations Act;
 - Sex Discrimination Act;
 - The Environmental Information Regulations (2004);
 - NIS Regulations (The Network and Information Systems 2018);
 - Privacy & Electronic Communications Regulations (2018).

And such other relevant legislation as from time to time may be enacted;

- Will ensure compliance with all relevant software licensing best practice procedures.

Local Policy references

- Will ensure the enforcement, compliance and continuing management of Information Security and Information Governance through the linking to relevant Council Policies and Procedures including:
 - The Code of Conduct;
 - Whistle blowing Policy;
 - Grievance & Disputes Procedure;
 - Customer Care Handbook;
 - Data Protection Policy (including Subject Access Request Procedures);
 - Breach Management Policy;
 - Records Management Policy;

- Procedure for dealing with Requests for Information (FOI)
- Information Sharing Policies
- Document Retention Schedules
- Equality and Diversity Procedures
- Joiner and Leavers Procedures
- NFI Fraud Initiative
- PCI DSS Bank Card Handling
- Information Security and ICT Use of Equipment Policy
- ICT Information Risk Management Document Marking Policy
- ICT Standards Expected of Third Parties Policy
- ICT Camera & Video Usage Policy
- ICT Huddle Acceptable Use Policy
- ICT Removable Electronic Media Usage Policy
- ICT [PSN](#) Personal Commitment Policy
- ICT PCI DSS Personal Commitment Policy
- ICT Security Golden Rules
- ICT Controls for Storage & Carriage of Hard Copy Documentation
- [Internet Monitoring Policy](#)
- [Email Monitoring Policy](#)
- Caldicott Guardian Compliance Monitoring

Council Responsibility

- Will ensure all employees, councillors and contracted third parties (e.g. contract staff, casual staff, consultants, partner organisations) are aware of their individual responsibilities and accountability, and sanctions for breach, within this policy. This will be achieved through the **Information Security & ICT Use of Equipment Policy**;
- [Will ensure the roles of SIRO, Data Protection Manager, IT Security Manager, IT Auditor, Caldicott Guardian and Information Asset Owners and Data Processors are allocated and those Information Governance responsibilities discharged appropriately throughout Council Processes](#);
- [An easily digestible ICT Security Golden Rules document will be made available to summarise key information for all employees and councillors to aid compliance](#);
- Will provide to all employees and councillors training, information, and adequate supervision to enable them to

comply with their own duties within the security policy of the Council;

- Will provide advice and guidance to external organisations on the Security Expectations the Council has when working with them. This Guidance is contained in the document **ICT Standards Expected of Third Parties**. This includes specific expectations on secure gateways and firewalls are in place such as to protect both the Council and the PSN and **N3/HSCN** networks.
- **Information Asset Owners will undertake risk and Privacy Impact Assessments for any key changes in their operational environments to safeguard Information Assets and Processes on-going;**
- Will undertake to review and update (whenever necessary but as a minimum annually), this document, the **Information Security & ICT Use of Equipment Policy, ICT Security Golden Rules and other** associated documentation and will communicate any changes to all necessary parties, subject to consultation and negotiation on any changes to joint agreements / staff policies and guidance;
- Will charge the Councils Senior Information Risk Officer and CICTS with the responsibility for monitoring and reviewing security on-going (including security incidents) and for further developing and reviewing the policy and standards. Recommendations for changes to policies affecting staff will be consulted and negotiated through normal Council routes;
- Will ensure appropriate configuration and use of security software and controls (e.g. use of Firewalls, Virus and Malware software protection, Log monitoring, Secure email, Laptop and server encryption, **Security Incident Event Monitoring and Security Operational Procedures for Security** etc.) to safeguard the Councils Information and operations;
- **Will ensure Major Incident Plans are in place to protect the Council for foreseeable threats (including those emerging from the Cyber landscape).**
- Will promote employee awareness for general security controls including clear desk, clear screen, secure remote working, secure email, secure transmission and movement of data, movement of ICT assets and the decommissioning and disposal of information and ICT assets;

- Will alert staff and councillors to new threats when the council is made aware of vulnerabilities that could affect both business and personal operations;
- Will ensure all council staff accessing the N3/HSCN network will do so on a role based need and will adhere to the operational standards and accreditation as required by the NHS;

Integrity of Information

- Will consider all data to be key assets of the Council and will manage them as such;
- Will ensure the main principles of the Data Protection Act 2018 (as revised under GDPR) are adhered to including that all data (whether electronic or non-electronic is maintained so as to ensure it is always up to date, relevant, accurate and secure;
- Will ensure its core case management systems are updated in a timely manner to reflect changes the Council receives;
- Will ensure the accuracy, quality, and appropriate retention of the data held in its Case Management Systems;
- Will appropriately manage any sharing of Council Information Assets with Third Parties so as to ensure the appropriate protection of that data at all times, including putting in place appropriate Information Sharing Protocols, Privacy Impact Assessments and the publishing of Fair Processing Notices to the Public to ensure transparency of data usage.

Access to Information

- Will ensure electronic data, and data held on mobile devices, (including the transmission of data across the internet) is protected by appropriate security mechanisms;
- Will put in place appropriate security mechanisms to regulate and manage the connectivity of peripheral devices e.g. hardened passwords;
- Will classify information assets to ensure only appropriate access is given on a role based need;

- Will ensure ICT systems hardware is appropriately located and managed so as to maintain secure service availability;
- Will ensure secure access to ICT systems is maintained by appropriate use and control of user names and “hardened” passwords;
- Will ensure key information such as access codes or contact details are never entrusted to a single individual without further contingency measures being put in place to maintain business continuity;
- Will ensure automatic timeout and disconnection procedures are implemented to protect against unauthorised access;
- Will ensure all third parties connecting to the Council’s network are subject to proper controls and supervision;
- Will ensure the movement of information is in accordance with the Council’s information sharing protocols (or equivalent);
- Will ensure appropriate storage of all information assets.
- Will apply the requirements of GDPR legislation, specifically compliance with the “right to be forgotten”, 72hr breach disclosure to stakeholders impacted;
- Will be transparent in terms of data kept, access to that data, retention of that data, sharing and disclosure of that data.

Authorisation

- Will ensure that all staff accessing data, information and ICT systems have correct authorisation and that this is a requirement as part of their duties to the Council and its customers;
- Will maintain an accurate record of employees through well run Joiner and Leaver processes thus ensuring that only current employees have access to Council ICT systems and resources. The responsibility for notifying changes promptly to the ICT Service Providers rests with Line Managers within each Directorate to ensure that the required notice is given and the appropriate forms completed and submitted;



- Will ensure all System Owners / Information Asset Owners and the Data Controller maintain user access within all of the Council's business systems to correspond with accurate records of who is authorised to use these systems;
- Will ensure Information Asset Owners approve data sharing with partners, have in place the appropriate Information Sharing Agreements, will undertake Privacy Impact Assessments when and where needed for business process changes, will obtain appropriate consent for the use of all data assets, will publish Fair Processing Notices when and where required, will respond to Subject Access and FOI requests and will undertake risk assessments of new processes to ensure appropriate protection and security mechanisms have been put in place;
- Will ensure appropriate control mechanisms for the authorisation and execution of password resets.

Confidentiality

- Will ensure that all staff are made aware of the sensitivity of the data they handle and manage, either on ICT systems or paper documents, and the responsibilities this places upon them. ICT Systems and procedures must be used in ways that maintain confidentiality of data;
- Will instruct staff to maintain such confidentiality at all times including outside of the workplace.

Monitoring & Compliance

- Will undertake to monitor appropriate use of the Council's business systems including Corporate Email and Internet use. Monitoring of staff use will be undertaken in accordance with the **Information Security & ICT Use of Equipment Policy**;
- Will undertake regular compliance monitoring and audit checks to ensure compliance with the policy;
- Will maintain systems to detect and register potential security breaches, both internal to the Council and from external sources. All such activity will be logged and investigated with appropriate measures taken in response. Serious matters may require the intervention of external enforcement agencies;

- Will commission independent checks of the Council's network security on a regular basis (e.g. Independent External & Internal Penetration Testing);
- Will undertake regular monitoring and audit checks to ensure compliance with the Council's information sharing protocols or equivalent;
- Will ensure Major Incident processes are in place for the handling of all major ICT and ICT Security incidents;
- Will investigate any serious security incidents and adjust policy and procedure where this is deemed necessary;
- Will publish transparently policies for staff to be clear what the Council monitors setting out what data is held, how long it is held for, who has access to that data and for what purpose, and approval processes required to look at the data.

ICT Systems Management / Outsourcing & Third Party Management

- Will ensure security requirements form part of the specification of any new ICT systems;
- Will ensure security requirements form part of the specification of new hardware and networking;
- Will ensure security requirements form part of the procurement specification of all ICT Contracts;
- Will continuously assess data processing and ICT Systems against the Council's defined ICT standards, and risk analysis procedures will be carried out to test and check against threats and problems. The standards and procedures will continue to develop in the light of experience and evolving best practice;
- Will ensure all relevant third parties are made aware of the Council's Security Requirements and their requirement to comply with any guidance issued by the Council (**ICT Standards Expected of Third Parties**);
- Will ensure adequate Security, **PCI DSS, Data Protection GDPR and FOI** provisions are included in any finalised ICT Contract;

- Will ensure all significant changes are impact assessed from a security perspective as part of formal Change Management procedures with due consideration given to back-out plans and on-going refinement of policy wherever learning points occur.

Physical Access To and the Disposal of Council Information Assets

- Will ensure appropriate physical access controls are in place at all Council premises where information assets are potentially at risk;
- Will ensure physical access is given on only a “need to basis” with such access formally recorded;
- Will ensure, when working with Third Parties, that there are contractual obligations in place which set out the Council’s Information Governance expectations that apply to any contract, including compliance with relevant UK legislation, obligations on the safe secure transfer, storage and handback of all assets, sharing restrictions, and security expectations in the operation of any services on behalf of the Council;
- Will ensure all information and ICT assets are disposed of in an appropriate way in accordance with best practise, Council Policy and current legislation.

Controls against Malicious Software

- Will ensure appropriate protection measures are in place to guard against malicious software attacks (including Anti Virus, Spyware, Ransomware, malicious emails etc.).

Network Management and Access Controls

- Will ensure network management and access controls are in place and monitored to protect the Council’s network from malicious attack or unauthorised access;
- Will ensure the network is proactively monitored for capacity and security issues;
- Will ensure appropriate documentation is maintained for all of the critical components of the network maintaining

connectivity to the Council and its authorised third parties to ensure timely recovery of systems;

- Will maintain an accurate network map;
- Will subject the network to regular penetration vulnerability tests;
- Will seek to protect the integrity of the network including adherence to the PSN Code of Connection standard for PSN operation;
- Will seek to protect all third parties connected to the Council's network through appropriate security mechanisms;
- Will provide separate secure controlled Guest Wi-Fi access for visitors as and when required;
- Will ensure the Council maintains necessary compliance standards to obtain and maintain network connectivity to the NHS N3/[HSCN](#) national networks;

Mobile Computing and Tele-working

- Will undertake to implement appropriate controls specifically to protect information and ICT assets used in a Mobile working or Tele working environment;
- Will ensure only corporately approved applications are used on mobile Devices;
- Will ensure Mobile Devices can be wiped upon loss or theft if needed;
- Will ensure mobile devices are protected by encryption and Virus/Malware scanning;
- Will ensure the Councils systems are protected against the use of personal equipment.

Systems Development and Maintenance

- Will ensure all development is subject to proper documentation and specification to allow the recovery and maintenance of both Critical and Important business system;
- Will ensure all key configuration information is recorded or recoverable in any key components of the Council's ICT Infrastructure (noting this duty may be discharged by Third Party Outsourcing and Managed Service organisations as a contracted requirement of them).

E-Services

- Will ensure proper authentication of all users accessing electronic services and/or submitting electronic transactions to the Council;
- Will ensure digital certificates and signatures are used to safeguard transactions wherever this is necessary including migration to new SHA2 Standards (and any future standards change);
- Will ensure browsers are maintained to security levels necessary for secure transactions (SSL and TLS version levels);
- Will ensure industry standards are followed and procedures revised as a when necessary (e.g. PCI-DSS);
- Will ensure appropriate use of encryption to protect key data (e.g. credit card/banking card data);
- Will consider protection within the design of Web based systems implemented as part of channel shift to minimise the threats to services from emerging targeted attacks (e.g. Denial of Service attacks, hacking, Phishing etc.);
- Will adopt the Government standard "Secure Email Blueprint" to ensure the transmission of email securely from standard council email accounts. Will look to "force TLS" between Public Sector Partners to further enhance security wherever this is feasible.

Business Continuity & Disaster Recovery

- Recognises its important role within the supplier chain and is committed to ensuring appropriate business continuity

measures and disaster contingency arrangements are in place to ensure the ongoing viability of Council operations;

- Will use disaster recovery mechanisms to protect key ICT systems in accordance with industry best practise and will subject these mechanisms to regular testing;
- Will undertake to test business continuity procedures to ensure plans are accurate and have been properly maintained;
- Will ensure Business Continuity Plans and Disaster Recovery procedures are reviewed and revised in light of learning points from incidents and after any major risk change to ensure the on-going appropriateness of such arrangements;
- Will ensure Services rotate laptops taken to home overnight so as to be able to sustain a minimum service level in the event of a catastrophic event (e.g. Fire/Flood).

Cyber Crime & Cyber Fraud

- Consider the inclusion of appropriate Council insurance to safeguard the Council's interests in the event of Cyber Crime, Cyber Fraud or Cyber related incidents;
- Will ensure the Council co-operates fully with all organisations involved in the investigation of Cyber Crime, Cyber Fraud or Cyber related incidents (e.g. [National Cyber Security Centre](#); Police, ICO etc.).
- Will ensure the timely reporting of all Cyber incidents as appropriate to the relevant national bodies in a timely manner including:
 - Directorate of Security and Intelligence (DSI) Secretariat.
 - Information Commissioner's Office
 - GovCertUK
 - South East Government WARP (SEGWARP)
 - Comsec Incident Notification Reporting and Alerting Scheme (CINRAS)
 - Thames Valley Police
 - Department of Health
 - Health & Social Care Information Centre
 - [National Cyber Security Centre \(NCSC\)](#)



- Will ensure Cyber Security and Cyber Crime awareness training is promoted to all Staff and Councillors to help manage the increasing Cyber based threat.

POLICY STATEMENT SIGN-UP

Council Managing Director

As the **Chief Executive** of Reading Borough Council I hereby give executive support (on behalf of the Council's Corporate Management Team) to the implementation and enforcement of Information Security and Information Governance policies and procedures to be adhered to by all employees and contracted organisations working as recognised agents of the Council.

Signed Date:
(Peter Sloman)

Leader of the Council

I, on behalf of the Councillors of Reading Borough Council, support this policy statement and security policies **referenced** and will undertake to ensure Councillor's comply with the policies.

Signed Date:
(Cllr Jason Brock)

Corporate Directors

We, the Corporate Directors of Reading Borough Council, support the introduction of this policy statement and security policies and will undertake to achieve compliance within our Directorates and Services.

Signed (DR) Date:
(Jackie Yates & Section 151 Officer)

Signed (DENS) Date:
(Frances Martin)



Signed (DACHS) Date:
(Seona Douglas)

Signed (BFfC) Date:
(Tony Kildare)

Other Significant Officers:

We, as other Significant Governance roles within Reading Borough Council, support this policy statement and referenced security policies and will undertake to achieve compliance within our Directorates and Services.

Signed (DR) Date:
(Isabel Edgar Briancon) Acting Assistant Director of Customer Services & Transformation (Including Policy)

Signed (DR) Date:
(Chris Brooks) Assistant Director of Legal and Democratic Services
Senior Information Risk Officer (SIRO) & Monitoring Officer

Signed (DR) Date:
(Shella Smith) Assistant Director of HR & Organisational Development

Signed (DR) Date:
(Paul Harrington - Head of Internal Audit)

Signed (DR) Date:
(Ricky Gill) Information Governance Officer - Data Protection Mgr Role)

Signed (DACHS) Date:
(Jayne Rigg) Caldicott Guardian Role



ICT Managed Services Outsourced Contractor

As the significant ICT Managed Services Outsourced Contractor to the Council we recognise this policy statement and referenced policies and will ensure our staff will comply with the policy whilst working on behalf of the Council.

Signed Date:
(Graham Wood - Acting Client Services Director Northgate Public Services Ltd)

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Reading
Borough Council

Working better with you

ICT Use and Information Security Policy

Reading Borough Council

Author: Corporate ICT Service

Reading Borough Council

Version 1.9 dated April 2019

Purpose

This policy addresses the information security risks of Reading Borough Council and use of Council owned Information and Communications Technology (ICT).

Document control

Version	Date	Author	Comments
1.0	23 rd Dec 2011	Mike Ibbitson	Full review, minor corrections and incorporation of later comments.
1.1	23 rd Dec 2012	Mike Ibbitson	Reviewed
1.2	3 rd Sept 2013	John Barnfield	Councillor Policy Introduction
1.3	12 th Sept 2013	John Barnfield	Calendar Adjustment for Councillors
1.4	14 th Oct 2013	John Barnfield	Monitoring and Non-EU Usage, Mobile Phone (reinstated)
1.5	17 th Nov 2014	John Barnfield	PCI DSS Regulation Section & Commitment Statement Added GCSX Personal Commitment Statement Added Electronic Media Personal Commitment Statement. NFI Fraud Initiative Policy BYOD & BPSS Checks Pwd Length to 9 Characters
1.6	23 rd Aug 2016	John Barnfield	Caldicott role, Cyber Crime / Fraud, Mobile Apps, Information Asset Owners
1.7	5 th October 2016	John Barnfield	Lost equipment update & Skype Messenger & Signature format
1.8	18 th May 2017	John Barnfield	Minor updates to Glossary, and Gcsx email handling para 111.
1.9	1st Apr 2019	John Barnfield	Updated for GDPR, Data Retention, Closedown desktops, GCSX email, Signatures, File sharing sites, Transparency Monitoring, Data Retention, smartphones, PCI, Cyber Security, Printing.

Distribution

Releasing and issuing of this document is restricted to Reading Borough Council.

Maintenance

Following approval any required changes to this Policy shall be raised and notified to the Corporate ICT Service (CICTS) specifying the reason for and details of the changes.

Document references

Document title	Date	Published by
Data Protection Act 2018 (GDPR)	2018	UK Public General Act
Computer Misuse Act 1990	1990 c.18	UK Public General Act
Freedom Of Information Act 2000	2000 c.36	UK Public General Act
Environmental Information Regulations 2004	2004 No.3391	UK Statutory Instruments
Human Rights Act 1998	1998 c.42	UK Public General Act
Regulation of Investigatory Powers Act 2000	2000 c.23	UK Public General Act
Whistleblowing Policy	July 2000	Reading Borough Council
Procedure for Dealing with Requests for Information	June 2007	Reading Borough Council
Grievance and Disputes procedure	September 2006	Reading Borough Council
The Code of Conduct	Nov 2017	Reading Borough Council
Customer Care Handbook	November 2009	Reading Borough Council
Records Management Policy	May 2005	Reading Borough Council
RIPA (Regulation of Investigatory Powers Act) guidance	n/a	Reading Borough Council
Data protection policies, including subject access request procedures	n/a	Reading Borough Council
Information sharing policies	Various	Reading Borough Council
Document retention schedules	2018	Reading Borough Council
Equality and diversity procedures	n/a	Reading Borough Council
Joiners & Leavers process	n/a	Reading Borough Council

Document title	Date	Published by
ICT Security Policy Statement	Apr 2019	Reading Borough Council
ICT Information Risk Management Document Marking Policy	Apr 2019	Reading Borough Council
ICT Standards Expected of Third Parties Policy	Apr 2019	Reading Borough Council
ICT Camera and Video Usage Policy	Apr 2019	Reading Borough Council
ICT Huddle Acceptable Use Policy	Apr 2019	Reading Borough Council
ICT Removable Electronic Media Policy	Apr 2019	Reading Borough Council
ICT GCSX (PSN) Personal Commitment Policy	Apr 2019	Reading Borough Council
ICT PCI DSS Personal Commitment Policy	Apr 2019	Reading Borough Council
ICT Controls for Storage & Carriage of Hardcopy Documentation (Guidelines)	Apr 2019	Reading Borough Council
ICT Email Monitoring Policy	Apr 2019	Reading Borough Council
ICT Internet Monitoring Policy	Apr 2019	Reading Borough Council
PCI DSS	Dec 2004	Payment Card Industry Security Standards Council
NFI Fraud Initiative	Aug 2014	Audit Commission

Glossary of terms

Term	Definition
BPSS	Baseline Personnel Security Check.
BYOD	Bring Your Own (Personal) Device.
CYOD	Choose Your Own (Council Supplied) Device.
EAS/Mailmeter	E-mail Archiving System.
GCF	Government Convergence Framework. The GSi Convergence Framework (GCF) supports the continuing provision of GCSX, GSE, GSI, GSX and XGSi networks and services and migration to the Public Services Network (PSN). The Government Secure Intranet (GSI) is a UK government secure wide area network. Its main purpose is to enable connected organisations to communicate electronically and securely at a range of protective marking levels.
GCSX (PSN Code of Connection)	Government Connect Secure Extranet - secure, private, Wide Area Network. PSN being the Public Service Network Code of Connection standard the Council must adhere to.
ICT	Information and Communications Technology.
IM&T Security Officer	Information Management and Telecommunications.
ISO27001/2013	Standard for Information Security Management Systems.
NETConsent	Software that allows for electronic acceptance of policies at logon.
NFI	National Fraud Initiative.
PC	Personal Computer.
PCI DSS	Payment Credit Card Industry Data Security Standard.
PSN	Public Services Network.
RBC	Reading Borough Council.
SIRO	Senior Information Risk Officer (Head of Legal).
VPN token	Virtual Private Network token.
GDPR	General Data Protection Regulation changes to Data Protection Act enforced from May 2018.
Caldicott Guardian	A safeguarding role introduced nationally to ensure Local Authorities Social Services apply sensible Information Governance and processes to protect and

	safeguard clients.
NCSC	The National Cyber Security Centre.
Cyber Security Essentials (Plus)	Standards for Cyber Security set by NCSC.
NCSC Cloud Security Principles	Security principles set by NCSC for secure Cloud delivery.
ISO 27002	An Information Security Standard published by the International Standardisation Organisation.
ISO20000 (ITIL)	An ICT delivery Standard (IT Infrastructure Library - ITIL) published by International Standardisation Organisation.
CSA	Cloud Security Alliance (CSA) is a not-for-profit organization with a mission to “promote the use of best practices for providing security assurance within Cloud computing and to provide education on the uses of Cloud Computing to help secure all other forms of computing.
CSA STAR	CSA STAR Certification is a unique new scheme developed to address specific issues relating to cloud security as an enhancement to ISO 27001.
CSA CCM 3	CSA Cloud Controls Matrix
GDPR	European General Data Protection Regulations – a major revision to the Data Protection Act which introduces new obligations and fine structures up to E20m and which came into effect May 2018. Led to revision of the UK Data Protection Act 2018.
Secure Email Blueprint	A new standard for secure Public Sector email delivery that will replace GCSX email by 31.03.2019. Using a combination of DMARC, DKIM, SPF, TLS standards to deliver email securely and stops external parties “spoofing” Council email. Sending email within the Public Sector will be secure by the use of TLS encryption.

Contents

- 1. Executive Summary 10
- 2. Purpose 11
- 3. Introduction..... 12
- 4. Policy Statement 12
- 5. Applicability & Monitoring..... 17
- 6. Goals Of This Policy 18
- 7. Responsibilities 18
- 8. Guidelines 19
- 9. Computer Security 20
- 10. Clear Desk 30
- 11. E-mail & Internet Use 30
- 12. Mobile Workers and Home Workers..... 35
- 13. Management of User Accounts - Leavers 37
- 14. The User’s Responsibilities 38
- 15. Managers / Group Leaders Responsibilities..... 40
- 16. Controls - Adherence to Policies 41
- 17. PCI-DSS Compliance (Applicable to staff handling Card Payments)..... 42
- 18. National Fraud Initiative Worker Compliance (Applicable to Staff using the NFI Service)..... 50
- 19. Use of Skype and other presence messenger services 52
- 20. Appendix 1 – Security Responsibilities 54
- 21. Appendix 2 - Use of E-mail and Calendar 59
- 22. Appendix 4 - Information Security Incidents 67

End of Document..... 68

1. Executive Summary

- 1 This policy sets out the Council's rules and procedures relating to information security and all employees & councillors responsibilities with regard to information security. Information security and governance is of great importance to the Council to protect vulnerable citizens, ensure compliance with legislation and demonstrate that the Council understands and applies proportionate guidance and process to recording, storing, processing, exchanging and deleting information. Should this not be achieved the Council's operations and customers can be put at risk (including the safety of individuals, loss of financial information, breach of commercial confidentiality and subsequent financial penalties from the regulator, the Information Commissioner [with fines of up to E10m for technical breaches and E20m now possible for bad information breaches following the GDPR revision of the Data Protection Act in May 2018](#)).
- 2 This policy provides detailed guidelines on all aspects of information security and associated ICT equipment use. It also provides guidance for all employees relevant to their role in the organisation (see Appendices). A summary of these guidelines should not be regarded as sufficient knowledge but the principles which run through these guidelines are simple and can be summarised as follows:
 - All staff and councillors should consider the sensitivity of the information they handle (with personal and sensitive information about vulnerable people being the most important) especially in context with compliance with the Data Protection Act GDPR [revision that introduced new categories of Sensitive Personal Data from May 2018 \(e.g. IP addresses, Biometric data etc\)](#);
 - All staff and councillors will protect that information in proportion to that sensitivity by applying this policy and ensuring that information, whatever it's format, should be secured by physical means (such as locking paperwork away) or by using approved electronic means (such as only using Council IT [encrypted laptop and smartphone equipment](#));
 - [All staff and councillors will be responsible for the protection of their login and passwords and will not share these](#);

- All staff and councillors will ensure changes to shared information are updated as soon as possible into the **primary record location or system** and not kept at home or personal storage not accessible to others;
 - All services will publish clear guidelines for the public to be clear and transparent as to what information will be collected from them and the channels used to collect this so as to protect members of the public from fraudulent social engineering and email spoofing attacks;
 - All staff and councillors will conduct their business operations in a sensible low risk manner aware of the continuing Cyber Security threat (be careful when opening emails and documents from external sources or visiting Internet sites);
 - Managers and Group Leaders must ensure this policy is applied within their areas of work and should also lead by example to all employees / councillors.
- 3 This policy is compulsory. Any breach of the policy may result in disciplinary action being taken under the Council’s Disciplinary Procedure for staff, and action progressed for councillors in accordance with the Member Code of Conduct as set out in the Constitution of the Council. If something sensitive is accessed by accident this should be reported to the appropriate Line Manager or Councillor Services as is appropriate at the earliest opportunity.
- 4 Any breaches of security (non-compliance with this Policy) must be reported in accordance with the Councils Security Incident process by logging a Security Incident Call with the ICT Service Desk (Ext 72861) - see Appendix 4. This is to safeguard the Council and limit potential damage from information loss and to ensure appropriate notification of all relevant persons/organisations. Any data breaches must be reported and handled in accordance with the Council’s Breach Management Policy.

2. Purpose

- 5 The purpose of this policy is to protect from all threats, whether internal or external, deliberate or accidental, the information assets of Reading Borough

Council and in doing so assist the Council in planning and delivering high quality, safe services to all customers and ensuring compliance with legislation.

3. Introduction

- 6 This policy sets out the Council's rules and procedures relating to information security and all staff's responsibilities with regard to information security. The implementation of strict guidelines is a matter of great importance.
- 7 **SUCH GUIDELINES MUST BE RECOGNISED BY STAFF AND COUNCILLORS AT ALL LEVELS (INCLUDING STAFF OF ARMS LENGTH COMPANIES WHOLLY OWNED BY THE COUNCIL) WHO MUST ENSURE THEY ARE APPLIED AT ALL TIMES. ANY BREACH OF THIS POLICY MAY RESULT IN DISCIPLINARY ACTION BEING TAKEN UNDER THE COUNCIL'S/ARMS LENGTH COMPANY'S DISCIPLINARY PROCEDURE OR MEMBER CODE OF CONDUCT (IN THE CASE OF COUNCILLORS), AND COULD FOR STAFF, IN THE CASE OF GROSS MISCONDUCT, RESULT IN DISMISSAL FROM EMPLOYMENT.**
- 8 They must also be supported by Staff Management and Group Leaders who must take responsibility for their implementation and continued adherence.
- 9 Any breaches of security (non-compliance with this Policy), however minor, must be reported to Northgate Service Desk (Ext 72861), line managers, the Council's Solicitor Head of Legal (Senior Information Risk Owner), and the ICT Manager in Corporate ICT Services, in accordance with the Council's Security Incident Management Policy and in the case of Data Incidents to the Council's Data Protection Manager using the Information Security Incident Reporting form (see Appendix 4) to record the incident at the earliest opportunity. Referrals may be also made to the Head of Internal Audit and the Head of Human Resources for further investigation.

4. Policy Statement

- 10 It is the policy of the Council to ensure that all information systems operated by the Council are secure systems, which must aspire to comply with the requirements of

the Data Protection Act & [GDPR Revision](#), the Computer Misuse Act and, at the level of principles, aspire to the International Standard for Information Security ISO27001/2013. It is also the aim of the Council that all their staff and councillors must be fully aware of the need to maintain secure systems and they must fully understand their responsibilities as outlined in this policy document. Refer to the separate ICT Security Policy Statement for the full Council Policy Statement detail.

- 11 All employees and councillors are responsible for ensuring that they understand and abide by these procedures and their contents. All persons are expected to behave and act professionally at all times, and are responsible for their actions including the actions of anyone logged in as them. Failure by any employee of the Council ([or any arms-length company of the Council](#)) to abide by the contents of this document will be viewed as a serious matter and may result in disciplinary action. Failure by any councillor of the Council to abide by the contents of this document could result in action being taken in accordance with the Member Code of Conduct. CICTS will hold the Security Officer role as defined within standard ISO27001/2013 (formerly BS7799) although responsibilities may be delegated. This role will operate in conjunction with the Council's Senior Information Risk Officer ([SIRO](#)). The implementation of this policy is important to maintain and demonstrate the integrity and security of the Council's dealings with our customers, partners and other members of the community.
- 12 The Council's ICT Systems are treated as business systems and are monitored accordingly for security compliance.

[Any concessions for personal use are only granted on the basis of reasonable behaviour and usage that does not interfere with working, noting the concession can be withdrawn at any time, and should not be taken as a guarantee such facilities will always be available and any activities are always undertaken at the individuals own risk. Any personal activity must never expose the Council to any Consequential Liability, Financial liability, Network risk, or reputation loss within the community. Namely, the Workplace must not be considered an extension of any home personal IT environment.](#)

It is the policy of the Council to ensure:

- The Councils ICT Infrastructure is protected from external threats and malware
- A risk based approach is taken to Information Management.
- Information is protected against unauthorised access.
- Confidentiality of information is maintained.
- Information is not disclosed to unauthorised persons through deliberate or negligent action.
- Integrity of information through protection from unauthorised modification.
- Availability of information to authorised users when needed.
- Regulatory and legislative requirements will be met (see goals, specific policies and conditions).
- Contingency plans will be produced and tested as far as is practicable to ensure business continuity is maintained.
- Information security training will be given to all staff and councillors.
- All breaches of information security and suspected weaknesses are reported, investigated and appropriate action is taken.
- Use of Cloud based systems comply with Data Protection requirements [\(including any post Brexit data hosting compliance requirements\)](#).
- Access to the Council's network from non-EU (higher risk) countries will only happen following appropriate risk assessment and sanctioning.
- Council staff are appropriately briefed on the threats posed by Cyber threats and the action to take e.g. Social Engineering, Phishing, bogus telephone callers, bogus visitors, bogus signature harvesting, Malware, Viruses, and Ransomware.
- Staff are aware of the need to show ID when in council's buildings and to challenge those not displaying appropriate ID or visitors passes, or inform security immediately.

- 13 It should be noted that the Council policy on information and information technology security is evolving alongside technology and further guidance will be added where and when necessary.
- 14 Where this policy touches upon these areas it is written as if these exist but there are footnotes which make this clear and link existing practice to the policy. This policy itself will evolve over time and will be part of the Council's Information Security Management System (ISMS) as defined within ISO27001/2013.
- 15 The Information Security policy, together with the following documents, comprise the key policy and process elements of the ISMS:
- ICT Security Policy Statement
 - Information Sharing Code of Practice(s)
 - Document Retention Schedule
 - Information Asset Ownership Register
 - ICT Information Risk Management Document Marking Policy
 - ICT Standards Expected of Third Parties
 - ICT Camera & Video Usage Policy
 - ICT Huddle Acceptable Use Policy
 - ICT Removable Electronic Media Usage policy
 - ICT GCSX (PSN) Personal Commitment Policy
 - ICT PCI DSS Personal Commitment Policy
 - ICT Security Golden Rules (for Staff and Councillors)
 - ICT Controls for Storage & Carriage of Hardcopy Documentation
 - [ICT Email Monitoring Policy](#)
 - [ICT Internet Monitoring Policy](#)
 - Incident Reporting
 - Data Protection Policy Application

- Freedom of Information Policy

The consequences of breaching the rules detailed here is reflected in the Disciplinary Policy for Staff and the Member Code of Conduct for Councillors.

5. Applicability & Monitoring

- 15 All employees, temporary staff, **visitors** and workers, and councillors who have involvement with information assets covered by the scope of this policy, will be responsible for implementing this policy and shall have the support of the Council who have approved this policy. Where services are provided to the Council by outside organisations then the contracting officer shall ensure that the provisions of this policy are known to, and accepted by that organisation as part of that contract.
- 16 Councillors now fall within the scope of this policy.
- The Council has provided ICT Systems for Council business use and therefore there are no automatic rights of personal use or individual privacy. However the Council does acknowledge that there are some occasions in a modern electronic age where an employee may require reasonable access to personal e-mail and restricted appropriate internet sites where this contributes to their productivity as part of a work life balance.
- 18 The Council is ultimately responsible for all business communications, but subject to that will, so far as possible and appropriate, respect your privacy and autonomy while working. However in return the Council expects employees to follow instructions for conducting business and personal use at the Council's discretion as directed within this document and employees **must not** see the Council's ICT working environment as an extension of their own private home environment.
- 19 The Council will monitor your business communications for reasons that includes:
- Providing evidence of business transactions
 - Ensuring the Council's business procedures, policies and contracts with staff are adhered to
 - Complying with any legal obligations
 - Monitoring standards of service, staff performance and for staff training
 - Preventing or detecting inappropriate unauthorised use of Council's ICT Infrastructure and systems

- Maintaining the effective operation of the Council's ICT systems.

6. Goals Of This Policy

- 20 To manage risks to an acceptable level through the design, implementation and maintenance of a formal Information Security Management System.
- 21 To comply with legislation, examples of which include;
- Data Protection Act 2018
 - Computer Misuse Act 1990
 - Freedom Of Information Act 2000
 - Environmental Information Regulations 2004
 - Human Rights Act 1998
 - Regulation Of Investigatory Powers Act 2000
- 22 To comply with statutory and non-statutory guidance as issued from time to time by Government (e.g. PSN Code of Compliance).

7. Responsibilities

- 23 The Council accepts and endorses this policy (in accordance with the Councils ICT Security Policy Statement).
- 24 The Corporate Management Team will approve detailed policies and procedures for Information Security and agree implementation arrangements.
- 25 CICTS and the Councils Senior Risk Information Officer (SRIO) will be responsible for the creation and review of this policy and underpinning Information Security Management System. The Council's Caldicott Guardian will ensure compliance with Information Governance from a Social Services perspective.
- 17 The Information Security Manager (or person whose role encompasses this function) facilitates the implementation of this policy through the appropriate standards,

committees and procedures supported by the Council's SIRO and Data Protection Manager functions.

- 27 All employees, temporary staff, visitors and any workers acting on behalf of the Council, Councillors and anyone with access to RBC equipment or data, must follow all and any procedures in place, which are designed to maintain the Information Security Policy.
- 28 All such personnel have a responsibility for reporting security incidents and any identified security weaknesses (including loss of equipment) to the Northgate Service Desk 0118 9372861.
- 29 The Council will update employees on Information Security matters by briefings, workshops and other means as necessary.
- 30 Any deliberate act to jeopardise the security of information that is the property of the Council or their clients may be subject to disciplinary and/or legal action, as appropriate.

8. Guidelines

8.1 General

- 31 Security is not just a matter of restricting unauthorised access to data; it is also a question of ensuring that the confidentiality, integrity and availability of the data is kept. This applies to IT systems as well as data held on paper files. Information will be treated as an asset and managed as such.

8.2 Network Security

- 32 Under no circumstances is any non-Reading Borough Council owned equipment to be connected or installed to the Council data network (computer network), communications facilities or any Council owned computer without the written consent of the ICT Manager. The Council does provide some publicly available wireless networks these networks do not require the use of RBC equipment to allow connection and are secure and physically separate from the Council's business network.

At all times PSN Services will be protected by appropriate Boundary / Gateway controls between Non-PSN and PSN Services so as to fully protect the PSN Network to the standards required by the PSN code of connection.

- 33 Remote access to the Council's network is granted from within the E.U. If remote access is required from other countries this must be preceded by a risk assessment and specific permission of the ICT Manager. Under no circumstances must remote direct network access be attempted from high risk countries such as China or Russia.

8.3 Physical Security

- 34 Access to data held on the Council's information systems can be minimised by restricting physical access to the Council's buildings. Where information is kept in offices, access to buildings must be restricted. Such restrictions include making sure security doors are closed properly and that entry codes are kept secure and changed regularly. Doors and windows must be secured at lunch times and overnight and at all times when the office is left unattended.
- 35 All Council staff must wear ID at all times on council premises. Visitors to Council buildings must be accompanied at all times and signed in and out of the premises on arrival and departure, displaying appropriate Visitor passes. Incidents or concerns regarding physical security should be reported to the facilities management team or manager based on that site.

9. Computer Security

9.1 Equipment

- 36 All members of staff and councillors are responsible for any equipment issued to them as part of their job. They must report any loss to their Manager and the Northgate Service desk (0118 9372861) as a matter of urgency. Unless there are exceptional circumstances, the Service is liable for the cost of equipment replacement.

9.2 Data Storage

- 37 All members of staff and councillors are responsible for data entered onto Council computers. The very nature of many types of Council information makes protection of that information of prime importance. All staff have legal responsibilities under the Data Protection Act and the Computer Misuse Act to ensure that unauthorised access to data is not allowed and also that data is accurate and kept up to date. Such restrictions apply not only to people outside the Council but also apply to those in the Council whose work does not necessitate access to the data. All staff and councillors must abide by the rules of the Data Protection Act and the Computer Misuse Act. Specific attention is drawn to caution handling personal or
- 38 **INFORMATION STORAGE ON C:\ (LOCAL HARD) DRIVE OF DESKTOP COMPUTERS OR LAPTOPS IS ONLY PERMISSABLE WHEN PROTECTED BY FULL DISK ENCRYPTION.**
- 39 This is because the C:\ is not backed up and does not have the physical security access protection of servers if the PC/Laptop is stolen or lost. Also, if the PC/laptop is to be repaired or replaced, the unit is swapped and the data will be lost. All information related to Council business is to be stored on the personal network drive (the H:\ drive) or on Council shared drives (usually the S:\ drive on the network). This is a secure storage area which is regularly backed up and is therefore resilient to failure. The only exceptional use of the C:\ drive is to temporarily store files during a working session. If this is the case the files should be deleted at the end of that work session.
- 40 The following types of file should only be stored if they relate to explicit business needs and in any event should be stored sparingly as some file types are often very large and consume a high proportion of the shared drives. Please note, this is not an exhaustive list of file types that are considered potentially unsuitable for storage - it is the initial list which will be reviewed as necessary.

File Type Description

.AVI	Movie Files
.MPG	Movie Files
.MPEG	Movie Files
.MP3	Sound Files
.MP4	Sound Files

.M4A	iTunes Files
.MOV	Movie Files
.EXE	Executable files ¹
.SCR	Screen Savers

9.2 File Storage and Naming Conventions

- 41 All documents and files must be given clear and descriptive titles that will help others to understand what is contained within them. All documents should have a date and version number clearly included. This information will help manage and dispose of information responsibly.
- 42 Individuals working on projects must also ensure that they adhere to any document standards specified by the project's configuration librarian.
- 43 Information which is no longer required (in line with the directorate's document retention schedule) should be promptly disposed of by deletion or destruction. Unless an audit record of versions is explicitly required previous versions of documents should be destroyed when the new version is created.

9.3 Screen Locking

- 44 **Computers must not be left unattended when logged on (CTRL ALT DEL - Select Screen Lock).** Whenever staff or councillors move away from a workstation they should ensure that they have logged off or locked the workstation. As an extra precaution computers will be automatically screen locked after ten minutes. When leaving a place of work staff should ensure they have logged off and closed down the workstation correctly.
- 45 Further guidelines apply to mobile and home workers in respect of portable equipment - see section 11.

9.4 Memory Sticks & Removable Media

- 46 Staff and Councillors will comply with the Personal Commitment Statement Policy for the use of removable electronic media at all times. The only memory sticks which are currently allowed to be used on Council computers are those which are

¹ No member of staff should be installing software on PCs

supplied as fully encrypted by the Council's ICT Partner via the ICT Service Desk or by the Corporate ICT Service.

- 47 Memory sticks are tagged as assets and must be treated as such.
- 48 Any loss must be treated as a security incident.
- 49 **NO COUNCIL DATA IS TO BE TRANSFERRED TO A HOME PC / LAPTOP FOR WORKING AT HOME.**
- 50 If you need to work on Council information at home or at a remote location, the Council secure VPN system is only to be used from a Council-issued computer, unless in exceptional or temporary circumstances with the prior consent of a Head of Service. [Council laptop devices connecting across Open Public Wifi Access, or Public Wifi where the SID and Password Key are on open display must be protected by additional security \(e.g. TLS, IPSEC VPN\) to protect the traffic.](#)

9.5 Mobile Telephones, Smart Phones & Tablets, & Faxes

- 51 The rules of data storage and care of device security apply equally to mobile telephones, Blackberry devices, Smart phones & Tablets, which should not have business related stored data held on them unless fully protected by Mobile Data Management Tool (MDM) and should be kept secure at all times. Wherever possible devices must be protected with a password to a minimum standard as detailed in this document. In the event of loss this should be reported to the Northgate ServiceDesk (0118 9372861) and Corporate ICT Services (0118 9373911).
- 52 The Council does not operate a Bring Your Own Device Scheme (i.e. use of personal devices). Staff and Councillors should not attempt to use private equipment on the council's main network or Hermes secure wireless network. Choose your own device (CYOD) from a selection of Council secure and supported devices is allowed and are protected by Mobile Device Management Systems.
- 53 Council issued mobile phones, PDAs and other mobile technology must be authorised by managers in accordance with business need and arranged within the corporate contracts. Employees should always be issued with the standard kit offered within the contract unless there is a justified business need for an upgrade.

- 54 All staff and councillors must be aware of heightened risks associated with mobile technology, in particular information security risks, risk of theft and possible risk to personal safety. Consider these risks when using mobile technology in Council Offices, outside in public places, and use appropriate caution and safeguards to minimise those risks.
- 55 Staff and Councillors issued with mobile phones, [Smartphones](#), [Tablets](#) or other Personal Digital equipment are responsible for its safekeeping and security
- 56 Security lock and pin protection must be used where available to protect the device and any stored data. This should not be disclosed to anyone else, and you should not leave the device unattended especially in public areas.
- 57 Staff and Councillors should record the security IMEI number of their mobile device to allow the mobile network operator to bar the service in the event of loss.
- 58 Asset details of Council purchase mobile devices must be recorded with personnel to allow tracking and recovery upon employees leaving the Council.
- 59 Contracts must only be taken out with the Council's approved mobile phone operator. Permission must be sought from the Head of ICT for use of any other mobile operator.
- 60 Always check with CICTs for any returned mobile devices awaiting reallocation before entering into a new mobile device contract.
- 61 Broken/faulty mobile devices under warranty should be returned to point of purchase for warranty replacement.
- 62 Damaged or out of warranty mobile devices must be disposed of in consultation with CICTS for recycling or appropriate electrical item disposal in accordance with the Council's "Green" policies.
- 63 When taking work-related photos or video using Council mobile devices, care must be taken not to include members of the Public/Staff/Children without prior permission. Consideration must be given to:

- Obtaining permission of subject/s and recording this
- Minimising time images remain on unsecure devices and memory cards and thereafter ensuring secure storage and restricting access on a role based need basis
- Ensuring separate secure storage of memory cards and electrical devices minimising any threat of theft
- Set local policies for transport of cameras or video devices to minimise theft of the device in the field
- Avoiding further sharing of information without the specific permission of the data subject. Use book in/ book out to record location, who, when and why information shared and ensure ultimate retrieval. Ensure all third parties are aware of the Council's security requirements in handling such data
- If information has to be moved use encrypted electronic media to do so
- Logging and recording detail of all such information for disclosure if required under Data Protection Subject Access Requests and performing searches as and when required to do so
- Managing the ultimate destruction of all such material under defined retention policies which must have been set

64 Council-issued Mobile phones, Tablets, [Smartphones](#) and PDA's are provided for work-related purposes. If they are used for private purposes the Council must be reimbursed for personal call charges including VAT (as this is payable on personal calls). Only corporately approved mobile apps should be downloaded to Mobile phones and Tablets.

65 Staff and Councillors should not respond to unsolicited commercial text / voice-mail messages as this could introduce viruses onto your Council mobile phone.

- 66 Staff and Councillors must not send inappropriate content from a Council mobile device, or download chargeable ringtones, wall paper, or screen savers to the device.
- 67 Personal mobile devices should also not be inappropriately used in the workplace. All effort must be made to avoid wasting in-hours working time, disrupting colleagues in their work, and have due regard to maintaining work performance at all times. Phones should be set to discrete settings or turned to silent/vibrate mode wherever possible. Similarly texting personal messages should not disrupt an employee's work performance or distract others.
- 68 Phones, blackberries and other personal mobile devices should be turned to silent or vibrate when taken to meetings. All care must be exercised so as not to distract the purpose of the meeting. If in exceptional circumstances this cannot be avoided then the Chair of the Meeting should be warned of possible interruption to allow appropriate planning as in the main your full attention is reasonably expected by attending the meeting.
- 69 Employees must not use a hand-held phone whilst driving; this is illegal under current UK law and is dangerous. Employees must park their car and switch off the engine before using a hand-held. To avoid damage, injury and distraction hand-held mobile phones must also be secured properly when used in a car.
- 70 Personal mobile devices must not be connected to the Council network or other Council equipment with the exception of Council laptops or netbooks where the personal mobile just provides internet connectivity.
- 71 No inappropriate photographs, images or jokes received on a Council mobile device should ever be forwarded on. Material of this nature received, gathered or sent genuinely and necessarily in the course of work duties is exempted.
- 72 Mobile phones and other mobile devices must not be used to harass any persons.
- 73 Business data/confidential information can only be stored on a mobile device where further security measures protect the data - e.g. encryption and remote wiping.

- 74 Email with confidential personal information must not be sent from mobile devices unless the device has appropriate security measures (e.g. encryption). Special care should be taken in the operation of Faxes, (as there is no control over documents printed out at the other end) and their usage should be avoided if practically possible. [Council mobile devices connecting across Open Public Wifi Access, or Public Wifi where the SID and Password Key are on open display must be protected by additional security \(e.g. TLS, IPSEC VPN\) to protect the traffic.](#)

9.6 Passwords

- 75 Most systems within the Council require a log in name and password for access. All staff are given access rights and privileges to the various systems in accordance with the area in which they are working and the type of data they are required to use. All staff will have a log-in for one or more of the network servers in addition to any other systems they use. Councillors will not be given access to Council Application Systems.
- 76 In all cases any passwords given to you personally are for your use only. Keep Passwords safe and you are responsible for your actions and anyone logged in as you. Passwords should not be written down in an insecure location or given to others to use under **any** circumstances. This includes your manager or Group Leader. If your manager or Group Leader needs access to your computer, for example if you are off sick, they must contact the ICT Service Desk to request managerial access to your computer. [You should also register a “Safeword” to assist with Password reset if your manager is not available to authorise \(contact the ServiceDesk Ext 72861 for advice\).](#)
- 77 Passwords must be a minimum of 9 characters² and should be a combination of upper and lower case characters with a minimum of one number. Ideally it should also contain random characters such as #@?!\$& etc. Passwords must include at least three different character types, or they will not be accepted.
- 78 Do not use family or pet names and if at all possible try not to use proper words. This makes the accidental discovery of a password more difficult. [Avoid the use of personal passwords used in your private home environment.](#)

² This is the minimum standard required under GCSX CoCo requirements for connection Government secure extranet.

79 Your password must be changed if you feel it has been compromised. You should not choose a password that you have previously used.

80 If you suspect someone else may have detected your password, or you suspect someone else is using it you must change your password immediately and report this as a security incident.

9.7 Backups

81 The Council's ICT Partner team will ensure that all RBC controlled servers and the files contained thereon are backed up on a daily basis. It is the responsibility of individual users to back up any systems which do not deposit their data centrally: they should seek advice from the Corporate ICT Service if this applies. All backups must be kept up to date and must be checked on a regular basis to ensure that it is possible to recover the data on them.

9.8 Network Shared Drives

82 It is the policy of the Council to keep all of its data in a secure manner and to only allow authorised access to files to those who require the data as part of their normal duties. The Corporate ICT Service will grant access to individual data areas as requested in writing by the "owners" of that area. Additionally, managers and supervisors will have access to their staff's individual working areas if required. Group Leaders may request similar access for councillors working areas if required within their own political groups.

83 It is expected that users will make all files of general interest available (normally read only) on a suitable location on the server(s), or on the intranet. Each user is assigned their individual storage area, known as your Home or H:/ drive. Only you have access to the files in this area unless you specifically ask the ICT Service Desk to grant access to others.

9.9 Viruses

84 It is the responsibility of all staff to protect the Council's computer systems from viruses. All files received on disc from outside the Council (including those used at home on home PCs) and any received via electronic mail must be checked for

viruses before being used on Council equipment. Please contact the ICT Service Desk for assistance (ext 72861).

- 85 If you receive any e-mails that you are unsure of or you do not recognise the sender then do not open them. If you are unsure seek information from the ICT Service Desk.
- 86 If a virus is suspected, the ICT Service Desk should be informed immediately. The workstation should not be used until given permission from the ICT Service Desk and a sign stating this should be placed on the workstation to warn other users. Any disks, CD ROMS, and USB memory sticks that have been used on the suspected infected workstation should be gathered together and not used.
- 87 The intentional introduction/sending or downloading of files or attachments which contain viruses, or which are meant to compromise the Council's systems, is a serious breach of this Policy and may result in disciplinary action which could result in dismissal and prosecution under the Computer Misuse Act.

9.10 Network Accounts

- 88 The Council's ICT Partner Service Desk is responsible for the creation and setup of New User Accounts (network logins) and also for e-mail accounts. Individual departments and system owners are often responsible for allocating access rights to staff wishing to access their line of business applications and systems. Councillor Services will act on behalf of Councillors in respect to councillor accounts.
- 89 Any access to internal systems via dial-in connections is prohibited. All requests for external 3rd Party network connections will be processed by the Council's ICT Partner and will be strictly governed by relevant standards and approval process.

9.11 Printing

- 90 Printing should be in black and white unless there is a clear business need to print in colour. Defaults on printers to print black and white should not be changed.
- 91 For Security reasons, printing is not allowed from home other than by approved exception. Users are always responsible for secure management of their printed output to control appropriate circulation and secure disposal.

- 92 Users are responsible for checking all printed letters are checked and sent to the correct locations (i.e. envelope addressing matches letter contents).
- 93 Staff should consider the use of the Central Print room for larger volume prints to safeguard the expected life of office printers and so as not to disrupt other office users trying to print.

10. Clear Desk

- 94 The safest approach to information security is the use of a “clear desk” approach. This is strongly recommended for all users. All manual files and paper records should be locked away before leaving the office. Where this is not possible or where offices employ “open” shelving for the storage of files and documents, offices must be locked when left unattended.
- 95 Confidential waste shall be disposed of securely. Confidential waste shall be shredded or placed in the appropriate containers for secure disposal.
- 96 All confidential information shall be held securely in locked containers, lockers, drawers and filing cabinets to prevent unauthorised access

11. E-mail & Internet Use

- 97 The Internet is a useful tool that enables individuals to access a range of information and services in support of their business roles. This policy sets out the expectations for all Council users.

11.1 Scope

- 98 This policy applies to all individuals who are provided with access to the Internet whether from an office or from an RBC-provided home or mobile broadband connection and from any device. Access is made available to: RBC employees, temporary workers, and inward secondees, councillors and also those consultants and contractors who are primarily based on RBC premises.

11.2 Provision

- 99 The Internet is provided primarily for business use. Reasonable personal use (quota time is usually set at one hour per day) will be permitted provided that it does not interfere with the individual's delivery of their duties or breach any requirements of this policy.

11.3 Downloading of Information Resources

- 100 Individuals may download information including PDFs and Microsoft Office files from the Internet. To reduce the likelihood of a virus infection, individuals must take care to ensure that the files are from a trustworthy source.
- 101 Graphical, audio and video files may be downloaded and stored on RBC's network for business use only. Individuals with personal needs for accessing such files must use their own personal equipment and Internet connections to do so.
- 102 Individuals requiring any new software, including any plug-ins, must make a formal request to the ICT Service Desk (Ext 72861). Software must not be downloaded and/or installed onto Council ICT equipment unless it has been approved by the Corporate ICT Service and can be validated that it is licensed for current use.
- 103 Individuals are reminded that copyright laws apply to the Internet and care must be taken should there be a need to re-use any information (including images) in any Council work. If there is any doubt, individuals must liaise with RBC's Legal Services department.

11.4 Uploading Data / Information to the Internet

- 104 Any user or councillor who carries out this function must be sure that the information being uploaded is suitable to upload, and not confidential or personal. Do not post anything on the Internet that could be seen to represent the Council unless you are authorised to do so. If information is confidential or person-specific, advice must be sought from the ICT Service Desk to ensure security controls are in place. Care must be taken when using cloud based services to ensure data is European Economic Area hosted and in accordance with Data Protection Act requirements.

11.5 Prohibited Activities

105 Individuals are explicitly prohibited from using RBC's Internet connection to undertake the following activities:

- Accessing gambling sites (excluding the National Lottery)
- Share dealing
- Auctions and sales of goods except where authorised
- Accessing firearms sites
- Conducting private/freelance business
- Looking at pornographic or offensive images/material
- Accessing sites that promote hatred on the basis of race, religion, sex, sexuality, or other factor that is protected by law is otherwise prohibited under RBC's diversity and equality procedures
- Accessing militant or extremist resources
- Using it to attempt to gain unauthorised access to private networks (i.e. hacking)
- Any activity which is contrary to the Council's Code of Conduct or brings the Council into disrepute
- Any other unlawful or illegal activity

11.6 Internet Filtering and Blocking

106 So that the Internet is used efficiently, safely and primarily in connection with Council business the Council uses Internet filtering software. This software monitors Internet use and bars or limits access to various categories of websites. An individual attempting to access some sites will see a standard web page that explains that access has been blocked or restricted (blocked until an option from a menu is selected). For virtually all sites there is an option to either confirm it is being used for business purposes or to use browsing quota time to continue to access the site. Quota time is usually set at one hour per day but this may vary or change in the future. Individuals who encounter a commonly used business site which is blocked and have genuine business reasons for accessing that site frequently may contact the ICT Service Desk (Ext 72861) and request the site is on an approved list of websites.

11.7 Internet Chat Facilities and Social Networking

107 Individuals may access and use approved chat rooms, discussion group's bulletin boards and social networking sites, but must not post comments that identify or indicate such views to be those of the Council unless authorised to do so by the Head of Communications. Social Media is now a common channel customers expect to communicate over. When using Social Media for Business Purposes you are asked at all times to give proper consideration to the fact that you are making statements on behalf of the Council, that you should have the appropriate knowledge, authority and clearance to make such statements, and have considered your options for statement retraction should this ever prove to be necessary. Please ensure any accounts entered into are properly recorded within your service area and are therefore transferable to other staff in the event that you leave the authority. If you want to use the Council concession that allows for reasonable access to Social Media for occasional private means, you do so knowing the Council's systems are monitored and reported on as business systems and if you are unhappy to accept this then you should make your own separate arrangements for such access (e.g. personal private smartphone). Any personal social media access should not incur any reputational or financial liability for the Council.

11.8 Monitoring and Misuse

108 RBC's web filtering and monitoring software both limits what individuals may access and logs those sites that individuals access or attempt to access. If a line manager or Group Leader is concerned that an individual is misusing their access to the Internet they should contact the ICT Manager or HR Business Partner and make a request for the individual's usage to be investigated. There are further specific separate transparency policies dealing with the monitoring and role based access relating to staff and councillor email and internet use so staff and councillors can be clear on what is held, for how long, who can access this information. Please refer to these policy documents for further detailed clarification.

11.9 E-mail

- 109 All individuals granted an e-mail account must adhere to the policy contained in Appendix 2 of this document in the use of e-mail and calendar functions. The use of private web based email is a concession for work/life balance and the council does not guarantee availability of this service, retains the right to remove in the event of abuse, and the council must not ever be put at risk from its operation. In particular circulation of inappropriate content (e.g. pornographic material, racist material, malicious, discriminatory, racist, rude or otherwise offensive, copyright non-work related MP3 and DVD files for which the Council will be held liable).
- 110 Key technical staff controlling the PSN technical architecture should undergo a Baseline Personnel Security standard check (CRB/DBS is accepted too). All PSN users will adhere to a code of conduct as per the ICT (PSN) Personal Commitment Policy (refer to separate Policy document). All Service Managers will ensure delete user requests are submitted to remove accounts promptly after staff leave.
- 111 Any Personal Identifiable Data sent via e-mail must be sent in an encrypted format which meets the Council standards. All staff have access to Global Certs secure email to facilitate compliance with this requirement.
- 112 Following adoption of the Secure Email Blueprint standard (DMARC/DKIM/SPF/TLS) both @reading.gov.uk and @brighterfuturesforchildren.org email domains transmit and receive e-mail securely to email domains within the Public Sector.
- 113 Email sent outside the Public Sector should not be considered secure. Staff should take care to ensure email addresses are selected/typed correctly to avoid miscommunication.
- 114 Any email with sensitive data or attachments please use Global Certs Secure Email when sending externally outside of the Public Sector to protect the contents.
- 115 Sensitive email should be appropriately document marked (e.g. OFFICIAL, OFFICIAL-SENSITIVE), when sending internally or to other Public Sector Organisations who recognise the Government Document Marking Standard. It is option to use

document marking outside of the Public Sector as the recipient is not likely to understanding the scheme unless explained.

- 116 Employees, workers and councillors understand that the RBC e-mail account must only be used for work-related purposes and not for personal use. The RBC e-mail account stores e-mails, which can be retrieved and viewed by other officers of the Council, including where appropriate approval has been given for disciplinary investigations. [Please be careful clicking on links or attachments received in emails from external sources.](#)
- 117 Auto-forwarding of Council emails, i.e. without intervention, to personal accounts is not permitted. Auto-forwarding of Council e-mails to known business partners will be controlled by the Head of ICT, and is on an exception-basis only.

12. Mobile Workers and Home Workers

- 118 Any portable device, such as a laptop, Blackberry, Smart Phone or Tablet must be kept in a secure location when not in use. When using equipment on the move, or outside of office hours, reasonable care should be taken to secure it. Equipment should only be left unattended when necessary and if necessary additional steps should be taken such as locking the laptop in a secure, non visible place. Laptops should not be taken into pubs or other busy social areas or where it may be difficult for the user to keep hold of the equipment at all times, and care should be taken to avoid being overlooked whilst using Council equipment in any public area.
- 119 Any portable computing equipment must not be left unattended during the normal working day unless it is on Council premises where there is good physical security at entrances to the building. Even in these circumstances, users of portable equipment must give consideration to whether an additional security such as a locking device secured to the desk is necessary. Outside of normal office hours and when the building is closed, all portable computing equipment left on office premises should be secured by a device lock or kept in a locked cupboard or similar storage.

- 120 Portable computer equipment containing personal files shall only be removed from the Council's premises where absolutely necessary. If personal data is used off site then, wherever possible, the equipment shall be returned to the Council's premises immediately after use. Where it is absolutely necessary for sensitive personal data to be processed and stored away from Council premises individuals should inform and record this step with their line manager / Group Leader.
- 121 Where manual files are processed outside of the Council's property they should be kept with the individual completing this work wherever possible. When left unattended they should be in a locked container and out of view. Any computer equipment or manual files that are travelling with an employee should be locked in the boot of the car or kept with the individual at all times when travelling by public transport. Under no circumstances should any computer equipment or manual files be left unattended on a train or bus or left in a vehicle overnight.
- 122 Broken or obsolete equipment must be securely disposed of in accordance with Data Protection Act and WEEE requirements. Please contact the Councils Managed Service Partner or CICTS.

12.1 Virtual Private Network (VPN) Tokens

- 123 Any member of staff or councillor who has been authorised to use a VPN token/VPN software Token will be allowed, by default, to connect their Council-owned computer to the Council network remotely. This is comparably as secure as connecting directly to the network in a Council office using the local area network.
- 124 To ensure protection of this connection mechanism and value for money, users who do not use their tokens will be challenged to ensure they are still required. All token users have signed for their token and agreed to specific terms of use for their VPN connection.
- 125 Services must not just exchange VPN Tokens between staff. All changes must be properly registered with the Councils Managed Services Partner. Please Contact CICTS for further information if required.

12.2 Incident Reporting

- 126 Any breaches of security (defined as non-compliance with this policy), however minor, must be reported to the individual's line manager or Group Leader, the Council's Monitoring Officer and the ICT Manager, using the Council's reporting form and process to record the incident at the earliest opportunity. A security incident may also be lodged by calling the Council's Managed Services ServiceDesk on Ext 72861 or 0118 9372861 if ringing externally. Staff and Councillors should note the Council has obligations for onwards reporting of security incidents as part of the Public Services Network (PSN) Code of Compliance standard.
- 127 Loss of any piece of ICT equipment (computer, laptop, blackberry, mobile phone, Smart phone, Tablet, USB storage device, VPN token etc), is classed as a security incident and should be reported as outlined above.

13. Management of User Accounts - Leavers

- 128 Line managers are responsible for ensuring that a Leaver Form is completed and handed to the ICT Service Desk on the day of leaving for all staff who leave the organisation to ensure that their IT account is closed immediately after their departure. Prior to the account being closed, line managers are to ensure that the users work related information, e-mails and data is transferred, if required, to the respective working directory for future access on the system or is deleted. This will ensure that the appropriate security is maintained on leavers' information and data. Councillor Services will perform this function on behalf of councillors in consultation with Group Leaders.
- 129 All Council owned ICT equipment must be handed back with the leaver's form or fully notified to the ICT Service Desk in the case of items which are too large to easily be handed in. All ICT equipment within its reasonable life will be utilised by the organisation. If the equipment is not to be re-used, it should be returned to Northgate for secure disposal.
- 130 Failure to comply with the requirements of this policy in relation to ICT equipment is regarded as a serious breach of this policy as it means that ICT equipment can go missing unnoticed, is incorrectly assigned to an individual and can mean parts of

the Council have a lot of ICT equipment when others have little or that new items are purchased unnecessarily.

14. The User's Responsibilities

- 131 Each individual must ensure that as far as is possible no unauthorised person has access to any data held by the Council. Each person must ensure that any physical security measures are properly used. [If you think a security breach has occurred please report this immediately to your Manager and the Northgate Service Desk.](#)
- 132 Individuals must not deliberately or negligently corrupt, damage or destroy data, software or hardware belonging to the Council. This includes the spreading of viruses or other similar computer programmes. [Staff & Councillors will ensure they reload their computers on a regular basis to ensure patches applied are activated to protect their device.](#)
- 133 Individuals will be given access passwords to certain computer systems. These must not be disclosed to other members of staff or councillors. They should not be written down and they should be changed regularly.
- 134 Staff shall not purchase, load or download software packages onto their PCs (this includes customised toolbars, screensavers, wall paper or other desktop customisation (unless an exception has been agreed with CICTS)). This must only be carried out by ICT staff. On no account must games software be loaded on staff desktops.
- 135 Staff are permitted to store a small number of personal documents or files on their personal network drives (which do not impact onto the Council operations or back-up capability). Any staff found to be storing large numbers of personal files, especially large files such as photographs or videos may be asked to remove them or in some circumstances be the subject of disciplinary action.
- 136 Any files received on any media, brought or sent into the Council or files received by electronic mail must be virus checked before being loaded onto a Council PC. This includes any media which have been used on machines at home or otherwise

not on the Council's Premises. For assistance with this, please contact the ICT Service Desk.

- 137 Never leave your computer unattended when it is logged on. Whenever you move away from your workstation ensure you log off or lock your workstation (locking can be achieved by simultaneously pressing the Control, Alt and Delete keys once and selecting "Lock Computer"). If you are not able to lock your workstation you must ensure that a screensaver is set to a time of not more than ten minutes and is password protected. When travelling lock equipment in the boot of your car.
- 138 If you cease to be employed by the Council, you must return all paper and computer files, including those on portable media such as CD ROMs, plus all software and hardware to your manager.
- 139 All staff and councillors are responsible for printed material printed by or given to them. Sensitive documents should be controlled appropriately and securely shredded when finished with (confidential waste).
- 140 A security checklist covering these responsibilities is given in the Leavers Form. All staff will be provided with a copy as a reminder of their responsibilities and a confirmation of compliance.

15. Managers / Group Leaders Responsibilities

- 141 All managers & Group Leaders must give their full backing to all the guidelines and procedures as set out and agreed in this document.
- 142 Certain managers, where they have responsibility for individual systems, must maintain records of users of that system and control their access to it by the granting of access privileges, passwords etc. They must:
- check the user has authorisation to use the service (including that the user has a valid CRB check where this is relevant).
 - check the level of access is the minimum level appropriate for the business purpose and is consistent with this security policy.
 - maintain a formal record of all registered users.
 - immediately remove access rights of users who have left their department or the Council.
 - periodically check for and remove redundant users' accounts from the system.
 - ensure redundant user accounts are not re-issued to new users.
 - ensure Information Asset Owners are appointed for all significant information assets
 - ensure appropriate Risk Assessments and Privacy Impact Assessments are undertaken with regard to process changes for Information Assets.
- 143 The granting of user access to the Council network can only be carried out by the ICT Service Desk. For some line of business systems, the manager is responsible for granting access. In these cases, the manager must ensure they fulfil the above, and keep a record of access granted.
- 144 Line managers must make the ICT Service Desk aware of all new staff (requiring access to any ICT equipment) so that log-in rights and access privileges can be set as appropriate. This is part of the Council's joiner's process.

- 145 Where staff or councillors do not have sufficient knowledge to be able to use systems efficiently and securely their managers must ensure that appropriate training is arranged before allowing them access to the Council's computer systems. Advice to managers in making this assessment can be obtained from the ICT Service Desk.
- 146 Managers must also take responsibility to ensure:
- all staff receive a briefing on this policy as part of their induction programme within two weeks of joining the Council.
 - all staff are aware of the strict confidentiality of the information to which they will have access.
 - staff use the information in an appropriate manner at all times.
 - All staff understand their information governance roles and responsibilities.
 - Information Asset Owners have been appointed to safeguard information assets and Privacy Impact Assessments and Risk assessments undertaken so as to ensure compliant and appropriate processes are maintained on-going.
- 147 A more detailed explanation of these responsibilities is given in Appendix 1. All staff must be provided with a copy as a reminder of their responsibilities.

16. Controls - Adherence to Policies

- 148 It is up to all managers of staff, information asset owners and Group Leaders of councillors in the Council to ensure that individuals adhere to these procedures. The ICT staff will be responsible for monitoring systems under their control for signs of:
- Illegal or unauthorised software having been loaded.
 - Password misuse.
 - Unauthorised access to systems.
 - Inappropriate data usage and leakage.
 - Bad security practices.
 - Inappropriate personal private email quota usage.

- Inappropriate mobile phone/tablet/laptop usage for private use.

- 149 Spot checks will also be made to ensure that where data is not held and backed up centrally, adequate backups are being made.
- 150 The Council's internal audit staff will regularly review the Council's performance in implementing this policy.

17. PCI-DSS Compliance (Applicable to staff handling Card Payments)

- 151 Credit card data stored, processed or transmitted by Reading Borough Council must be protected and security controls must conform to the Payment Card Industry Data Security Standard (PCI DSS). Staff involved must also conform to the responsibilities as set out in the separate ICT PCI DSS Personal Commitment Policy.
- 152 Sensitive credit card data is defined as the Primary Account Number (PAN), Card Validation Code (CVC, CVV2, CVC2), and any form of magnetic stripe data from the card (Track 1, Track 2).
- 153 It is the responsibility of the Council to publish and disseminate PCI DSS policy and instructions to all relevant users (including staff, vendors, contractors and business partners), and to ensure this section is reviewed and updated against changing PCI DSS regulation updates as issued from time to time, or when there have been significant risk changes to the operational business environment to ensure continued compliance with PCI DSS regulations.
- 154 **Protect Sensitive Data:**
- Sensitive and/or confidential data (e.g., Cardholder Data) must be protected when stored and when it is in transit over public (or untrusted) networks. Strong industry standard encryption methodologies must be used to protect data stored on hard drives, removable media, backups, etc. The following policies ensure proper encryption of stored data and data in transit over open, public networks.
- 155 **Protection Methods:**

Protection methods such as encryption, truncation, masking, and hashing are critical components of sensitive data protection. If an intruder circumvents other network security controls and gains access to encrypted data, without the proper cryptographic keys, the data is unreadable and unusable. Credit card data has many sensitive components, including the Primary Account Number (PAN), magnetic stripe authentication data (Track1, Track2), Card Verification Code (CVC), and the Personal Identification Number (PIN), etc. The following policies address the treatment of sensitive credit card data. See the document published by the Payment Card Industry Security Standards Council entitled “PCI-DSS Requirements and Security Assessment Procedures v1.2” p. 4 for definitions of cardholder data types.

156 Storage of Sensitive Credit Card Authentication Data:

- Never store sensitive cardholder data such as the authentication data (Track, CVC, PIN) after an authorization event has taken place (even if encrypted). (PCI-DSS Requirement 3.2)
- Never store the full contents of any track from the magnetic stripe (located on the back of a card, contained in a chip, or elsewhere) in any database, log file, debug file, etc. after any type of card authorization event. (PCI-DSS Requirement 3.2.1)
- Never store the credit Card Validation Code (CVC) data (3 or 4 digit number located on the back or front of the customer's plastic card) in any database, log file, debug file, etc. after any type of card authorization event. (PCI-DSS Requirement 3.2.2)
- Never store the cardholders Personal Identification Number (PIN) data (includes actual PIN number or Encrypted PIN block obtained during a debit card transaction from the PIN Entry Device) in any database, log file, debug file, etc. after any type of card authorization event. (PCI-DSS Requirement 3.2.3)

157 Mask Credit Card Numbers in Displays Wherever Possible:

- Credit card PAN data will be masked or truncated when displaying card numbers on any media (exceptions may be made for those users who have a valid business need to see full PAN data). (PCI-DSS Requirement 3.3)

158 Encrypt Transmissions of Sensitive Data Over Public Networks:

- Sensitive information must be encrypted during transmission over networks that are easily accessed by malicious individuals. Improperly configured wireless networks and vulnerabilities in legacy encryption and authentication protocols can be continued targets of malicious individuals who exploit these vulnerabilities to gain privileged access to sensitive data environments.

159 Transmission of Card Data via End User Messaging Technologies:

- Prohibit the transmission of unencrypted cardholder data via end-user messaging technologies (e.g., Smartphones recording, e-mail, instant messaging, etc.). (PCI-DSS Requirement 4.2)

160 Implement Strong Access Control Measures:

Access to system components and software within the sensitive data environment (cardholder data network) must be controlled and restricted to those with a business need for that access. This is achieved through the use of active access control systems, strong controls on user and password management, and restricting physical access to critical or sensitive components and software to individuals with a “need to know”.

161 Limit Access to Data on a “Need to Know” Basis:

Systems and processes must be in place to limit access to critical data and systems based on an individuals need to know and according to job responsibilities.

“Need to know” is when access rights are granted to the least amount of data and privileges needed to perform a job.

162 Restrict Access to Systems in Cardholder Data Environment:

- Access to cardholder data and systems handling cardholder data must be restricted by a business “need to know”. (PCI-DSS Requirement 7.1)
- Automated role based access control systems must be in place on all systems in the cardholder data network. User ID’s must limit users rights to only those necessary for their job classification and function. (PCI-DSS Requirement 7.1.2)

163 Restrict Access to Sensitive Data and System Components:

Any physical access to data or systems that house sensitive data (cardholder data) provides the opportunity for individuals to access devices or data and to remove systems or hardcopies, and should be appropriately restricted. [The use of personal Smartphone devices that could record or photograph cardholder data should be controlled where payments are taken.](#)

164 Securing Hard Copy Materials:

- Services will have local procedures required for protecting paper and hard copy materials (which includes paper receipts, mail, reports, and faxes) containing cardholder data within all facility locations. (PCI-DSS Requirement 9.6)

165 Secure Media Containing Sensitive Data:

- Services will have local specific procedures required for controlling the internal or external distribution of any kind of media containing cardholder data. Maintain strict control over the storage and accessibility of both hardcopy and electronic media that contains cardholder data. (PCI-DSS Requirement 9.7, 9.9)
- All forms of media containing cardholder data is required to be classified as sensitive and must be labeled so as to be identified as confidential data. (PCI-DSS Requirement 9.7.1). Mark as OFFICIAL-SENSITIVE.
- All media containing sensitive cardholder data sent outside the facility must be transferred by secured courier or other delivery method that can be accurately tracked. Log all transfers of media containing cardholder data. Logs must show management approval, and tracking information. Retain media transfer logs. (PCI-DSS Requirement 9.7.2). Mark as OFFICIAL-SENSITIVE.
- Management approval is required prior to moving any and all media containing cardholder information out of a secured area (especially when media is distributed to individuals). (PCI-DSS Requirement 9.8)
- Periodic inventory of stored media containing cardholder data must be performed and documentation must be retained showing these inventories were performed. (PCI-DSS Requirement 9.9)

166 Media Destruction Policies:

- Media containing cardholder data must destroyed when it is no longer needed for business or legal reasons. (PCI-DSS Requirement 9.10)
- Services will have documented specific procedures that will be used to destroy any hard copy materials containing cardholder data beyond reconstruction. Technologies such as shredding, incineration, pulping, etc must be used to destroy media. (PCI-DSS Requirement 9.10.1). No materials containing cardholder data will enter the public domain in an uncontrolled way.

167 Security Policy Dissemination With Regard to PCI DSS:

A strong security policy sets the security tone for the Council and informs employees and vendors what is expected of them. All employees and vendors should be aware of the sensitivity of PCI DSS data and their responsibilities for protecting it.

Note: “employees” refers to full-time and part-time employees, temporary employees and personnel, and contractors and consultants who are “resident” on the company’s site.

- Services will ensure circulation of this policy advice to all relevant parties and will ensure such parties understand their obligations for PCI-DSS.

168 Publish, Distribute, and Update the PCI DSS Policy & Security Policies:

- The Council requires that the most recent version of the information security policy be published and disseminated to all relevant system users (including vendors, contractors, and business partners). (PCI-DSS Requirement 12.1)
- The Council’s information security policy will be reviewed at least annually to keep it up to date with changes in the industry and with any changes in the cardholder network environment. (PCI-DSS Requirement 12.1.3)

169 Employee Facing Technologies:

- Services will ensure for all critical employee-facing technologies (e.g., remote-access technologies, wireless technologies, removable electronic media, laptops, personal data/digital assistants (PDAs), e-mail usage and Internet usage) that all PCI-DSS users have received appropriate guidance and instruction

so as to remain compliant with PCI-DSS Regulations. (PCI-DSS Requirement 12.3).

- No PCI-DSS data must be transmitted in unsecure ways, or without proper informed management knowledge and approval.
- Usage of employee facing technologies (see above) requires explicit approval by authorized parties. i.e. SIRO/CICTS Management(PCI-DSS Requirement 12.3.1)
- A list of all devices and personnel with access to these technologies must be kept by Services and Accountancy. (PCI-DSS Requirement 12.3.3)
- Explicitly define all acceptable use of employee facing technologies. (PCI-DSS Requirement 12.3.5)

170 Assign Information Security Responsibilities & Train Employees:

- Services will ensure the information security responsibilities of both employees and contractors relating to PCI-DSS will be adequately disseminated to all parties and relevant staff trained (PCI-DSS Requirement 12.4)

Establish, document, and distribute security policies	IT Technology & Services Manager / SIRO
Monitor, analyze, and distribute security alerts and information	IT Technology & Services Manager / SIRO
Establish, document, and distribute security incident response and escalation policies	IT Technology & Services Manager / SIRO
Administration of user accounts on systems in the cardholder data network	Service Managers Policed by Internal Audit
Monitor and control all access to cardholder data	Service Managers

171 Responsibilities of information security for PCIDSS are formally assigned to a specific individual(s), position, or team. (PCI-DSS Requirement 12.5)

- This obligation for the Council will be shared by the SIRO/Accountancy/CICTS.
- 172 Responsibility of distributing the updated information security policies and procedures must be formally assigned to a specific individual(s), position, or team. (PCI-DSS Requirement 12.5.1)
- This obligation for the Council will be undertaken by CICTS.
- 173 Responsibility to monitor, analyze, and distribute security alerts and information. (PCI-DSS Requirement 12.5.2)
- This obligation for the Council will be undertaken by CICTS and Accountancy.
- 174 Generate detailed documentation security incident response and escalation procedures and formally assign the responsibility of creating and distributing these procedures to a specific individual(s), position, or team. (PCI-DSS Requirement 12.5.3)
- This obligation for the Council will be undertaken by CICTS and Legal.
- 175 Responsibility to administer users in the cardholder data network. Includes all additions, deletions and modifications to user access. (PCI-DSS Requirement 12.5.4)
- This obligation for the Council will be undertaken by Services & Accountancy.
- 176 Responsibility to monitor and control all access to sensitive cardholder data. (PCI-DSS Requirement 12.5.5)
- This obligation for the Council will be undertaken by Services & Accountancy.
- 177 A formal security awareness program must exist and participation is required for all employees working within the cardholder data environment. (PCI-DSS Requirement 12.6.1)
- This obligation for the Council will be undertaken by CICTS & Accountancy.
- 178 **Policies for Sharing Data with Service Providers:**
- If cardholder data is shared with service providers (for example, back-up tape storage facilities, managed service providers such as Web hosting companies or security service providers, or those that receive data for fraud modeling purposes), the following policies and procedures must be followed:

- Services must maintain a documented list of any service provider that is given cardholder data, provided direct access to the cardholder network, or can affect the security of the cardholder network. (PCI-DSS Requirement 12.8.1)-*
- Any written agreement with a service provider that is given cardholder data, provided direct access to the cardholder network, or can affect the security of the cardholder network, must include an acknowledgement of the service providers responsibility for securing all cardholder data they receive from the Council. (PCI-DSS Requirement 12.8.2)
- Prior to engaging with a service provider that is given cardholder data, provided direct access to the cardholder network, or can affect the security of the cardholder network, Services will conduct due diligence and follow an established process to ensure that the security of cardholder data within the service providers network has been addressed. (PCI-DSS Requirement 12.8.3)
- Services will have an ongoing program to monitor the PCI DSS compliance status of any service provider that is given cardholder data, provided direct access to the cardholder network, or can affect the security of the cardholder network. (PCI-DSS Requirement 12.8.4)

18. National Fraud Initiative Worker Compliance (Applicable to Staff using the NFI Service).

179 User Accounts and Clearance:

All staff using the NFI Service will undergo appropriate pre-employment screening checks to ensure that the threat to the system or the information is mitigated as far as possible. This includes any subcontractors, 3rd parties or temporary staff that will be using the system on behalf of the organisation.

180 It is recommended that the following standard (or equivalent) is adhered to: HMG Baseline Personnel Security Standard (BPSS) which covers:

An identity check;
Nationality and immigration status check (including an entitlement to undertake the work in question);
Employment history check (past 3 years including a reasonable account of any significant period of time spent abroad); and
Criminal record check (unspent convictions only).
(A BPSS check can be arranged via HR.)

181 The Audit Commission will be notified, via nfiqueries@audit-commission.gsi.gov.uk, if there are any deviations from the recommended standard.

182 Only authorised staff will access the NFI system.

183 Audit and Fraud Investigation Managers will ensure that when an NFI user leaves the Organisation, their NFI account is removed immediately.

184 Restrictions to information sharing: Information sharing is to be strictly limited to authorised individuals who need to know it for the purposes of their necessary business duties. Staff must not share their account with or disclose their password to anyone.

185 Staff must not deliberately misuse the NFI system or attempt to use any facilities for which they do not have any authorisation.

186 Staff must abide by the Code of Data Matching Practice and supporting documentation including the current NFI Guidelines and any associated guidance notes.

187 All staff users will note the Audit Commission reserves the right to monitor and log all traffic on the NFI system and infrastructure.

188 System Security Policy:

Incident Management and Reporting.

All incidents that have a direct impact or may have an indirect impact on the NFI system must be reported to the Audit Commission NFI team immediately on nfiqueries@audit-commission.gsi.gov.uk.

Examples of incidents include (but are not limited to):

- Unauthorised access to the NFI system;
- Virus outbreaks that may impact the NFI system or data;
- Inadvertent release of information to an unauthorised entity;
- Corruption of data or unexpected access to data, or;
- Deliberate or accidental sharing of NFI account's or passwords.

189 End Point System Security:

The Council's Fraud Investigation Team and Internal Audit are responsible for the security of all information viewed or extracted from the NFI system and is responsible for ensuring appropriate security controls are implemented to protect that information. The Audit Commission is only responsible for the security of the information when it resides on the NFI system and is not responsible for the security of any end-point systems that view, extract or upload the information on the portal.

190 The Audit Commission will maintain the accreditation of the NFI system so that it provides appropriate security measures to handle information up to a level of Impact Level 3 aggregating to Impact Level 5 covering information with a protective marking of OFFICIAL. OFFICIAL-SENSITIVE where the caveat is used to cover sensitive personal information can also be processed by the system.

191 The Organisation shall ensure that procedures and system security controls are in place relating to information disclosed for data matching that reflect the provisions in the Code, the Data Protection Act 1998 and any applicable HMG Standards. These procedures and controls should:

- Make accidental compromise of, damage to or loss of the information unlikely during storage, handling, use, processing, transmission or transport;
- Deter deliberate compromise or opportunist attack;
- Dispose of or destroy information in a manner to make reconstruction unlikely; and
- Make access to the NFI system and its data by unauthorised personnel unlikely.

192 Staff must only transfer data to the Audit Commission data systems by secure data transfer through the online portal or, if approved by the Audit Commission, the PSN network.

193 The Organisation will ensure that NFI data exported from the NFI environment is stored on an appropriately secured system.

194 Information loaded into NFI:

Internal Audit and the Fraud Investigation Team will ensure that:
all data loaded into the NFI is as accurate as possible and where possible that it has been scanned for malware prior to upload;

Data is password protected in line with the NFI policy;
Data does not exceed an impact level of 3 for confidentiality (in line with HMG IA Standard No.1&2: Business Impact Level tables) or protective marking of OFFICIAL (including OFFICIAL-SENSITIVE); and
The Audit Commission are informed immediately if the impact level for any of the Organisation's information rises above this level.

195 Threat Levels:

If the threat levels posed to the Organisation's information increase or if the Organisation is informed of a particular threat to their information within the NFI system, the Audit Commission must be informed immediately, via nfiqueries@audit-commission.gsi.gov.uk.

19. Use of Skype and other presence messenger services

196 Currently Skype is only allowed on a bookable laptop requested via the Northgate ServiceDesk (Ext 72861). This laptop has to connect over the Council's GUEST Wifi network. **This will be relaxed for Skype for Business/Teams upon the roll-out of Microsoft Office 365 and will then be allowable across the corporate network.**

197 All Staff and Councillors are expected to behave in a responsible and professional manner whenever using Skype and other presence messenger services. This includes the sharing of any inappropriate material (video content, jokes, images, non-work related documents, non-work related documents or any content you do not have permission or work related need to be sharing, emoticons etc).

198 As these services consume bandwidth on the Network these services should be restricted to work related purposes only.

199 You should register your RBC Email for the business account reference for Skype.

200 Please ensure appropriate consideration is given to your location and the Potential disruption when used in open plan offices. We would recommend purchasing separate headsets for this reason when using these types of services to avoid office disruption.

201 Please give consideration to who and what can be seen in the operation of the camera for the session. Where possible limit this to a neutral environment not involving others or any sensitive information displayed on wall boards etc.

- 202 If operating in a public place please be careful from a Security perspective of what people can oversee and hear being discussed. Confidential discussions should only take place in a private setting.
- 203 Please ensure any Skype or Messenger services are operated in accordance with PCI DSS and Data Protection requirements. This specifically means you should not give control of the screen to any third party when operating PCI DSS processes, or allow control that may access Sensitive protected data.
- 204 As with all electronic contact channels you should be aware of potential Social Engineering and Phishing attacks so challenge yourself you know a contact source is genuine and who they say they are before revealing information.
- 205 As video does consume network bandwidth it may be necessary in areas of poor network coverage to run as voice only.
- 206 As this service is only allowed on a business use basis, please be aware the Council reserves the right to inspect any associated log files as part of any investigation.

20. Appendix 1 – Security Responsibilities

Computer User's Security Responsibilities

207 If you use a Council computer system then you have the following responsibilities.

208 Under no circumstances is any non-Council-owned equipment to be connected or installed to the Council IT computer network (with the exception of the public wireless facility) or any Council-owned computer, or for any software to be installed without the consent of the ICT Service Desk.

1. You will have a log on account which is unique to you and which you must not let anyone else use. [You will reload your computer on a regular basis to activate software security patches.](#)
2. You will maintain a password as set out below which you will not allow anyone else to use (access to other people's data through your own account may be arranged through the ICT Service Desk in exceptional circumstances)
 - In all cases any passwords given to you personally are for your use only. Passwords should not be written down in an insecure location or given to others under any circumstances.
 - Passwords should be a minimum of 9 characters and should be a combination of seven characters and one number as a minimum, ideally 8 characters comprising of upper and lower case, numbers and random characters such as #@?!\$& etc.
 - Do not use family or pet names and if at all possible try not to use proper words.
 - [Your passwords must be changed if you ever suspect it has been compromised.](#)
 - [Please do not reuse passwords you use at home.](#)
3. You must report any suspected tampering with your log-on accounts to your head of department and the ICT Service Desk.
4. You must not load any private programmes or games onto any Council owned ICT equipment.

5. You must not load any other software (other than data) without the express permission of the ICT Service Desk.
 6. No unauthorised private work/projects are to be carried out on the Council's devices.
 7. All data disks and all files from any source (including e-mail) must be virus checked prior to being used. Please contact the ICT Service Desk for assistance with virus checking.
 8. All data to which you have access during the course of your work is to be treated in strict confidence and its accuracy must be maintained.
 9. You must not access information unless your job specifically requires it.
 10. You must abide by the terms of the Data Protection Act [2018 \(GDPR\)](#) and the Computer Misuse Act 1990.
 11. Do not store personal data or other confidential data on portable ICT equipment which is taken out of the office and/or will be left insecurely unattended.
 13. Any Personal Identifiable Data (PID) sent via e-mail must be sent in an encrypted format which meets the Council standards. Standard, non-encrypted e-mail must not be used. If you need to request a secure e-mail account, please contact the Corporate ICT Service.
 14. No Council files are to be transferred to any home PC for working at home. The Council secure VPN system is to be used for this purpose.
 15. Use must ensure any equipment or data losses are treated as security incidents and reported to the Northgate Service Desk (ext 72861). [Under GDPR the Council has 72 hours to report to all affected stakeholders any data breach and what action has been taken to recover the position.](#)
 16. [You will be careful not to take unnecessary risks when click on links or opening attachments in emails sent from external sources. If in doubt on the authenticity of an email check with your Manager or the Northgate Servicedesk.](#)
- 209 Failure to carry out these responsibilities will be treated as a serious matter and may result in disciplinary action.**

Line Manager's Security Responsibilities

- 210 As a line manager responsible for other staff you have the following responsibilities in addition to those you have as a user.
- 211 **Under no circumstances is any non-Council owned equipment to be connected or installed to the Council computer network or any Council owned computer, or any software to be installed without the consent of the ICT Service Desk.**
- 212 You are not permitted to give any local exemptions to this policy. All exemptions must be issued and agreed by CICTS. Specifically:
- 1 You must maintain a record of the access rights your staff have to line of business applications where these are granted by someone other than the ICT Service Desk. As a minimum, this should include: user's name, access rights granted, data granted, date rescinded.
 - 2 You must notify the ICT Service Desk or the manager responsible for particular computer systems of any changes of staff (i.e. joiners and leavers) and what levels of access you require your staff to have to the various systems.
 - 3 You must notify the ICT Service Desk of any starters and leavers where these staff have access to any ICT equipment.
 - 4 You must ensure that all your staff are aware of their responsibilities and that they carry them out. Any breaches must be treated as serious and be reported to the ICT Service Desk or in the case of serious breach to the Monitoring Officer or ICT Manager.
 - 5 You must only provide staff with the minimum access required to carry out their duties.
 - 6 You must ensure that all your staff are aware of their responsibilities and have the appropriate training before they are allowed access to the Council's computer systems.
 - 7 You must set an example to all your staff in your conduct and attitude towards computer use and security.
 - 8 You are to ensure that staff who work on Council information at home do so in accordance with this policy.

- 9 You must ensure that mailboxes for staff who are away from the office due to unplanned sickness are monitored as required for their role.
 - 10 You must ensure all equipment and data losses are reported as security incidents to the Northgate ServiceDesk (Ext 72861).
 11. You must ensure [Privacy Impact Assessments \(GDPR\)](#) are undertaken when your service process changes, along with the publication of [Fair Processing Notices](#) where applicable for your service.
- 213 Failure to carry out these responsibilities will be treated as a serious matter and may result in disciplinary action or action under the Member Code of Conduct for councillors.**

Chief Executive, Directors and Assistant Director Security Responsibilities

214 As a Director or Senior manager in addition to your responsibilities as a computer user and a line manager user you must also:

1. Ensure that your line managers are implementing this security policy.
2. Set an example to all your staff in your conduct and attitude towards computer use and information security.
3. Properly investigate and implement remedial measures where appropriate for any reported Security Incident reported regarding your service.
4. Ensure appropriate Risk Management reviews and Privacy Impact Assessments are undertaken following any significant changes to your services.
5. Ensure the following key roles are in place and adequately trained to discharge their duties:

Senior Information Risk Officer (SIRO)

Data Protection Manager

ICT Security Manager

Caldicott Guardian

Information Asset Owners

6. Ensure Information Governance responsibilities are set out in Job Descriptions so all staff know their responsibilities and roles.
7. Ensure sound Information Governance Processes are embedded soundly into the Council and Information Assets are appropriately protected.
8. Ensure appropriate Information Governance and Security Induction training and guidance is in place for Councillors and staff.

215 Failure to carry out these responsibilities will be treated as a serious matter and may result in disciplinary action.

21. Appendix 2 - Use of E-mail and Calendar

216 Outlook is a useful tool that enables individuals to organise themselves and communicate with others. This policy sets out the expectations for all RBC computer equipment users who are provided with access to Outlook. Outlook is provided as a business tool and should not be used for non-work related matters. Individuals with a need to send personal mail during working hours must do so using personal webmail accounts (such as Hotmail or Google-mail). All users must be aware of the emerging threats from Social Engineering, Phishing, Malware, Ransomware and Viruses and be especially vigilant in not opening any suspicious unsolicited emails, or clicking on internet links in unsolicited emails.

20.1 Mailbox Size and Housekeeping

217 The standard individual mailbox size provided is 100mb. There will also be unlimited archive space when e-mail archiving is introduced³. In addition to individual mailboxes, shared mailboxes can be provided where there is a specific business need. Please contact the ICT Service Desk for assistance. Each mailbox will have a designated owner who will be responsible for housekeeping (archiving or deletion) all types of Outlook items. Once the mailbox limit is reached, users of that mailbox will not be able to send or receive any further mail and therefore housekeeping must be planned well in advance of reaching the space limit.

20.2 Distribution Lists

218 Mail distribution lists are provided to enable business communications to be made to groups of individuals, and each list must have a designated owner. Lists should only be used for related business purposes, and any queries related to their use or composition should be directed to the list owner in the first instance. All Staff and Councillors should take particular care in the selection of distribution lists and ensure associated content is suitable for onwards transmission to the full list of recipients in the distribution list especially where these are external contacts. Secure email must be deployed if sensitive information is sent externally via the

³ A Corporate archiving system will shortly be introduced for all staff.

use of a distribution list. For risk management reasons, distribution lists that reference external contacts should be avoided wherever possible in the General Address List to avoid the risk of accidental selection and onwards email transmission to unintended recipients.

20.3 Mailbox Management

219 Individuals are expected to treat their mailbox like an electronic in-tray, ensuring that it is regularly checked and that messages requiring further action are dealt with promptly - including sending holding responses where appropriate.

220 Individuals should only archive and retain messages that need to be kept and these should be selected in line with business needs and any corporate retention schedules that may exist. All other e-mail that does not constitute a necessary record of business should be deleted once it is no longer required.

20.4 Sending E-mail

221 E-mail is set up by default to conform with RBC branding and house style, and a corporate disclaimer is applied to all outgoing messages. Individuals must use the default settings and not make changes to the disclaimer. All e-mails must have the subject line completed and should be checked for accuracy of spelling, punctuation and grammar. Bold text should only be used sparingly, and for emphasis, and underlining should only be used for links. The use of upper case text should be avoided as this may be interpreted by recipients as shouting.

222 To avoid information overload, individuals should consider carefully who needs to be included in any e-mail and whether face-to-face or telephone contact could be an alternative method. When sending confidential or sensitive e-mail Individuals should be mindful of any delegate permissions that recipients may have set up.

223 Individuals must not alter the text of any received messages, including when forwarding them to others. Similarly, individuals should not assume that a forwarded message matches what was originally authored.

224 Individuals must not use others people's mail accounts nor attempt to impersonate someone else or appear anonymous when sending e-mail.

225 For full guidelines on considerations when communicating by e-mail, please see the Communications Handbook (chapter 7, section 3).

20.5 Agreements by E-mail

226 Individuals should take care not to enter into any agreements via e-mail that could constitute a contract unintentionally, and if in doubt must seek the advice of RBC's legal and procurement advisors.

227 Where the text of an e-mail or any attachments are deemed to need specific marking to indicate that they are confidential or commercial (protectively marked), this should be clearly flagged at the top of the e-mail.

20.6 Misuse of E-mail

228 Individuals must not send or forward any abusive, threatening, defamatory or obscene messages. Likewise individuals should avoid sending messages in the heat of the moment, taking time to reflect on drafts and how they may be interpreted before sending them.

229 RBC has spam filtering software in place to help reduce the volume of unsolicited e-mail. However, such software is not infallible and individuals should therefore take care with any suspected malicious or nuisance e-mails (e.g. chain e-mail, hoax and spam e-mails) they receive, ideally deleting them. Individuals must also never open attachments to an e-mail of unknown origin as they may contain viruses and other malware.

20.7 Mail and Absence

230 The "out of office" notice must be used whenever an individual is away from their normal office base, and messages should clearly indicate a date of return and contact details for those who can deal with issues whilst the individual is away. Full guidelines can be found in the Customer Care Handbook (chapter 7, section 4).

Individuals with a Blackberry should note that they can turn on or switch off out of office using their Blackberry.

- 231 In the event of an unforeseen absence where there is a need for the "out of office" function to be turned on, the line manager should provide the ICT Service Desk with the required text.
- 232 To protect individual privacy, access to other individuals' mailboxes is not normally provided. Where there is a business need for emergency temporary access, this can be provided with the individual's explicit written consent. In the absence of consent, the manager should contact the ICT Service Desk for advice. The ICT Service Desk will not be able to arrange access without sight of the written advice from the Council's data protection adviser.

20.8 Calendar

- 233 In order to help with setting up meetings and locating colleagues, calendars will be set by default to be viewable by all RBC Outlook users. Consequently, it is important that individuals use the "private" option for all confidential appointments. If you are unsure how to do this, please contact the ICT Service Desk. It is acknowledged Councillors may wish to operate an off-network electronic diary to facilitate single source diary management (which includes ward work) and is allowable under this policy.
- 234 Individuals are required to keep their calendars up to date, and must indicate their whereabouts when away from their normal office base.

20.9 Attachments

- 235 Attachments should not be included in any internal mails or meeting invites wherever it is possible to use a link to a document instead. Care should always be taken to ensure any sensitive attachments are appropriately protected by Secure Email when sending to external email addresses.

20.9 Signatures

- 236 All staff must adhere to the Corporate Style for email Signatures to aid communications within the Council and externally with Partners.

Format should include the follow Information:

Name

Job Title

Team/Service/Directorate

Address

Landline telephone number / extension

Mobile Telephone Number / mobex

RBC Email addresses

RBC Logos

Document Marking advisory

Example:

John Smith

ICT Project Manager

CICTS | Corporate Support Services

Reading Borough Council

CICTS Floor 1

Civic Offices

Bridge Street

Reading

RG1 2LU

0118 937 2869 (72869)

0796 613 3869 (83869)

Email: John.Smith@reading.gov.uk

[Website](#) | [Facebook](#) | [Twitter](#) | [YouTube](#)



Please Note that Public Sector Protective Document Marking is in operation. All sensitive emails and documents originating from Local Authorities should be marked OFFICIAL or OFFICIAL-SENSITIVE. Documents & emails unmarked are to be treated with usual professional courtesy. Those marked OFFICIAL are to be circulated with consideration. Those marked OFFICIAL-SENSITIVE should usually be circulated only to those the author has included in the send field. Secure email will also be used as an additional control measure where applicable for OFFICIAL and OFFICIAL-SENSITIVE external emails.

Appendix 3 - References

21.1 Related Policies and Documentation

- Information Sharing Code of Practice
- Document Retention Schedule
- Information Asset Ownership
- Document Marking Policy
- ICT Security Policy Statement
- ICT Information Risk Management Document Marking Policy
- ICT Standards Expected of Third Parties Policy
- [ICT Email Monitoring Policy](#)
- [ICT Internet Monitoring Policy](#)
- ICT Camera and Video Usage Policy
- [ICT Huddle Acceptable Use Policy](#)
- ICT GlassCubes Acceptable Use Policy
- ICT Removable Electronic Media Usage Policy
- ICT PSN Personal Commitment Policy
- ICT PCI DSS Personal Commitment Policy
- ICT Security Golden Rules
- ICT Controls for Storage & Carriage of Hardcopy Documentation
- Data Protection Policy application
- Freedom Of Information Policy
- Incident Reporting
- Disciplinary procedure and rules
- Whistleblowing Policy
- Grievance and Disputes procedure
- Records Management Policy
- The Code of Conduct
- RIPA (Regulation of Investigatory Powers Act) guidance
- Data protection policies, including subject access request procedures
- Information sharing policies
- Customer Care Handbook

- Equality and diversity procedures
- Joiners & Leavers process
- [RBC Breach Management Procedure](#)

21.2 Legal References

- Computer Misuse Act 1990
- [Data Protection Act 2018 \(GDPR Revision\)](#)
- Freedom of Information Act 2000
- Environmental Information Regulations 2004
- Human Rights Act 1998
- Regulation Of Investigatory Powers Act 2000

This list is not exhaustive and may be subject to additions or deletions to be approved by the Council from time to time.

21.3 Regulations - Guidance

CoP 45	Code of Practice On The Discharge Of Public Authorities Functions Under Part 1 Of The Freedom Of Information Act 2000
CoP 46	Code of Practice On The Management Of Records Issued Under Section 46 Of The Freedom Of Information Act 2000
ISO27001/2013	International Standard for Information Security Management

These lists are not exhaustive and may be subject to additions or deletions to be approved by the Council from time to time.

22. Appendix 4 - Information Security Incidents

Information Security Incidents should be reported in accordance with the Council's Security Incident Policy which classifies the type of security incident and ensures appropriate notification of relevant parties including CICTS, Legal SIRO, [Data Protection Manager](#) and external organisations set out in the PSN Code of Connection (GCSX).

Security Incidents should be reported to the Northgate Service Desk (Ext 72861) by telephone call or Web Form (IRIS) at the earliest opportunity.

Additional detail relating to loss of data must be recorded using form below and attached to call or sent separately to council's SIRO (Legal Section).

READING BOROUGH COUNCIL

INFORMATION SECURITY

REPORT OF LOSS OF DATA
<p>Data lost: <i>Describe the data that has been lost - including its level of security.</i></p>
<p>What happened? <i>Describe how the data was lost - give specific details of how/when you realised the data was lost, and what actions you took to recover or cancel it.</i></p>
<p>Who lost the data: <i>Name and post of officer holding the data.</i></p>
<p>When was it lost? <i>Date and time of loss. GDPR requires all parties to be informed within 72 hrs including time lapse over w-e's.</i></p>
<p>Where was it lost? <i>Give precise location.</i></p>
<p>Which individuals are affected by the personal data breach? <i>Include the approximate number of individuals concerned.</i></p>
<p>How are the individuals likely to be affected by the breach? <i>An assessment of the risks to the individual from the nature of the data lost.</i></p>
<p>Who received it? <i>Give information about any steps taken so far to retrieve the data from them</i></p>
<p>Security of Data <i>Describe how the data was stored</i></p>

<p><i>Was the data encrypted?</i></p>
<p>Action taken <i>What have you done since the incident to manage and communicate the situation?</i></p>
<p>Has the lost data been recovered/destroyed? <i>Give details of any steps taken to confirm that the lost data has been recovered or destroyed by any third parties who received it</i></p>
<p>Data Protection Training: <i>Has the individual who lost the data attended the mandatory Data Protection Training whilst at RBC, if so when did they attend</i></p>
<p>Information Asset Owner: <i>Who is the business owner responsible for the data (normally HOS unless formally delegated).</i></p>
<p>Management Action Taken: <i>What Management Action has been taken to manage the incident?</i></p>
<p>Notification to Others:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Data Protection Mgr Date <input type="checkbox"/> Head of Service Date <input type="checkbox"/> Monitoring Officer Date <input type="checkbox"/> Internal Audit Date <input type="checkbox"/> Head of IT Date
<p>Signed:</p> <p>Date:</p>

End of Document



Reading
Borough Council

Working better with you

ICT Security Golden Rules

Reading Borough Council

Author: Corporate ICT Service
Reading Borough Council
Version 1.9 dated Nov 2019

ICT SECURITY GOLDEN RULES (GUIDELINES)

1. You are responsible for all actions logged against your own Login/password. Please do not share your passwords and remember to lock your PC when away from your desk. Be professional in your actions at all times.
HINT! - The Windows key plus the L key locks your PC quickly.
(Ref: *ICT Use & Information Security Policy*).
2. Always use strong passwords at least 9 characters in length with a complex format. Do not mix business and personal use passwords and always change your password a.s.a.p if you think it has been compromised.
HINT! - check the strength of your password at:
<https://howsecureismypassword.net/>
HINT! - Ctrl Alt Delete will allow you to change your Windows password.
(Ref: *ICT Security Policy Statement, ICT Use & Information Security Policy*).
3. If you have forgotten your password please call the Northgate Service Desk (0118 9372861 or ext 72861) for PC's and Laptops, or CICTS (0118 9373911 or ext 73911) for smartphones/tablets.
HINT! - With a smartphone or tablet please call before you get to the last try and it will stop your device being wiped.
(Ref: *ICT Use & Information Security Policy*).
4. Be careful to select the correct email address from the Global Address List when sending emails.
HINT! - External/third party email addresses have a Globe symbol against them in the Global Address List.
5. Avoid clicking on links or opening documents contained in external emails unless you are sure the email is genuine and you know the sender.
HINT! - a red warning banner shows at the top of all external incoming emails.
6. Use document marking for emails and personal/sensitive documents. If a document is marked as OFFICIAL-SENSITIVE and is being sent externally please ensure that it is shared securely.
HINT! - If in doubt, use Global Certs secure email triggered by [Secure] at the start of the subject line of your email.
(Ref: *ICT Use & Information Security Policy & Information Risk Management Document Marking Policy*).

7. Please ensure you fully shutdown your PC or Laptop at the end of the day.
HINT! - Ctrl + Alt + Del and then selecting shutdown (bottom right) does this quickly.
(Ref: *ICT Use & Information Security Policy*).

8. Be aware that callers/letters/Invoices may not always be genuine and could be rogue Phishing or Social Engineering exercises to obtain personal information, commit fraud or illegally gain access to the Council's systems. Never be frightened to challenge the identity of a caller or question the validity of a document especially at peak work times.
(Ref: *ICT Use & Information Security Policy*)

9. In the event of potential malware activation immediately power down your laptop/PC by pressing the power button and pull any network lead out. Then please contact the Northgate ServiceDesk (Ext 72861) to alert them.
HINT! - Pressing the power button ensures Wifi/network disconnection.
(Ref: *ICT Use & Information Security Policy*).

10. You are obliged to report any significant ICT security incidents to the IT Service Desk (Ext 72861) as soon as you become aware of something. Under the new Data Protection 2018 GDPR regulations incidents must be reported to the Information Commissioners Office within 72 hours.
HINT! - Have the Northgate ServiceDesk Number (0118 9372861) in your mobile phone in case need to report a security incident when away from your desk.
(Ref: *ICT Use & Information Security Policy, RBC Breach Management Procedure*).

Please note these ICT Security Golden Rules are not a replacement for the Council's ICT Policies (which are published on the Council's Intranet). It remains your responsibility to be familiar with the detail of the ICT Policies, supported by further Guidelines as set out below:

Policies:

ICT Security Policy Statement

ICT Use & Information Security Policy

ICT Information Risk Management Document Marking Policy

ICT Standards Expected of Third Parties Policy

ICT Camera and Video Usage Policy

ICT Huddle Acceptable Use Policy

ICT Removable Electronic Media Usage Policy

ICT PCI DSS Personal Commitment Policy

Guidelines:

ICT Security Golden Rules (this document)

ICT Controls for Storage and Carriage of Hardcopy Documentation

Further Non-IT Policy References:

[RBC Breach Management Procedure](#)

[RBC Data Protection Policy](#)

[RBC Social Media Policy](#)

Helpful Key Contacts:

Senior Information Risk Officer (SIRO) - Chris Brooks, Assistant Director of Legal & Democratic Services, (Ext 72602)

Data Protection Advice – [Ricky Gill Data Protection Officer \(Ext 73306\)](#)

ICTS Security Role – John Barnfield, IT Technology & Services Manager (Ext 72860)

Internal Audit – Anthony Kearns, Principle Auditor (IT) (Ext 72692)

Northgate IT Service Desk (Ext 72861),
Email: ps_servicedesk@northgateps.com

ICTS Email: CorporateICT.Service@reading.gov.uk

End of Document.

READING BOROUGH COUNCIL

REPORT BY EXECUTIVE DIRECTOR OF RESOURCES

TO:	POLICY COMMITTEE		
DATE:	16 DECEMBER 2019		
TITLE:	2019-20 QUARTER 2 PERFORMANCE MONITORING REPORT		
LEAD COUNCILLOR:	CLLR EMBERSON	PORTFOLIO:	CORPORATE & CONSUMER SERVICES
SERVICE:	FINANCE AND CUSTOMER SERVICES	WARDS:	BOROUGHWIDE
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 September 2019 (Quarter 2).
- 1.2 The report also sets out performance for the second quarter against 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 2, and
 - Appendix 2 - Performance Monitoring for Quarter 2
- 1.4 Appendix 2 uses a more graphical approach and presents an overview for the Corporate Plan and each Priority. It is proposed to adopt this format in the short term. From January 2020 summary reporting will be built into the new performance software (InPhase) at a corporate, Corporate Plan priority and Directorate level.

2. RECOMMENDED ACTION

That the Policy Committee notes that:

- 2.1 The forecast General Fund revenue outturn position as at the end of September 2019 is a net underspend of £2.767m with weighted risks of £0.791m;
- 2.2 The forecast outturn position on the Housing Revenue Account as at the end of September 2019 is a projected underspend of £6.890m which will be contribute to HRA reserves.
- 2.3 That the forecast outturn on the Capital Programme as at the 30th September 2019 is a projected in year underspend of £139.438m on the General Fund and a projected in year underspend of £3.713m for the Housing Revenue Account, and
- 2.4 The performance achieved against the Corporate Plan success measures as set out in paragraphs 7.2-7.7 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 September (quarter 2) of (£2.767m). There are also weighted risks of £0.791m. Should all the weighted risks and opportunities materialise then the current projected underspend would decrease to £1.976m. There is further detail set out below.
- 4.2 Economic Growth and Neighbourhood Services (DEGNS) are projecting a net overspend of £0.643m against a budget of £18.171m principally as the result of suitable investment properties coming to the market which meet the Council's investment criteria.
- 4.3 Brighter Futures for Children (BFfC) are forecasting an overspend of £1.651m against a budget of £47.899m - principally the result of agency staff costs and higher than anticipated Looked After Children placements and costs.

5. Housing Revenue Account

- 5.1 The Housing Revenue Account is forecasting an underspend of £6.890m as at the end of September 2019 due to underspends and delays on major works,

additional income and reduced capital financing costs. The under-spend will be transferred to reserves at year end.

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 The General Fund capital budget is currently forecasting a £139m underspend this is in large part due to suitable investment properties not coming to the market which meet the Council's investment criteria (£114.7m).. Additionally, the Homes for Reading business model also changed at the start of the year and as such the earmarked investment and loan financing of £25m is also not forecast to be spent in the current year.
- 6.3 The remainder of the General Fund Capital Programme is forecasting an overspend of £4m in the current year - predominantly the result of additional financing being made available to Reading Transport Ltd offset by a re-profiling of the Council's vehicle replacement programme.
- 6.4 The Housing Revenue Account Capital Programme is forecasting a £4m underspend. This is primarily due to delays in delivery of the New Build and Acquisitions programme.

7. Corporate Plan Performance

- 7.1 Paragraphs 7.2 - 7.7 provide a summary of performance of the areas where we are performing well and the areas for improvement, as at the end of the second quarter, against the success measures to monitor progress against the Council's six priorities published in the Corporate Plan.

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

The overall RAG Status of these indicators is as follows:

- 19 measures are Green;
- 7 Measures are Amber;
- 11 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 Q2	2018/ 19 Result	2019/ 20 Q1	2019/ 20 Q2	2019/ 20 Target	Performance against target
Areas performing well or improving						
Percentage of people aged 18 -64 who are economically active	80.1%	80.70%	80.80%	82.10%	80.90%	Economically active people in Reading have increased over the past 3 months. Reading is now above the average for the South East region. Latest data covers the period to July 2018 - June 2019
Areas for Improvement						
Superfast Broadband coverage	98%	99.01%	On Track	Delayed	100%	BT Openreach have further slippage against their remedial plan which extends the project through to expected completion June 2020

7.3 Ensuring access to decent housing to meet local needs

Measure	2018/ 19 Q2	2018/ 19 Result	2019/ 20 Q1	2019/ 20 Q2	2019/ 20 Target	Performance against target
Areas performing well or improving						
Percentage of Houses of Multiple Occupation (HMO's) licensed under mandatory licensing schemes	New Measure	30%	32%	37%	32%	Continued work with HMO owners to secure new licence applications has achieved the target set for this year

7.4 Protecting & enhancing the lives of vulnerable adults and children

Measure	2018/19 Q2	2018/ 19 Result	2019/ 20 Q1	2019/ 20 Q2	2019/ 20 Target	Performance against target
Areas performing well or improving						
Decrease the permanent new admissions to Residential or Nursing care per 100,000 population for Older People (65+)	146	432	73.89	192.12	550 per year per 100,000	Progress against this target remains good and supports our Adult Social Care ethos of helping people to return home with the right support, equipment and technology to allow them to live independently. This is achieved through the use of enablement and extra care housing to enhance independence and wellbeing.
Decrease the permanent new admissions to Residential or Nursing care per	5.58	13	0.92	5.55	13	Progress against this measure continues to be strong and younger people with disabilities are enabled to remain

100,000 population for Older People (65+)						independent in their own homes with the right care and support.
Areas for Improvement						
Increase the number of service users (Adults) receiving direct payments	16%	17.87%	17.43%	18.96%	22%	The percentage of people with a Direct Payment has increased slightly with 12 new people getting a DP during this period. There is greater work being carried out to increase this number, including formation of a dedicated DP advisor to work with teams and residents to drive forward the benefits of a Direct Payment. The success of this post will be tracked and performance managed through the following 6 months.

7.5 Keeping Reading's environment clean, green and safe

Measure	2018/19 Q2	2018/19 Result	2019/20 Q1	2019/20 Q2	2019/20 Target	Performance against target
Areas performing well or improving						
Increased Percentage of household waste sent for re-use, recycling and composting	34%	32.00%	36%	37%	35%	Improved this quarter and in particular related to the increase of wood recycling at Household Waste Recycling Centres (HWRCs) since the new contract has been put in place. Projected to increase further with the introduction of food waste collections and a smaller bin for waste sent to landfill
Areas for Improvement						
Reduction in total recorded crime rates (per 1,000 population)	New Measure	7.126	8.75	9.46	7.236	Current year on year would suggest a slight decrease in overall crime although are still about average within our comparator average for the same period. The trend is upward so we need to continue to work to address this.

7.6 Promoting health, education, culture and wellbeing

Measure	2018/19 Q2	2018/19 Result	2019/20 Q1	2019/20 Q2	2019/20 Target	Performance against target
Areas performing well or improving						
Percentage of adults (aged 18+) classified as overweight or obese		27.0% (2018)	27.0% (2018)	28.3% (2019)	26.5% (2019)	“Eat for Health” adult weight management course have commenced in Reading for the 2019-20 year. This is running successfully and we continue to work with the provider to ensure the course is as effective as possible. Wider review of obesity in Berkshire West due to be finalised Nov 19 which will inform future action.
Areas for Improvement						
Smoking prevalence in adults in routine and manual occupations (18-64) - current smokers		27.0% (2018)	27.0% (2018)	28.3% (2019)	26.5% (2019)	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.
Increased participation at Council Cultural Venues		326,200	82,308	50,272	334,500	The Hexagon and South Street closed over the August period for maintenance.

7.7 Ensuring the Council is fit for the future

Measure	2018/19 Q2	2018/19 Result	2019/20 Q1	2019/20 Q2	2019/20 Target	Performance against target
Areas performing well or improving						
Increase in take up of online services - number of people signed up for an online account	52,286	80,477	80,477	85,221	80,425	Online account users continues to increase and has exceeded the target set for 19/20
Areas for Improvement						
Measure	2018/19	2018/19	2019/20	2019/20	2019/20	Performance against

	Q2	Result	Q1	Q2	Target	target
Percentage of Council Tax collected	55.37%	96.41%	28.65%	55.62%	97.1% (56.37% Sept)	Collection is 0.75% behind target set, however the result is an improvement on last year (55.37%) by 0.25%. We have seen the overall debit increase by £1.76m as a result of student exemptions expiring and awaiting information of new student occupants, the debit will normalise shortly. In comparison to last year, the debit increase was only £1.1m last year, therefore we expect as the debit falls to improve our overall collection further.
Percentage of Business Rates collected	53.98%	97.89%	28.07%	53.20%	97.25% (54.00% Sept)	Collection is behind target by 0.80%. Behind in comparison to last year (53.98%) by 0.78% we have one company that were issued a reminder for in excess of £1m, this alone is equivalent to approx. 0.70%. The company have since paid £400k and have an arrangement to clear the balance within the financial year. We are also reviewing a number of high value reminders from September to determine whether payments are held in suspense waiting manual processing.

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

MONTHLY FINANCIAL REPORT

Period 6 - End of September 2019

OVERALL SUMMARY

For further information regarding this report, please contact:

Matt Davis

Matthew.Davis@Reading.gov.uk

Contents

Page No:

Headline Budget Monitoring Trends	3
Narrative Commentary	4
Revenue Position and Forecast - General Fund - Period 3	5
Revenue Position and Forecast - Housing Revenue Account - Period 3	5
Capital Programme and Forecast - General Fund and HRA - Period 3	6
Other Details:	
Savings	10
Debt Performance	17
Agency and Overtime Review	18

GENERAL FUND REVENUE FORECASTS AND WEIGHTED RISKS

Revenue Forecast - (Period 6 - September 2019)

DACHS	Children's Retained	DEGNS	DOR	BfFC	Corporate	Total
(£m's)	(£m's)	(£m's)	(£m's)	(£m's)	(£m's)	(£m's)

Forecast Outturn

Period 02	(0.003)	-	1.094	0.200	-	(0.671)	0.620
Period 03	(0.003)	-	1.025	0.294	(0.040)	(3.431)	(2.155)
Period 04	(0.003)	-	0.942	(0.200)	(0.040)	(3.370)	(2.671)
Period 05	(0.003)	-	0.662	(0.011)	1.575	(4.360)	(2.137)
Period 06	(0.003)	-	0.643	(0.079)	1.651	(4.979)	(2.767)
Period 07							-
Period 08							-
Period 09							-
Period 10							-
Period 11							-
Per 6 Change	-	-	(0.019)	(0.068)	0.076	(0.619)	(0.630)

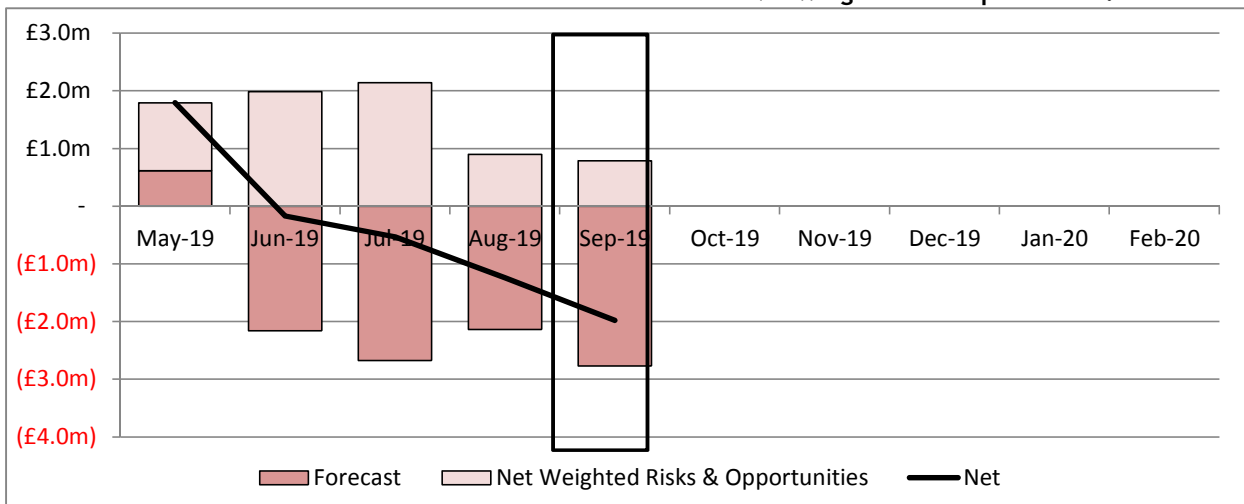
Weighted Risks and Opportunities

Period 02	0.742	-	0.434	-	-	-	1.176
Period 03	0.069	-	0.281	(0.020)	1.660	-	1.990
Period 04	0.069	-	0.432	(0.020)	1.660	-	2.141
Period 05	0.069	-	0.220	(0.020)	0.630	-	0.899
Period 06	-	-	0.007	(0.016)	0.800	-	0.791
Period 07							-
Period 08							-
Period 09							-
Period 10							-
Period 11							-
Per 6 Change	(0.069)	-	(0.213)	0.004	0.170	-	(0.108)

Total Forecast Outturn and Weighted Risks / Opportunities

Period 02	0.739	-	1.528	0.200	-	(0.671)	1.796
Period 03	0.066	-	1.306	0.274	1.620	(3.431)	(0.165)
Period 04	0.066	-	1.374	(0.220)	1.620	(3.370)	(0.530)
Period 05	0.066	-	0.882	(0.031)	2.205	(4.360)	(1.238)
Period 06	(0.003)	-	0.650	(0.095)	2.451	(4.979)	(1.976)
Period 07							-
Period 08							-
Period 09							-
Period 10							-
Period 11							-
Per 6 Change	(0.069)	-	(0.232)	(0.064)	0.246	(0.619)	(0.738)

Below barchart shows the trend in Estimated Forecasts with Net Weighted Risks per month.



Narrative Commentary - Period 6

- 1 The forecast revenue outturn for the General Fund on service budgets (excluding the Brighter Futures for Children position - BFfC) is for a net overspend of £561k. This represents a forecast overspend of £643k within the DEGNS directorate offset by modest forecast underspends within DACHS (£3k) and DoR (£79k). This represents an improvement from the previous month forecasts of £87k - previously being £648k.
 - 2 The principal element contributing to the forecast DEGNS (£500k) is an under-achievement of anticipated commercial property income as due diligence on potential purchases has, to date, not identified appropriate assets to acquire.
 - 3 In addition to the service area forecast year-end variance, potential emerging risks or opportunities are also monitored, and weighted according to potential of materialising over and above the forecasts reported in paragraph 1. Net service area risks, again excluding the BFfC position total net weighted opportunities of £9k. Should these materialise in addition to the forecast discussed above, the outturn would move to a £552k overspend.
 - 4 The BFfC forecast for this monitoring statement is based on Period 5 data due to the contractual delay in their reporting timeframes. Their latest forecast is for a £1,651k overspend by year end - a £76k deterioration from that reported in last month's overall monitoring position. In addition to this forecast, weighted net risks are identified, an increase of £170k from previously reported. The forecast BFfC overspend predominantly relates to cost of agency staff and pressures on Looked After Children budgets. Should all risks materialise by year-end, the overall outturn position for BFfC budgets would be £2,451k.
 - 5 The total service area forecast for the year (including BFfC) is for a total £2,212k overspend against budget. This would rise to £3,002k if all weighted risks were to additionally materialise.
- In addition to service area budgets, the Council has a number of corporately held budgets which includes risk and contingency provisions held to mitigate any potential service area overspends or delays in delivering agreed savings. A forecast underspend on these budgets of £4,979k is currently forecast - an improvement of £619k over the previous month. As the year progresses risks diminish (being incorporated into service area forecasts) and anticipated use of contingencies reduces. In addition, upsides against the Council's originally forecast Business Rate Pilot Pooling arrangements have emerged and (as in previous reporting periods) been included in the net Corporate Items forecasts.
- 6
 - 7 Incorporating the Corporate Items forecast with that of the service areas would produce a year end outturn forecast of a £2,767k underspend - this would be rolled into General or Earmarked Reserves at year end and be used to bolster the Council's overall financial resilience or be available to fund future revenue expenditure. Should all weighted risks identified also materialise, the overall projected surplus would reduce to £1,976k
 - 8 The Council's Net Budget Requirement of £132,804k is principally financed from Council Tax and Business Rates. Accounting regulations ensure that the in-year budgeted total is exactly reflected in the outturn position, and as such no in-year variance is forecast for this funding.
 - 9 The Housing Revenue Account (HRA) is forecasting an underspend of £6,890 at the end of Period 6 - an increase of £148k on that reported in Period 5. The overall forecast comprises £2,690k in major works; £400k of additional income; and £3,800k of lower in-year capital financing charges. Any surplus would be transferred to HRA balances to provide funding to support HRA spend in future years.

- 10 The General Fund Capital Programme has been sub-divided between general capital spend and those budgets that were specifically set aside for future investment should suitable investment opportunities that were self-funding to become available (and subject to individual business cases and due diligence).
- 11 Against the general category of capital expenditure, the General Fund is forecasting a net overspend in year of £3,856k. The principal causes of this forecast relate to the provision of loan financing to Reading Transport Ltd to purchase Courtney Coaches (£5,200k) offset by a reprofiling of £1,140k of vehicle replacement spend into future years.
- 12 Within the investment opportunity category of General Fund capital, a change to the business model of Homes for Reading means they no longer require funding of a net £24,720 this year. Additionally, £114,718k of financing to acquire property as part of the Council's Property Investment Strategy is re-profiled to future years. The market continues to be reviewed for potential suitable acquisitions and should opportunities arise, the forecast would change.
- 13 The HRA capital programme is forecasting a net underspend against current year budgets of £3,713k, predominantly relating to slippage in the New Build and Acquisitions programme of £5,808k.

Delivery of the Council's budget is predicated on achieving savings and efficiencies as agreed as part of the budget setting process in February 2019. Detailed monitoring of agreed savings is tracked on a monthly basis. As at the end of Period 6, £8,449k of the overall £12,720k savings being tracked are categorised as either blue or green (£4,144k blue - already delivered; £4,305k green - on track). A further £731k are R-A-G rated as amber and £3,540k as red. Since Period 5, blue savings have increased (improved) by £1,582k; green savings decreased by £1,162k (a logical consequence of items moving from green to blue); and amber savings decreased by £421k. Savings rated as red have increased by £1k.

Details of performance regarding sundry debt collection; purchase to pay compliance; and use of agency staff is set out to the rear of this report.

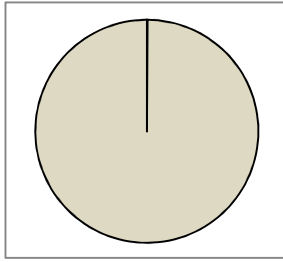
General Fund Revenue Position and Forecast - Period 6

Latest Revenue Position and Forecast

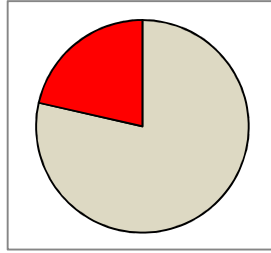
	Budget to Date (£,000's)	Actual to Date (£,000's)	Variance to Date (£,000's)	Approved Budget (£,000's)	Forecast Outturn (£,000's)	Full Year Variance (£,000's)
<u>Objective Analysis:</u>						
Adults Care and Health Services	17,921	17,919	(2)	35,857	35,854	(3)
Economic Growth & Neighbourhood Services Resources	9,082	8,326	(756)	18,171	18,814	643
Children's Services retained by Children's Services delivered by BFFC	7,460	7,288	(172)	14,925	14,846	(79)
	347	347	-	695	695	-
	20,563	23,949	3,387	47,899	49,550	1,651
TOTAL SERVICE BUDGETS	55,373	57,830	2,457	117,546	119,758	2,212
Corporate Items	11,365	10,347	(1,018)	15,257	10,278	(4,979)
TOTAL INCL CORPORATE	66,738	68,177	1,438	132,804	130,037	(2,767)
<u>Funding:</u>						
Business Rates (NNDR)	(21,043)	(21,051)	(8)	(41,957)	(41,957)	-
Council Tax	(45,695)	(45,714)	(19)	(91,109)	(91,109)	-
New Homes Bonus	-	(1,870)	(1,870)	(3,739)	(3,739)	-
NNDR Rebate (2018-19)	-	(463)	(463)	(463)	(463)	-
TOTAL FUNDING	(66,738)	(69,098)	(2,360)	(137,268)	(137,268)	-
Movement to Reserves	-	-	-	4,464	7,231	2,767
NET CONTROLLABLE COST	0	(921)	(921)	(0)	(0)	(0)
<u>Subjective Analysis:</u>						
Employee Costs	33,669	34,037	368	67,365	67,109	(256)
Premises Costs	6,742	5,612	(1,130)	13,489	13,089	(400)
Transport-Related Costs	1,189	1,117	(72)	2,380	2,412	32
Supplies and Services	20,417	18,128	(2,289)	40,850	40,593	(257)
Contracted Costs	148,481	148,190	(291)	297,081	305,305	8,224
Transfer Payments	13,519	12,271	(1,248)	27,049	18,109	(8,940)
Traded Service Costs	-	-	-	-	-	-
Capital Financing Costs	-	-	-	-	-	-
Use of Earmarked Reserves	-	-	-	-	-	-
CONTROLLABLE COST	224,017	219,355	(4,662)	448,214	446,617	(1,597)
Fees & Charges	(9,631)	(6,025)	3,606	(19,269)	(17,383)	1,886
Traded Services Income	(27,199)	(29,136)	(1,937)	(54,419)	(54,508)	(89)
Grants & Contributions	(187,188)	(185,115)	2,073	(374,526)	(374,726)	(200)
CONTROLLABLE INCOME	(224,017)	(220,276)	3,741	(448,214)	(446,617)	1,597
NET CONTROLLABLE COST	-	(921)	(921)	-	-	-

General Fund Revenue Position and Forecast - Period 6

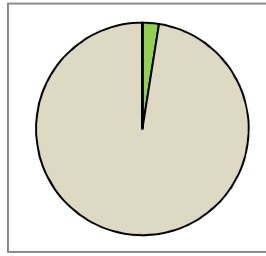
Adults Care and Health Services



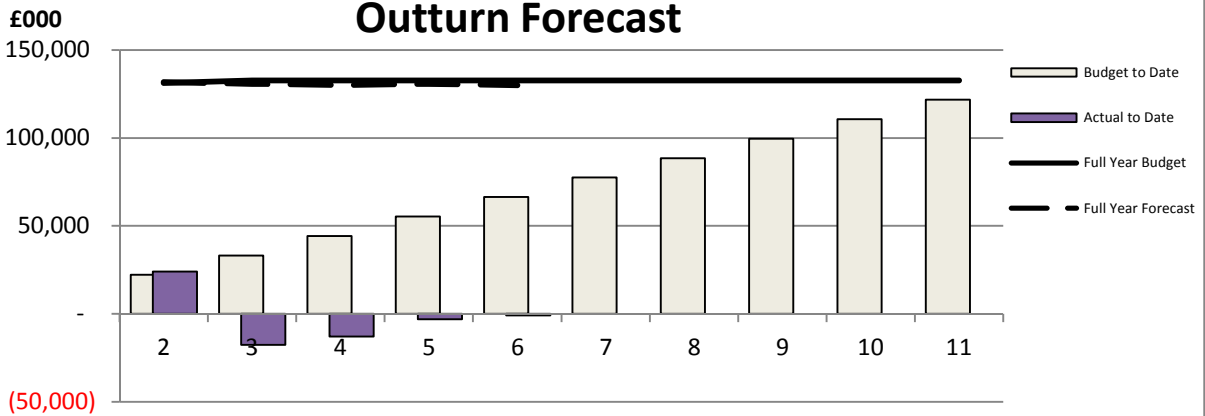
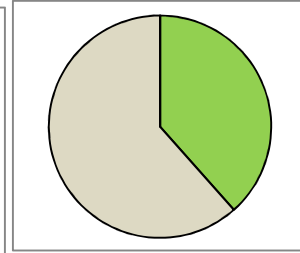
Economic Growth & Neighbourhood Services



Resources



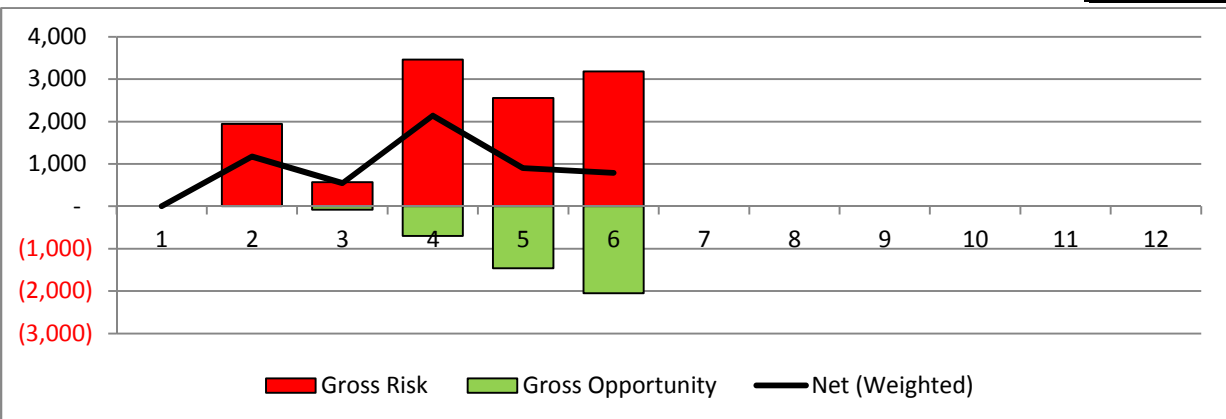
Corporate Items



Risks and Opportunities (£,000's)

- 1 Directorate of Adults Care and Health Services
- 2 Directorate of Economic Growth & Neighbourhood Services
- 3 Directorate of Resources
- 4 Children's Services delivered by BfFC
- 5 Corporate Items

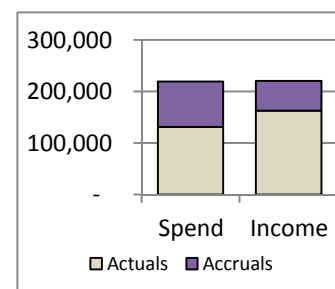
	Risk	Opportunity	Weighted
1	-	-	-
2	207	(128)	7
3	15	(30)	(16)
4	2,962	(1,895)	800
5	-	-	-
Total:	3,184	(2,053)	791



Budget Virements (£,000's):

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

Actuals and Accruals:

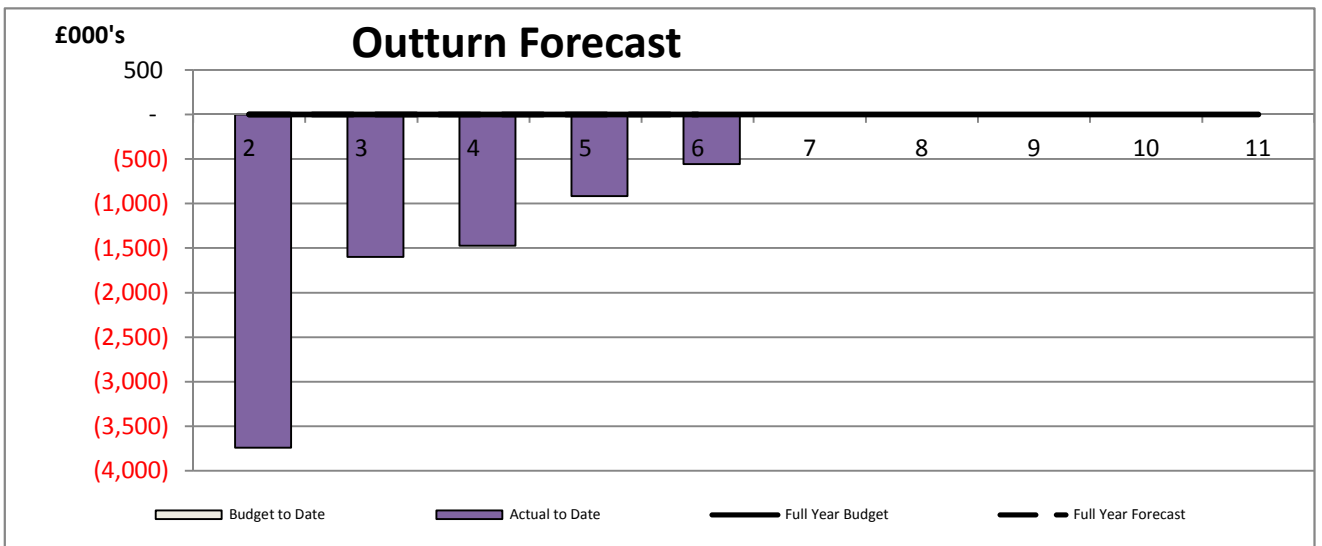


Page 250 Total: -

HRA Revenue Position and Forecast - Period 6

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	1,147	1,218	71	2,294	2,294	-
Planned Maintenance	1,358	2,026	669	2,715	2,715	-
Major Works	7,839	1,540	(6,299)	15,678	12,988	(2,690)
Managing Tenancies	686	458	(228)	1,371	1,371	-
Management, Policy & Support	2,809	2,780	(29)	5,618	5,618	-
PFI	3,533	3,533	-	7,066	7,066	-
Rent Collection	652	573	(79)	1,304	1,304	-
Building Cleaning, Energy & other	1,442	792	(650)	2,883	2,883	-
Capital Financing	5,135	5,135	1	10,269	6,469	(3,800)
HRA Income	#VALUE!	(18,611)	#VALUE!	(38,732)	(39,132)	(400)
Movement to/(from) Reserve	(5,233)	-	5,233	(10,466)	(3,576)	6,890
NET CONTROLLABLE COST	#VALUE!	(556)	#VALUE!	-	-	-
<i>Subjective Analysis:</i>						
Employee Costs	1,802	1,678	(124)	3,605	3,605	-
Premises Costs	11,122	4,948	(6,174)	22,254	19,564	(2,690)
Transport-Related Costs	16	6	(10)	32	32	-
Supplies and Services	440	191	(249)	881	881	-
Contracted Costs	3,557	3,534	(23)	7,118	7,118	-
Recharges	7,790	2,760	(5,030)	15,586	11,786	(3,800)
Traded Service Costs	-	-	-	-	-	-
Capital Financing Costs	-	5,135	5,135	-	-	-
CONTROLLABLE COST	24,728	18,253	(6,475)	49,475	42,985	(6,490)
Gross Income	(5,370)	-	5,370	(10,743)	(10,743)	-
Traded Services Income	(17,360)	(17,810)	(450)	(34,735)	(28,245)	6,490
Grants & Contributions	(1,998)	(999)	999	(3,997)	(3,997)	-
CONTROLLABLE INCOME	(24,728)	(18,809)	5,919	(49,475)	(42,985)	6,490
NET CONTROLLABLE COST	-	(556)	(556)	-	-	-



PERIOD 6 - CAPITAL PROGRAMME MONITORING

Dept	Scheme Name	2019/20 Approved Budget		2019/20 Forecast		2019/20 Forecast Variance		2019/20 Net Variance
		1 - Spend	2 - Funding	1 - Spend	2 - Funding	1 - Spend	2 - Funding	
GENERAL FUND								
1 - I	Alternative premise for Learning Disability Respite Service & Learning Hub	150,000	-	150,000	-	-	-	-
	Alternative premise for Mental Health Supported Living Service & Wellness Hub	375,000	-	-	-	(375,000)	-	(375,000)
	Care and Support Dynamic Purchase Framework	138,000	(93,000)	-	-	(138,000)	93,000	(45,000)
	Disabled Facilities Grants (Private Sector-Ringfenced Grant)	993,000	(993,000)	1,104,000	(1,104,000)	111,000	(111,000)	-
	1 - DACHS Total	1,656,000	(1,086,000)	1,254,000	(1,104,000)	(402,000)	(18,000)	(420,000)
	Additional School Places - Contingency	-	-	-	-	-	-	-
	Avenue Expansion	194,000	(194,000)	184,000	(184,000)	(10,000)	10,000	-
	Blessed Hugh Faringdon - Asperger Unit 30 place expansion (SEN)	316,000	(316,000)	218,000	(218,000)	(98,000)	98,000	-
	Civitas- Synthetic Sports Pitch	329,000	(329,000)	329,000	(329,000)	-	-	-
	Cranbury College at JMA	894,000	(294,000)	850,000	(850,000)	(44,000)	(556,000)	(600,000)
	Crescent Road Playing Field Improvements	314,000	(314,000)	314,000	(314,000)	-	-	-
	Critical Reactive Contingency: Health and safety (Schools)	524,000	(524,000)	520,000	(520,000)	(4,000)	4,000	-
	Foster Carer Extensions	167,000	-	167,000	-	-	-	-
	Green Park Primary School	2,906,000	(2,906,000)	2,906,000	(2,906,000)	-	-	-
	Heating and Electrical Programme - Manor Pry Power	157,000	(157,000)	157,000	(157,000)	-	-	-
	Heating and Electrical Renewal Programme	821,000	(821,000)	821,000	(821,000)	-	-	-
	Initial Viability work for the Free School at Richfield Avenue	260,000	(260,000)	260,000	(260,000)	-	-	-
	Katesgrove Primary Trooper Potts Building	2,632,000	(2,632,000)	2,632,000	(2,632,000)	-	-	-
	Meadway Early Years Building Renovation	243,000	(243,000)	148,000	(148,000)	(95,000)	95,000	-
	New ESFA funded schools - Phoenix College	4,051,000	(4,051,000)	500,000	(500,000)	(3,551,000)	3,551,000	-
	New ESFA funded schools - St Michaels	2,517,000	(2,517,000)	2,517,000	(2,517,000)	-	-	-
	Primary Schools Expansion Programme - 2013-2017	740,000	(740,000)	400,000	(400,000)	(340,000)	340,000	-
	Schools - Fire Risk Assessed remedial Works	199,000	(199,000)	199,000	(199,000)	-	-	-
	Thameside SEN Expansion	66,000	(66,000)	66,000	(66,000)	-	-	-
	The Heights Permanent Site Mitigation	1,755,000	(1,510,000)	984,000	(758,000)	(771,000)	752,000	(19,000)
	The Heights Temporary School	71,000	(71,000)	71,000	(71,000)	-	-	-
	2 - DCEEHS Total	19,156,000	(18,144,000)	14,243,000	(13,850,000)	(4,913,000)	4,294,000	(619,000)
	Abbey Quarter	524,000	(524,000)	332,000	(332,000)	(192,000)	192,000	-
	Accommodation Review - Henley Road Cemetery	-	-	39,000	-	39,000	-	39,000
	Accommodation Review - Phase 2C (19 Bennet Road)	4,460,000	-	4,387,000	-	(73,000)	-	(73,000)
	Accommodation Review - Town Hall	291,000	-	298,000	-	7,000	-	7,000
	Air Quality Monitoring	97,000	(97,000)	97,000	(97,000)	-	-	-
	Bridges and Carriageways	2,443,000	(1,623,000)	2,443,000	(1,623,000)	-	-	-
	Car Parking - P&D, Red Routes, Equipment	100,000	(100,000)	100,000	(100,000)	-	-	-
	Car Parks Partnership	226,000	(226,000)	242,000	(242,000)	16,000	(16,000)	-
	Cattle Market Car Park	523,000	(523,000)	523,000	(523,000)	-	-	-
	CCTV	50,000	(50,000)	50,000	(50,000)	-	-	-
	Central Pool Regeneration	775,000	(483,000)	675,000	(675,000)	(100,000)	(192,000)	(292,000)
	Chestnut Walk Improvements	25,000	(25,000)	120,000	(38,000)	95,000	(13,000)	82,000
	CIL Local Funds - Community	25,000	(25,000)	2,000	(2,000)	(23,000)	23,000	-
	CIL Local Funds - Heritage and Culture	70,000	(70,000)	70,000	(70,000)	-	-	-
	CIL Local Funds - Leisure and Play	301,000	(301,000)	353,000	(353,000)	52,000	(52,000)	-
	CIL Local Funds - Transport	217,000	(217,000)	165,000	(165,000)	(52,000)	52,000	-
	Community Hubs	589,000	(274,000)	674,000	(454,000)	85,000	(180,000)	(95,000)

PERIOD 6 - CAPITAL PROGRAMME MONITORING

Dept	Scheme Name	2019/20 Approved Budget		2019/20 Forecast		2019/20 Forecast Variance		2019/20 Net
		1 - Spend	2 - Funding	1 - Spend	2 - Funding	1 - Spend	2 - Funding	Variance
	Community Resilience	58,000	-	30,000	-	(28,000)	-	(28,000)
	Culture & Leisure facilities	133,000	-	133,000	-	-	-	-
	Defra Air Quality Grant - Bus Retrofit	1,191,000	(1,191,000)	1,191,000	(1,191,000)	-	-	-
	Defra Air Quality Grant - Go Electric Reading	5,000	(5,000)	5,000	(5,000)	-	-	-
	Development of facilities at Prospect Park/Play	401,000	(200,000)	496,000	(475,000)	95,000	(275,000)	(180,000)
	Eastern Area Access Works	340,000	(340,000)	100,000	(100,000)	(240,000)	240,000	-
	Green Park Station	14,699,000	(14,699,000)	8,500,000	(8,500,000)	(6,199,000)	6,199,000	-
	Grounds Maintenance Workshop Equipment	50,000	-	20,000	-	(30,000)	-	(30,000)
	Invest in Corporate buildings/Health & safety works	2,268,000	-	2,268,000	-	-	-	-
	Invest to save energy savings - Street lighting	54,000	-	204,000	-	150,000	-	150,000
	Invest to Save Salix (match funding for Energy Efficiency Schemes)	411,000	-	411,000	(10,000)	-	(10,000)	(10,000)
	Leisure Procurement	542,000	-	30,000	-	(512,000)	-	(512,000)
	Local Traffic Management and Road Safety Schemes	292,000	(292,000)	292,000	(292,000)	-	-	-
	LTP Development	715,000	(715,000)	200,000	(200,000)	(515,000)	515,000	-
	NCN Route 422	423,000	(423,000)	423,000	(423,000)	-	-	-
	Oxford Rd Community Centre	-	-	40,000	-	40,000	-	40,000
	Oxford Road Corridor Works	322,000	(322,000)	200,000	(200,000)	(122,000)	122,000	-
	Playground equipment and Refreshment: Boroughwide	270,000	(44,000)	200,000	-	(70,000)	44,000	(26,000)
	Private Sector Renewals	406,000	-	406,000	-	-	-	-
	Pumping Station Upgrade Scheme (new)	250,000	-	250,000	-	-	-	-
	re3 extending range of recyclables	48,000	(31,000)	94,000	(61,000)	46,000	(30,000)	16,000
	Reading Football Club Social Inclusion Unit to SRLC	973,000	(976,000)	-	-	(973,000)	976,000	3,000
	Reading Town Centre Design Framework	86,000	(86,000)	86,000	(86,000)	-	-	-
	Reading West Station	199,000	(199,000)	399,000	(399,000)	200,000	(200,000)	-
	Replacement Vehicles	1,538,000	-	398,000	-	(1,140,000)	-	(1,140,000)
	Rogue Landlord Enforcement	75,000	(75,000)	75,000	(75,000)	-	-	-
	S106 individual schemes list	334,000	(334,000)	150,000	(150,000)	(184,000)	184,000	-
	Small Leisure Schemes	432,000	(200,000)	140,000	(140,000)	(292,000)	60,000	(232,000)
	Smart City Cluster project and C-ITS	1,877,000	(1,877,000)	1,230,000	(1,230,000)	(647,000)	647,000	-
	South Reading MRT (Phases 1 & 2)	362,000	(362,000)	362,000	(362,000)	-	-	-
	South Reading MRT (Phases 3 & 4)	6,947,000	(6,947,000)	5,815,000	(5,815,000)	(1,132,000)	1,132,000	-
	St George's Church Affordable Housing scheme	-	-	315,000	(315,000)	315,000	(315,000)	-
	The Keep	94,000	-	94,000	-	-	-	-
	Traffic Management Schools	295,000	(295,000)	95,000	(95,000)	(200,000)	200,000	-
	Tree Planting	22,000	-	23,000	-	1,000	-	1,000
	West Reading Transport Study - Southcote/Coley Improvements	72,000	-	72,000	-	-	-	-
	Western Area Access Works	128,000	(128,000)	128,000	(128,000)	-	-	-
	CIL Local Funds -Neighbourhood Allocation	-	-	239,000	(239,000)	239,000	(239,000)	-
	Central Library - Reconfiguration/Refurbishment	-	-	50,000	-	50,000	-	50,000
	Dee Park Regeneration - Housing Infrastructure Fund (school)	-	-	600,000	(600,000)	600,000	(600,000)	-
	Accommodation Review - Phase 2A & B	133,000	-	133,000	-	-	-	-
	Waste Operations - In Cab Waste Management System	70,000	-	70,000	-	-	-	-
3 - DEGNS Total		47,231,000	(34,279,000)	36,537,000	(25,815,000)	(10,694,000)	8,464,000	(2,230,000)
	Cemeteries and Crematorium	60,000	-	60,000	-	-	-	-
	Universal Digital Systems	1,466,000	-	941,000	-	(525,000)	-	(525,000)
	Digital Transformation and Innovation	407,000	-	-	-	(407,000)	-	(407,000)

PERIOD 6 - CAPITAL PROGRAMME MONITORING

Dept	Scheme Name	2019/20 Approved Budget		2019/20 Forecast		2019/20 Forecast Variance		2019/20 Net
		1 - Spend	2 - Funding	1 - Spend	2 - Funding	1 - Spend	2 - Funding	Variance
	Future ICT Operating Model	490,000	-	790,000	-	300,000	-	300,000
	ICT Infrastructure (Invest to save)	2,268,000	-	2,520,000	-	252,000	-	252,000
	Oracle Capital Works - financed through reduced rental	207,000	-	247,000	-	40,000	-	40,000
	Lease to RTL (Bus Purchase)	-	-	1,500,000	-	1,500,000	-	1,500,000
	Lease to RTL (Project Voyager)	-	-	5,200,000	-	5,200,000	-	5,200,000
	4 - DoR Total	4,898,000	-	11,258,000	-	6,360,000	-	6,360,000
	Delivery Fund (incl Equal Pay)	6,983,000	-	7,748,000	-	765,000	-	765,000
	5 - Corp Total	6,983,000	-	7,748,000	-	765,000	-	765,000
	1 - GF Total	79,924,000	(53,509,000)	71,040,000	(40,769,000)	(8,884,000)	12,740,000	3,856,000
	Net Total	26,415,000		30,271,000		3,856,000		
	Homes for Reading - Share Capital	15,370,000	-	-	-	(15,370,000)	-	(15,370,000)
	Homes for Reading - Loan Finance	16,350,000	-	-	-	(16,350,000)	-	(16,350,000)
	Homes for Reading - Share Redemption	-	-	7,000,000	-	7,000,000	-	7,000,000
	3 - DEGNS Total	31,720,000	-	7,000,000	-	(24,720,000)	-	(24,720,000)
	Purchase of Commercial Property	149,923,000	-	35,205,000	-	(114,718,000)	-	(114,718,000)
	4 - DoR Total	149,923,000	-	35,205,000	-	(114,718,000)	-	(114,718,000)
	1a - GF Total	181,643,000	-	42,205,000	-	(139,438,000)	-	(139,438,000)
	Net Total	181,643,000		42,205,000		(139,438,000)		
	All GF Total	261,567,000	(53,509,000)	113,245,000	(40,769,000)	(148,322,000)	12,740,000	(135,582,000)
	Net Total	208,058,000		72,476,000		(135,582,000)		

HOUSING REVENUE ACCOUNT

	Housing Revenue Account-Major Repairs	10,246,000	(10,246,000)	9,540,000	(9,540,000)	(706,000)	706,000	-
	Housing Revenue Account-Hexham Road	1,538,000	(1,538,000)	1,400,000	(1,400,000)	(138,000)	138,000	-
	Disabled Facilities Grants (Local Authority Tenants)	600,000	(600,000)	670,000	(670,000)	70,000	(70,000)	-
	Housing Revenue Account-Fire Safety works	3,294,000	(3,294,000)	1,495,000	(1,495,000)	(1,799,000)	1,799,000	-
	Housing Revenue Account-New Build - Conwy Close	1,169,000	-	1,225,000	-	56,000	-	56,000
	Housing Revenue Account-New Build and Acquisitions	8,864,000	-	3,056,000	-	(5,808,000)	-	(5,808,000)
	Housing Revenue Account-New Build - Phase 3	1,250,000	(147,000)	1,270,000	-	20,000	147,000	167,000
	Housing Revenue Account-New Build and Acquisitions from GF	298,000	(177,000)	210,000	-	(88,000)	177,000	89,000
	Housing IT System	-	-	111,000	(111,000)	111,000	(111,000)	-
	Capital Receipts	-	(3,131,000)	-	(1,348,000)	-	1,783,000	1,783,000
	6 - HRA Total	27,259,000	(19,133,000)	18,977,000	(14,564,000)	(8,282,000)	4,569,000	(3,713,000)
	2 - HRA Total	27,259,000	(19,133,000)	18,977,000	(14,564,000)	(8,282,000)	4,569,000	(3,713,000)
	Net Total	8,126,000		4,413,000		(3,713,000)		

MONTHLY FINANCIAL REPORT

Period 6 - End of September 2019

Other Details

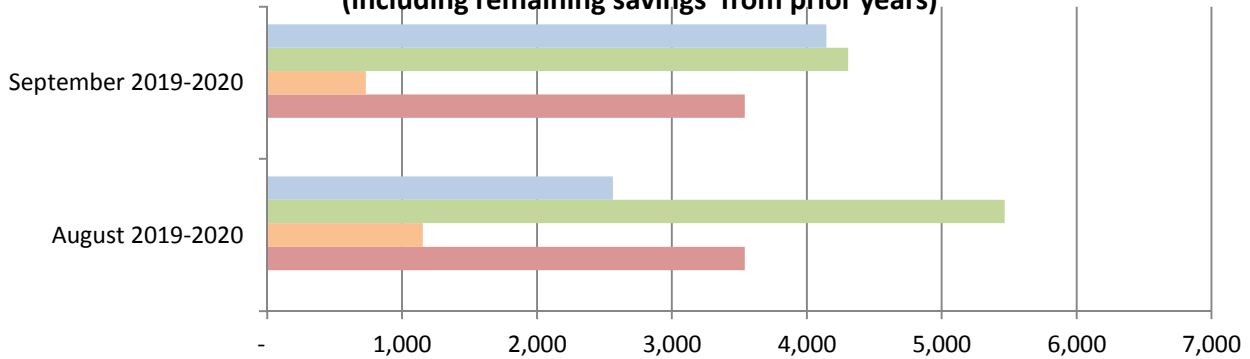
For further information regarding this report, please contact:

Matt Davis
Matthew.Davis@Reading.gov.uk

Savings 2019-2020 - End of September 2019

The below graphs shows the outstanding 2018-19 unachieved savings and 2019-20 savings programme. This totals £12.720m for the overall council, including £3.161m worth of savings not achieved during prior years.

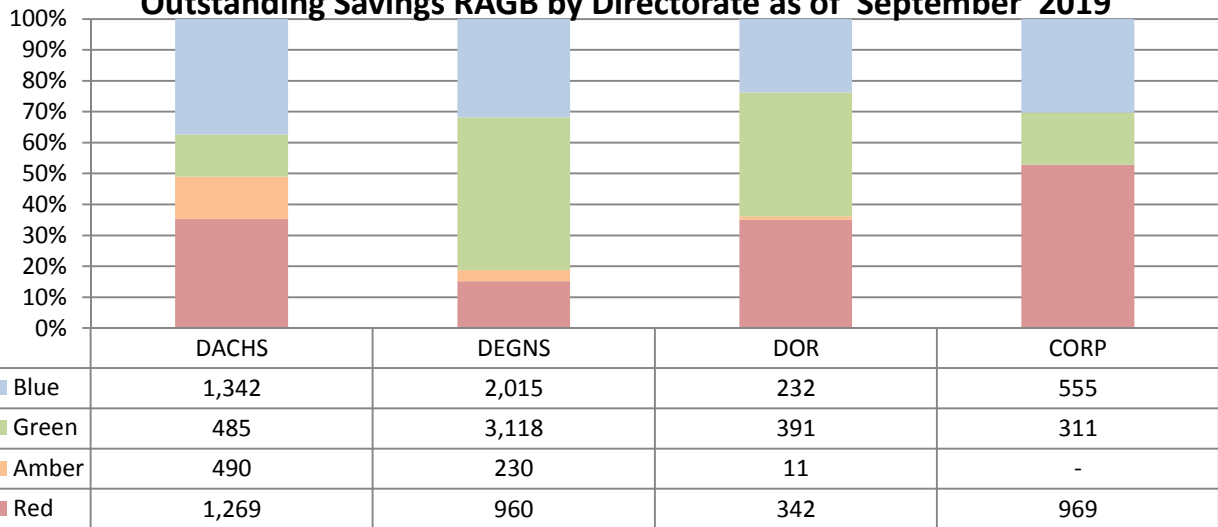
Total 2019-2020 Savings by RAGB compared to previous month
(including remaining savings from prior years)



	August 2019-2020	September 2019-2020
Blue	2,562	4,144
Green	5,467	4,305
Amber	1,152	731
Red	3,539	3,540
Total	12,720	12,720

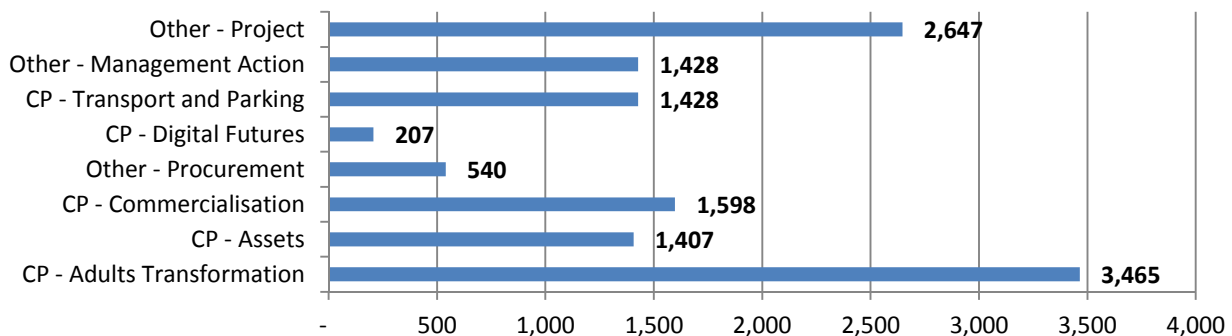
The next graph shows the current RAGB rating per directorate as at September 2019 and the percentage per area.

Outstanding Savings RAGB by Directorate as of September 2019



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 Prior Years Savings with Red Rated Elements Still Outstanding

Savings

Ref	SAVINGS PROPOSAL	Prior Years Savings (£000s)					Mitigatable Amount	Mitigation Option	Variance	Mitigation explanation
		TOTAL	RED	AMBER	GREEN	BLUE				
All Directorates										
DACHS01-B	Delivery Models for Commissioning, Prevention & Quality Services	250	250	0	0	0	250	Ongoing	0	Mitigated by Inflation award containment, review and rightsizing overachievement and CHC reviews
DACHS25-A & DACHS26-A	Deputies - Review the charging policy and implementation of CASPAR software to improve efficiencies	25	25	0	0	0	25	Ongoing	0	Income target undeliverable, mitigated as part of overall DACHS Outturn position and saving to be removed as part of 20/21 budget setting.
DACHS5-C	Increased usage of Assistive Technology and Equipment	200	200	0	0	0	200	One-off	0	Currently not being delivered, mitigated as part of overall DACHS placement monitoring position and new tech team proposed to deliver this and further savings targets in future years.
Digitisation (DACHS)	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	0	One-off/Ongoing	52	Potential Pressure if mitigation cannot be found - work required to find a permanent source of mitigation/delivery.
DENS27-C	Explore creation of coordinated enforcement operation across Regulatory & Transportation services	29	29	0	0	0	29	One-off	0	Mitigated in FY 18/19 by over achievement in DEGNS service areas. No mitigation in FY 19/20 due to the current DENS forecast outturn position.
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	150	One-off	0	Mitigated in FY 18/19 by over achievement in DEGNS service areas. No mitigation in FY 19/20 due to the current DENS forecast outturn position.
DENS41-C	Review of Neighbourhood and Streetcare Services fees and charges and enforcement activity.	69	69	0	0	0	69	One-off	0	Mitigated in FY 18/19 by over achievement in DEGNS service areas. No mitigation in FY 19/20 due to the current DENS forecast outturn position.

List of Prior Years Savings with Red Rated Elements Still Outstanding

Savings

Ref	SAVINGS PROPOSAL	Prior Years Savings (£000s)					Mitigatable Amount	Mitigation Option	Variance	Mitigation explanation
		TOTAL	RED	AMBER	GREEN	BLUE				
All Directorates										
Digitisation (DoR)	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	52	One-off	0	To be mitigated by budget underspend. No business case has been submitted to remove from MTFS.
CSS25-C	Increase Income from fees and charges across the registration and bereavement service	15	15	0	0	0	15	Ongoing	0	Income target will not be achieved based on current trends. Potentially offset by increase in charges relating registrars service. Business case has been submitted to remove from MTFS.
CSS33-C	Convert Locum solicitors into Permanent Solicitors	33	33	0	0	0	0		33	No increased trading due to restructure of the team. Unable to mitigate this saving. No business case has been submitted to remove from MTFS.
CSS12-C (CSS22-C)	Christmas closure	120	120	0	0	0	120	One-off	0	Christmas closure leave offer did not generate enough income to meet the target. Mitigated by underspend on Corporate Contingency Budget. No business case has been submitted to remove from MTFS.
CSS43-C	Management and Staffing Review	148	148				148	One-off	0	Management structure did not achieve the expected savings. Mitigated by underspend on Corporate Contingency Budget. No business case has been submitted to remove from MTFS.
DENS (CSS50-C)	Increased Fee income following review of Fees and Charges	60	23	0	0	37	0		23	Fees and charges review has not been completed due to higher priority tasks in Finance. No mitigation and no business case submitted to remove from the MTFS
BFFC Various	BFFC share of Apprenticeship Levy	35	35	0	0	0				
TOTAL of Prior Years Savings with Red Elements still Outstanding		1,238	1,201	0	0	37	1,058		108	

List of Savings with Red rated elements within 2019-2020

Ref	SAVINGS PROPOSAL	Prior Years Savings (£000s)					Mitigatable Amount	Mitigation Option	Variance	Mitigation explanation
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	500	Ongoing	0	Mitigated by Inflation award containment, review and rightsizing overachievement and CHC reviews
DACHS25-A & DACHS26-A	Deputies - Review the charging policy and implementation of CASPAR software to improve efficiencies	25	25	0	0	0	25	Ongoing	0	Income target undeliverable, mitigated as part of overall DACHS Outturn position and saving to be removed as part of 20/21 budget setting.
DACHS3-C	Reducing Adult Social Care contracts spend(COMMISSIONING DELIVERY MODEL)	400	200	200	0	0	300	One-off/Ongoing	0	Mitigated as part of overall DACHS placement monitoring position, 50% of this saving is considered achievable on an ongoing basis and the remaining 50% is being removed and replaced as part of budget setting.
Page 2 of 8 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	0	One-off/Ongoing	17	Potential Pressure if mitigation cannot be found - work required to find a permanent source of mitigation/delivery.
Directorate of Adults Care and Health Services		942	742	200	0	0	825		17	
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	90	0	0	0	0		90	No increased trading due to restructure of the team. Business case has been submitted to remove from MTFS.
CSS2	Housing Benefit overpayment recovery	125	125	0	0	0	125	One-off	0	Contingency needed for potential subsidy loss
Directorate of Resources		215	215	0	0	0	125		90	

List of Savings with Red rated elements within 2019-2020

Ref	SAVINGS PROPOSAL	Prior Years Savings (£000s)					Mitigatable Amount	Mitigation Option	Variance	Mitigation explanation
		TOTAL	RED	AMBER	GREEN	BLUE				
Corporate										
CSS14-C (CSS39-A)	Procurement	130	99	0	31	0	0	99	No contract savings have been identified by the DEGENS directorate. Unable to mitigate this saving. No business case submitted to remove from MTFS.	
CSS43-C	Management and Staffing Review	444	444	0	0	0	444	One-off	0	Management restructure not started. Mitigated by underspend on Corporate Contingency Budget. No business case submitted to remove from MTFS.
CSS44-C	Proposal to put in place a number of changes to staff terms and	50	50	0	0	0	50	Ongoing	0	Delayed due to challenging discussions with trade unions. A package of changes is now being explored with a view to making a proposal to the trade unions. This may take some time to finalise as the trade unions would need to ballot members and any changes could only be implemented after contractual notice has been served. 3 new salary sacrifice schemes have been introduced which will mitigate this. No business case submitted to remove from MTFS.
DENS (CSS50-C)	Increased Fee income following review of Fees and Charges	60	60	0	0	0	0		60	Fees and charges review has not been completed due to higher priority tasks in Finance. No mitigation and no business case submitted to remove from the MTFS
DENS32-C (DENS55-B)*	Achieve Full Cost Recovery & review Fees and Charges council wide.	25	25	0	0	0	0		25	Fees and charges review has not been completed due to higher priority tasks in Finance. No mitigation and no business case submitted to remove from the MTFS
Corporate		709	678	0	31	0	494		184	

List of Savings with Red rated elements within 2019-2020

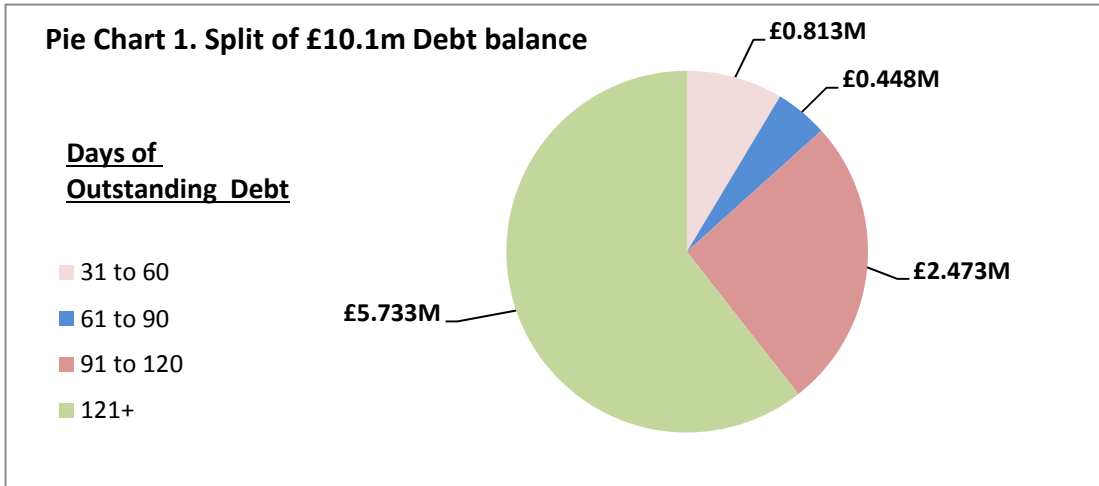
Ref	SAVINGS PROPOSAL	Prior Years Savings (£000s)					Mitigatable Amount	Mitigation Option	Variance	Mitigation explanation
		TOTAL	RED	AMBER	GREEN	BLUE				
Directorate of Economic Growth & Neighbourhood Services										
DENS03-A	Additional Income from Advertising - Further income to be generated from advertising . A separate report is included in the 5th December Policy Committee agenda.	25	25	0	0	0	0	No Mitigation	25	No mitigation due to the current DENS forecast outturn position for FY 19/20. Contractual arrangements are in place to ensure delivery of income in financial year 20/21 subject to alternate
DENS05-A	Townhall and Museum Additional Income	100	44	0	56	0	0	No Mitigation	44	No mitigation due to the current DENS forecast outturn position for FY 19/20. Building works are now complete and trade has commenced for delivery of income in financial year 20/21 subject to performance.
DENS12-B	Introduce 'Live Screening' of high profile performances.		5	0	5	0	0	No Mitigation	5	No mitigation due to the current DENS forecast outturn position for FY 19/20. Digital streaming equipment now fitted to achieve part income in FY 19/20, It is anticipated that this saving will be fully met in FY 20/21.
DENS2-C	Parks & Open Spaces Invest to Save	65	65	0	0	0	0	No Mitigation	65	No mitigation due to the current DENS forecast outturn position for FY 19/20. Contractual arrangements are in place to ensure delivery of income in financial year 20/21 subject to the obtaining of statutory

List of Savings with Red rated elements within 2019-2020

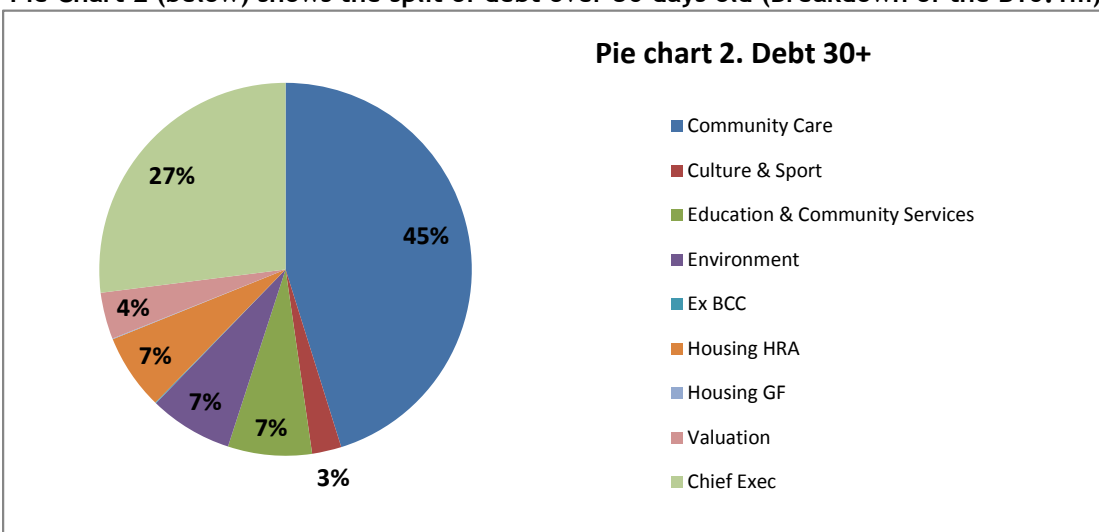
Ref	SAVINGS PROPOSAL	Prior Years Savings (£000s)					Mitigatable Amount	Mitigation Option	Variance	Mitigation explanation
		TOTAL	RED	AMBER	GREEN	BLUE				
Directorate of Economic Growth & Neighbourhood Services										
DENS33-B	Review and increase all allotment rental charges and review plot sizes.	26	26	0	0	0	0	No Mitigation	26	No mitigation due to the current DENS forecast outturn position for FY 19/20. Contractual arrangements are in place to ensure delivery of income in financial year 20/21 subject to the obtaining of statutory
DENS29-C & DENS48-C & DENS22-C(DENS23-A)	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	0	No Mitigation	519	Mitigation: No mitigation due to the current DENS forecast outturn position for FY 19/20. Officers are continuing to investigate potential properties to purchase.
DENS-ECD5	Theatres Fees and Charges Increases	40	20	0	20	0	0	No Mitigation	20	No mitigation due to the current DENS forecast outturn position for FY 19/20. Officers continue to explore ways to generate additional income.
DENS24-C (Alternative to market testing)	Commercialisation - Alternative to Market testing	8	8	0	0	0	0	No Mitigation	8	No mitigation due to the current DENS forecast outturn position for FY 19/20. New revenue business case in production to deliver saving in future years.
Directorate of Economic Growth & Neighbourhood Services		1,014	712	0	312	0	0		712	
TOTAL of Savings with Red rated elements within 2019-2020		2,880	2,347	200	343	0	1,444		1,003	
TOTAL of Savings with Red Elements in 19-20 and Prior Years		4,118	3,548	200	343	37	2,502		1,111	

Debt Performance - End of September 2019

The pie chart below shows the sundry debt as at the end of Period 6 (in excess of 30 days old) to total £9.468m compared to £11.188m at the end of Period 5.

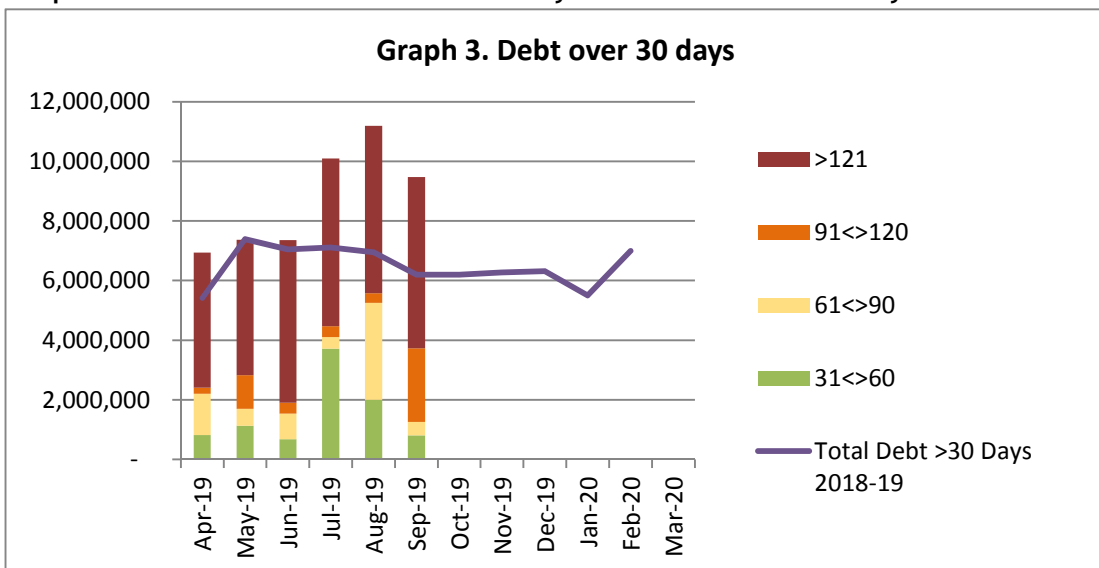


Pie Chart 2 (below) shows the split of debt over 30 days old (Breakdown of the £10.1m)



Note: Community Care includes Adult Client debt and invoices relating to NHS/CCG. As of Period 6, debt has been secured against 5 properties which totals £0.473m, however there is no guarantee that 100% of this is recovered upon sale of the property. Education Services includes the majority of Schools service level agreement invoices.

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



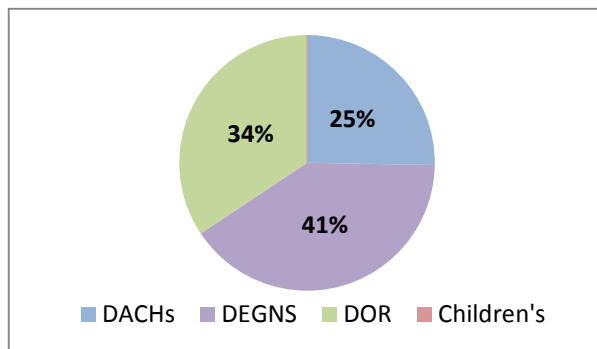
Debt over 121 days old has increased by £0.118m to £5.733m since the end of period 5.

Agency and Staffing - End of September 2019

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

Number of agency workers by directorate

Directorate	Number of Septmeber Agency	Previous Month
DACHs	25	21
DEGNS	40	52
DOR	34	33
Children's	0	0
Total	99	106



Agency staff by post name (top 5)

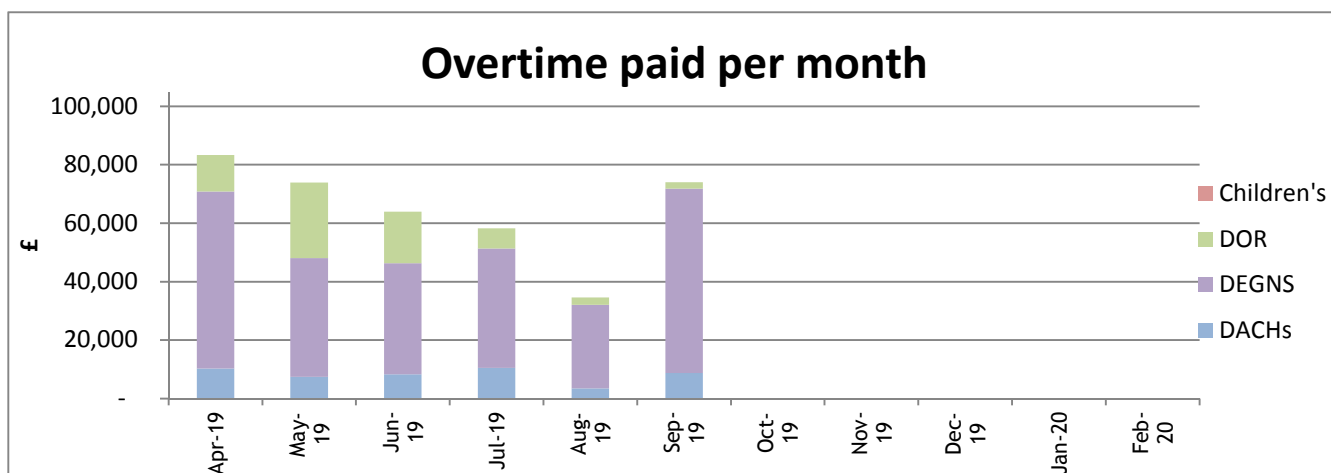
Post name	No.
Case Progression Officer	12
Refuse Loader	12
Cleaner	10
Social Worker	9
Sweeper	7

Agency spend by directorate per quarter (£000s)

Directorate	Q1(18-19)	Q2(18-19)	Q3(18-19)	Q4(18-19)	Q1(19-20)	Q2(19-20)
DACHs	501	491	368	456	344	394
DEGNS	424	420	345	423	312	403
DOR	805	685	580	486	314	447
Children's	1,521	1,518	1,215	1,687	1,414	1,499
Total	3,251	3,114	2,508	3,052	2,384	2,742

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

Directorate	September 2019 Only	Actual to Date 2019-2020
DACHs	£ 8,736	£ 48,770
DEGNS	£ 63,088	£ 271,631
DOR	£ 2,210	£ 67,656
Children's	£ -	£ -
Total	£ 74,034	£ 388,057



Redundancies within 2019-2020

Directorate	Redundancies Costs	No. of Redundancies
DACHS	£ 134,011	13
DEGNS	£ 159,767	3
DOR	£ 2,250	1
Total	£ 296,028	17

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 6 reporting.

Shaping Readings Future – Our Corporate Plan 2018-21


Performance Report

Period: Q2 (July – September 2019)



EXECUTIVE SUMMARY


This report sets out how the Council has performed in the second quarter of 2019/20 to deliver the mission and priorities for Reading Borough Council as set out in the Corporate Plan for 2018-21. Our priorities are:



Securing the economic success of Reading



Improving access to decent housing to meet local needs



Protecting and enhancing the lives of vulnerable adults and children



Keeping Reading's environment clean, green and safe



Promoting health, education, culture & wellbeing



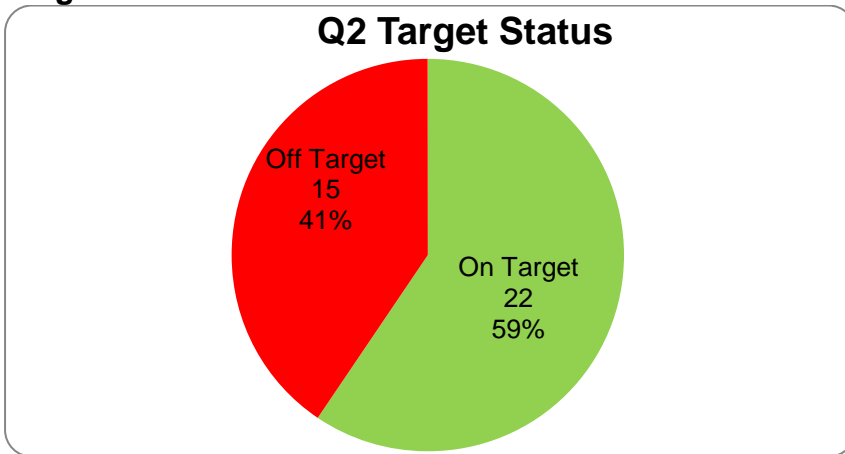
Ensuring the Council is Fit For the Future

The report focuses on progress against the Council's priorities and the 39 headline performance measures that directorates have identified that best demonstrate progress in achieving the outcomes.

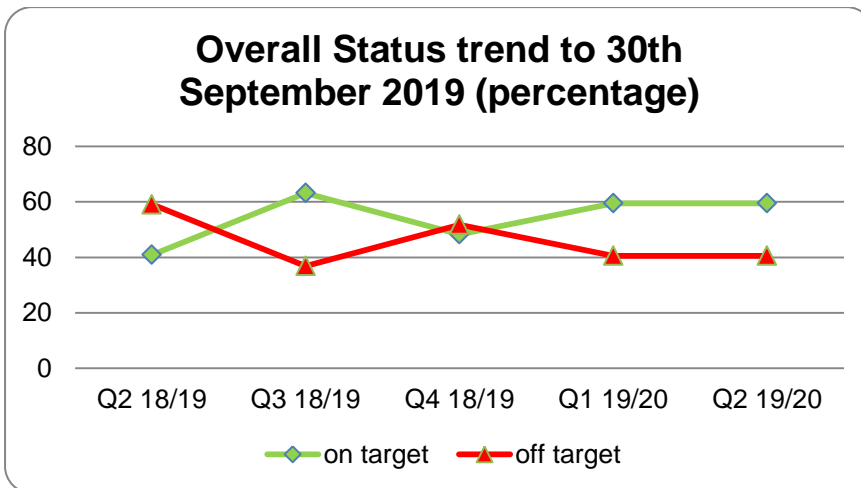
Through service plans the Council carries out wider work to measure performance and quality. This report is intended to provide an overview of the contribution that the Council makes across all of its activities to improving Reading as a place to live, work and visit.

Performance Overview Q2 2019/20

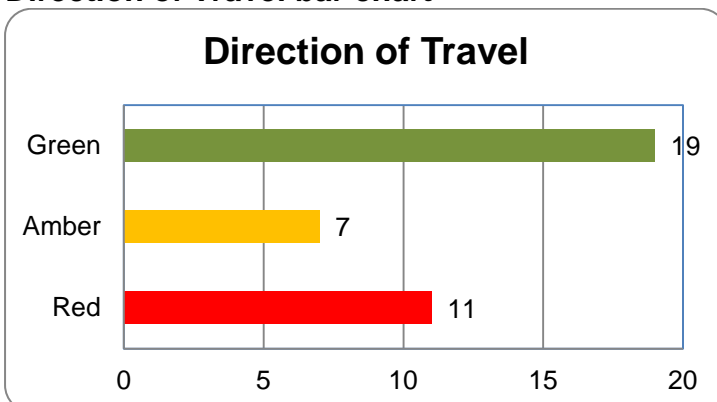
Target Status



Percentage overall status trend to September 2019



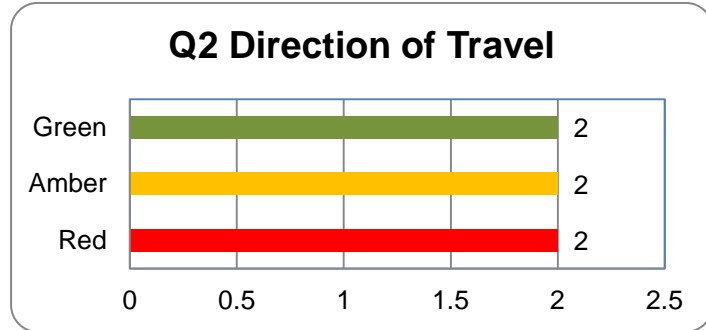
Direction of Travel bar chart





PRIORITY: Securing the economic success of Reading

Performance Headlines



Page 268



Areas Performing Well or Improving

(Measures which have achieved target and direction of travel improved)

Where data is available quarterly



Percentage of people aged 18 -64 who are economically active



Areas for Improvement

(Measures which have not achieved targets and direction of travel worsened)

Where data is available quarterly



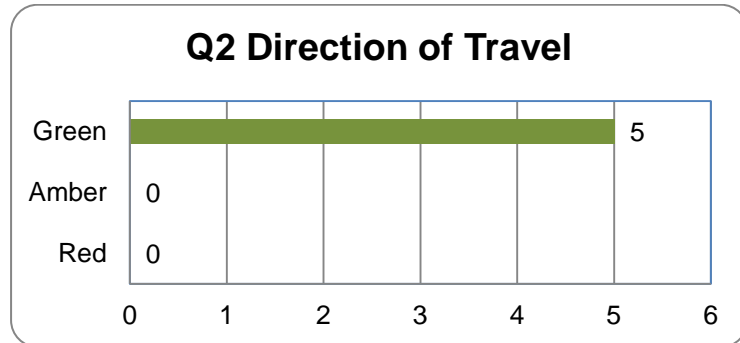
Superfast Broadband coverage

Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Baseline	2018/19 Result	2019/20 Q1 Result	2019/20 Q2 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	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%	82.10%	80.90%		81.60%	Economically active people in Reading have marginally increased over the past 3 months. Reading is above the average for the South East region. Latest data covers the period to April 2018 - March 2019
Securing the Economic Success of Reading	Growth in Business Rates Tax Base	National	High	11.10%	3.47%	Annual	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	Delayed	100%			BT Openreach announced further slippage against their remedial plan expected completion now June 2020). We expect all project costs to be met by BT for this further slippage, and unfortunately reflect national trends in Superfast Broadband delivery. There is little contractual redress possible, and prospects for eventual delivery remain reasonably good (as advised by BDUK).
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%	Not Available	1.90%			Brighter Futures have recently taken responsibility for this service. The data set is incomplete and does not provide an accurate picture. This is being tackled as a matter of urgency through the appointment of a team manager.
Securing the Economic Success	Gross Value Added (GVA) per worker	National	High	£64,200	£64,152	Annual	Annual	£67,410			Gross Value Added (GVA) is the measure of the value of goods and services produced in an area. Annual measure



PRIORITY: Improving access to decent housing to meet local needs

Performance Headlines



Page 270



Areas Performing Well or Improving

(Measures which have achieved target and direction of travel improved)

Where data is available for Q2



Percentage of Houses of Multiple Occupation (HMO's) licensed under mandatory licensing schemes



Numbers of families in bed & breakfast accommodation (shared facilities) - snapshot (Excellent performance maintained)



Areas for Improvement

(Measures which have not achieved targets and direction of travel worsened. **There are no areas for improvement this period**)

Where data is available for Q2

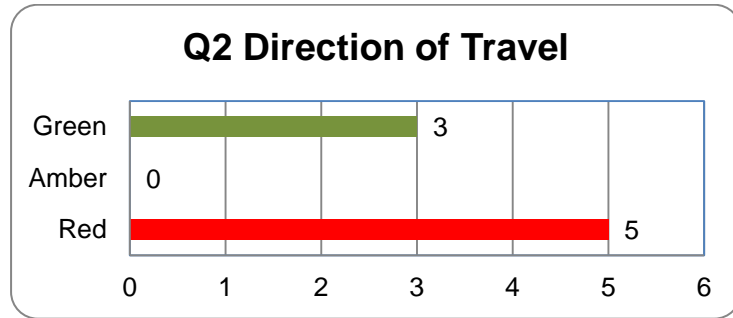
Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Baseline	2018/19 Result	2019/20 Q1 Result	2019/20 Q2 Result	2019/20 Target	Direction of travel	Average for comparator group	Comments
Ensuring access to decent housing to meet local needs	Number of additional homes completed per annum	Local	High	700	910	Annual	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	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	0		N/A	No families with children placed although 1 pregnant woman was placed for a few days
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	151	320	440		N/A	This figure in line with last year's figures includes both cases that are prevented from becoming homeless and those whose homelessness was resolved
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%	37%	32%		N/A	Continued work with HMO owners to secure new licence applications



PRIORITY:

Protecting and enhancing the lives of vulnerable adults and children

Performance Headlines



Page 272



Areas Performing Well or Improving

(Measures which have achieved target and direction of travel improved)

Where data is available quarterly



Decrease the permanent new admissions to Residential or Nursing care per 100,000 population for:

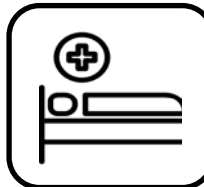
- Older People (65+) & Adults under 65



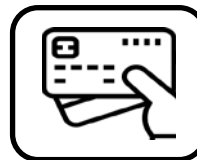
Areas for Improvement

(Measures which have not achieved targets and direction of travel worsened)





Where data is available quarterly







Reducing the number of days that people are unable to leave hospital because of social care delays (bed days)



Increase the number of service users (Adults) receiving direct payments

Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Baseline	2018/19 Result	2019/20 Q1 Result	2019/20 Q2 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)	863	1273		3.70%	There has continued to be considerable pressure in the Health and Social Care system which has led to some people being delayed in hospital when medically fit. These have tended to be complex patients who have required specialist ongoing care placements for dementia. Our market capacity has reduced due to CQC impositions regarding admissions to River View Nursing Home. The majority of patients continue to go home with appropriate care and support. This picture should continue to improve as we work with our partners to increase capacity in the market. We have also used BCF funding to bring in new workers to link with the emerging Primary Care Networks and help prevent admissions and have a positive impact on DTOC's.
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	18.96%	22%		23.3% (CIPFA 2017/18)	The percentage of people with a Direct Payment has increased slightly with 12 new people getting a DP during this period. There is greater work being carried out to increase this number, including formation of a dedicated DP advisor to work with teams and residents to drive forward the benefits of a Direct Payment. The success of this post will be tracked and performance managed through the following 6 months.
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	192.12	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 with the right support, equipment and technology to allow them to live independently. This is achieved through the use of enablement and extra care housing to enhance 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	5.55	13		13.5 (England 2017/18)	Progress against this measure continues to be strong and younger people with disabilities are enabled to remain independent in their own homes with the right care and support.

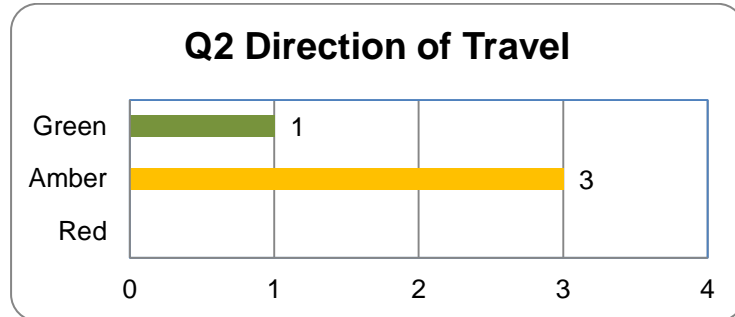
Page 273

Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Baseline	2018/19 Result	2019/20 Q1 Result	2019/20 Q2 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%	98%	95%			There has been an increase in referrals from Children's Single Point of Access (CSPoA) in Sept which follows the annual trend following the summer holiday period. The number of cases stepped down from CSC increased significantly this month. This increase may be due in part to the review of some cases The timeliness of EH assessments has remained constant.
Protecting & enhancing the lives of vulnerable Adults & Children	Percentage of placements for children looked after within 20+ miles	Local	High	62%	68%	67%	66%	75%			There has been a dedicated response to reducing the number of children already placed in 20 miles or more particularly children placed in semi-independent accommodation in terms of reviewing existing care packages which has resulting in a reduction. In order to maintain this downward trend our strategic focus is on increasing our provision locally
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%	18%	11%		N/A	The change in 3+ placements relates to children's care planning and although a decrease in performance this has led to permanence for children.
Protecting & enhancing the lives of vulnerable Adults & Children	Reduced number of children looked after	National	Low	274	268	278	280	260			Reading continues to see an increase in the number of children coming into care. More detailed analysis is being undertaken to get a better understanding of the reason.



PRIORITY: Keeping Reading's environment clean, green and safe

Performance Headlines



Page 275



Areas Performing Well or Improving

(Measures which have achieved target and direction of travel improved) **Where data is available quarterly**



Increased Percentage of household waste sent for re-use, recycling and composting



Areas for Improvement

(Measures which have not achieved targets and direction of travel worsened) **Where data is available quarterly**



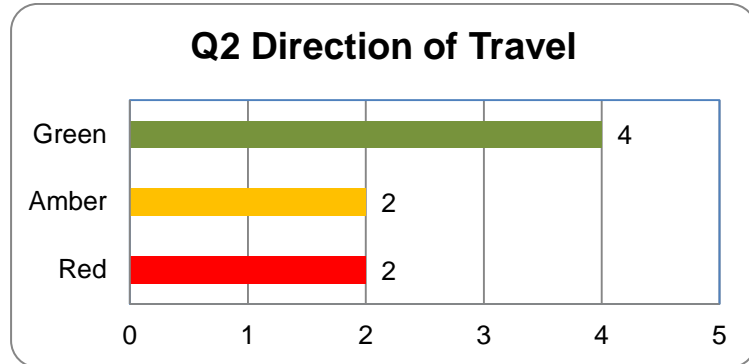
Reduction in total recorded crime rates (per 1,000 population)

Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Baseline	2018/19 Result	2019/20 Q1 Result	2019/20 Q2 Result	2019/20 Target	Direction of travel	Average for comparator group	Comments
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%	37%	35%			Improved this quarter and in particular related to the increase of wood recycling at Household Waste Recycling Centres (HWRCs) since the new contract has been put in place. Projected to increase further with the introduction of food waste collections and a smaller bin for waste sent to landfill
Keeping Readings Environment clean, green and safe	Reading Borough Carbon Footprint (kilotonnes of CO2 emissions eq)	National	Low	618*	524kT	Annual Figure	Annual Figure	480 KT		not applicable	2018 - baseline (projected) data is in calendar years
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	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 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 two years	every 2 years	N/A		Next survey scheduled to take place in 2020/21
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	9.46	7.236		9.14	This figure is measured annually; however current year on year would suggest a slight decrease in overall crime although we are still about average within our comparator group for the same period. Looking at number rather than per 1000 up to August 19 figures shows a 2% decrease and suggest we are on target, however the trend is upward so we need to continue to work towards this.



PRIORITY: Promoting health, education, culture & wellbeing

Performance Headlines



Page 277



Areas Performing Well or Improving

(Measures which have achieved target and direction of travel improved) **Where data is available quarterly**



Percentage of adults (aged 18+) classified as overweight or obese



Areas for Improvement

(Measures which have not achieved targets and direction of travel worsened)

Where data is available quarterly




Smoking prevalence in adults in routine and manual occupations (18-64) – current smokers



Increased participation at Council Cultural Venues (Town Hall & Museum, Hexagon, South Street)

Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Baseline	2018/19 Result	2019/20 Q1 Result	2019/20 Q2 Result	2019/20 Target	Direction of travel	Average for comparator group	Comments
Promoting Health, Education, Culture & Wellbeing	Reduction in Secondary Fixed Term exclusions -	National	Low	783	723	686	Annual	700		1088	Result for 18/19 below target and substantially below comparator group. This could be evidence of the early impact of our work with schools therapeutic thinking.
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	Annual	9			Our performance continues to outperform the comparator group with the disadvantage gap reducing year on year. Given current performance it is likely the 19/20 target will be met.
Promoting Health, Education, Culture & Wellbeing	Key Stage 4 results (Attainment 8) - gap in attainment for disadvantaged pupils	National	Low	20.6	19	Annual	Annual	17			Given current performance it is likely the 19/20 target will be met.
Promoting Health, Education, Culture & Wellbeing	Increased Percentage of schools rated good or outstanding	National	High	88.7%	94%	91.70%	91.5%	94%		90%	The new Ofsted framework introduced from September 2019 may mean that our performance drops until the new framework is embedded in schools.
Promoting Health, Education, Culture & Wellbeing	Increased participation at Council Cultural Venues (Town Hall & Museum, Hexagon, South Street)	Local	High	331,086	<u>326,200</u>	82,308	50,272	334,500		N/A	The Hexagon and South Street closed over the August period for maintenance. Town Hall works continuing over the quarter, we hope for a growth in visitor numbers, helped along by our social media marketing. Our schools visit numbers are as anticipated for the term.
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	Annual Measure	66%			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)	28.3% (2019)	26.5% (2019)		25.4% (England 2019)	Prevalence in this sub-group has increased marginally but remains within the range of both national average and those of CIPFA neighbours. Work continues with the provider to ensure that the service is targeted in areas of greatest need. When the population of Reading is taken as a whole there is an ongoing decrease in smoking prevalence which reflects the success of the local service supporting people to quit.

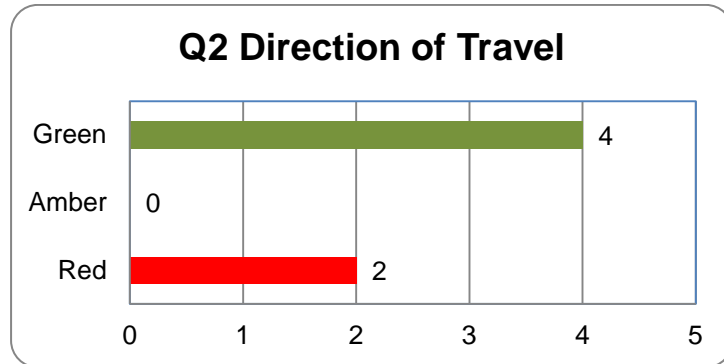
Page 278

Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Baseline	2018/19 Result	2019/20 Q1 Result	2019/20 Q2 Result	2019/20 Target	Direction of travel	Average for comparator group	Comments
Promoting Health, Education, Culture & Wellbeing	Percentage of adults (aged 18+) classified as overweight or obese	National	Low	59.2% (16/17)	60% (17/18)	60% (17/18)	55.7% (17/18)	60% (18/19)		62% (England 2017/18)	"Eat for Health" adult weight management course have commenced in Reading for the 2019-20 year. This is running successfully and we continue to work with the provider to ensure the course is as effective as possible. Wider review of obesity in Berkshire West due to be finalised Nov 19 which will inform future action.



PRIORITY: Ensuring the Council is Fit For the Future

Performance Headlines



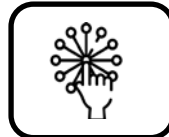
Page 280



Areas Performing Well or Improving

(Measures which have achieved target and direction of travel improved)

Where data is available quarterly



Increase in take up of online services – number of people signed up for an online account



Areas for Improvement

(Measures which have not achieved targets and direction of travel worsened)


Where data is available quarterly



- Percentage of Council Tax collected
- Percentage of Business Rates collected

Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Baseline	2018/19 Result	2019/20 Q1 Result	2019/20 Q2 Result	2019/20 Target	Direction of travel	Average for comparator group	
Ensuring our Council is fit for the future	Improve customer satisfaction with our front of house service	Local	High	88%	85%	93%	86%	85%		Not Available	Satisfaction with customer services, those rating the service excellent or good, continues to exceed the target set
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	85,221	80,425		Not Available	There are currently 85,221 registered online account users exceeding the annual target set
Ensuring our Council is fit for the future	Delivery of Medium Term Financial Strategy – total budget requirement	Local	High	125.3m	142.9m	130,650 (Forecast Outturn)	130,037 Forecast Outturn	132,804		Not Available	<p>The Council continues to control its budgets within annual totals. A net underspend of £2,757k is now forecast to be available to bolster reserves and fund future expenditure – this is increased from £2,154k reported in Quarter 1.</p> <p>By close scrutiny of the delivery of agreed savings programmes the forecast underspend is the result of being able to release some risk and contingency budgets back to general reserves as well as upsides that have emerged due to NNDR pooling pilot status being extended into a second year.</p>
Ensuring our Council is fit for the future	Reducing council agency spend	Local	Low	14.2m	11.925m	£969,471	£1,243,716	9.5m		Not Available	We are on track to reduce the level of agency spending to below the target set for 2019/20.
Ensuring our Council is fit for the future	Percentage of Council Tax collected	National	High	96.60%	96.41%	28.65%	55.62%	97.1% (56.37% Sept)		97.03%	Collection is 0.75% behind target set, however the result is an improvement on last year (55.37%) by 0.25%. So although improving 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 £1.76m as a result of student exemptions expiring and awaiting information of new student occupants, the debit will normalise shortly. In comparison to last year, the debit increase was only £1.1m last year, therefore we expect, as the debit falls, to improve our overall % collection further.

Page 281

Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Baseline	2018/19 Result	2019/20 Q1 Result	2019/20 Q2 Result	2019/20 Target	Direction of travel	Average for comparator group	
Ensuring our Council is fit for the future	Percentage of Business Rates collected	National	High	96.28%	97.89%	28.07%	53.20%	97.25% (54.00% Sept)		97.38%	Collection is behind target by 0.80%. Behind in comparison to last year (53.98%) by 0.78% -Having reviewed some of the reminder data from September, we have one company that were issued a reminder for in excess of £1m, this alone is equivalent to approx. 0.70%. The company have since paid £400k and have an arrangement to clear the balance within the financial year. We are also reviewing a number of high value reminders from September to determine whether payments are held in suspense waiting manual processing.

READING BOROUGH COUNCIL

REPORT BY EXECUTIVE DIRECTOR OF RESOURCES

TO: POLICY COMMITTEE

DATE: 16th DECEMBER 2019

AGENDA ITEM: 9

**TITLE: 2020/21 DRAFT BUDGET AND
MEDIUM TERM FINANCIAL STRATEGY TO
2023**

**LEAD COUNCILLOR(S):
COUNCILLOR BROCK**

**PORTFOLIO:
LEADER OF THE COUNCIL**

SERVICE: ALL

WARDS: BOROUGHWIDE

LEAD OFFICER: MATT DAVIS

TEL: 0118 937 3263

**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 Council's draft Medium Term Financial Strategy [*MTFS*] and associated spending plans for the three years 2020/21 to 2022/23. The report covers all aspects of the Council's spend: General Fund revenue expenditure funded by the Council Tax, Business Rates, government grant and other sources of income. Housing Revenue Account [*HRA*] expenditure, funded by council tenants' rents and the Council's Capital Programmes (General Fund and HRA) funded by grants and contributions, capital receipts, revenue and prudential borrowing.
- 1.2. The proposed Medium Term Financial Strategy is informed by and supports delivery of the Council's Corporate Plan priorities including its commitment to address the climate change emergency; and seeks to ensure that the Council is "fit for the future", with sound finances that allow the Council's future funding challenges and spending pressures to be met in as sustainable a way as possible.
- 1.3. The underpinning rationale of the Medium Term Financial Strategy set out in this report is to deliver a balanced and affordable budget that ensures the Council's finances are sustainable in both the short (one year) and medium term (three years). That in the longer term the Council's finances are not reliant on the unsustainable use of one-off reserves or funding and that general and earmarked reserves are maintained and bolstered to meet

future funding challenges and risk. The Strategy is also informed by the Council's Vision: "to ensure that Reading realises its potential – and that everyone who lives and works in Reading can share in the benefits of its success", as well as its Corporate Plan priorities:

- Securing the economic success of Reading;
- Improving access to decent housing to meet local needs;
- Protecting and enhancing the life outcomes of vulnerable adults and children;
- Keeping Reading's environment clean, green and safe (which includes addressing the *declared* climate emergency);
- Promoting great education, leisure and cultural opportunities for people in reading; and
- Ensuring the Council is 'fit for the future'.

- 1.4. The Draft Budget for Consultation and associated MTFS are based on the latest information available. A number of matters and assumptions remain to be crystalized which may alter our current forecasts, principally these include the formal determination of the taxbase (to be considered by Council in January), the Provisional Local Government Finance Settlement [LGFS] expected in late December or the New Year depending on the outcome of the General Election and agreement of the Business Plan and associated contract sum for Brighter Futures for Children, the Council's wholly owned company which delivers Children's Services on behalf of the Council.
- 1.5. Following the resolution of the the above matters and the conclusion of the consultation period on the Draft Budget Policy Committee will recommend a budget to Full Council in order that it can determine its budget, associated Council Tax level and precept for 2020-21 at its meeting on 25th February 2020.
- 1.6. The MTFS 2020 - 2023 provides for an overall budget position across the three years which contributes to reserves and an underlying base budget for 2023/24 which isn't reliant on reserves.
- 1.7. The Strategy builds on work over the previous 2-3yrs to stabilise the Council's financial position and build reserves back to a more robust level and seeks to facilitate vital investment in core infrastructure to drive efficiency improvements, facilitate service redesign and thereby manage pressures within demand led services. This invest to save approach provides for a robust financial position going forward and enables vital and valued services can continue to be delivered. Whilst the Budget Strategy relies on significant service transformation to drive increased efficiency savings and income generation it does mean that service cuts are not required. In particular the budget assumptions include:
 - a) Revenue Support Grant from Government;
 - b) Council Tax increases of 3.99% (including a one off 2.0% social care precept) in 2020/21 and 1.99% in both 2021/22 and 2022/23;
 - c) £33.1m of efficiencies and increased income across the period;

- d) A contingency provision over the three years (£3.5m 2020/21; £5.2m 2021/22; and £5.5m 2022/23) to mitigate possible slippage or non-achievement of higher risk savings and/or income targets over the period;
- e) General Fund capital investment of £358m over the period 2020/21 to 2022/23 of which £202m is for invest to save purposes;
- f) £2.0m of transformation funding (over the period 2020/21 to 2021/22) to support delivery of efficiency savings assumed within the MTFS.

- 1.8. On 1st December 2018 the Council incorporated a Local Authority Company, Brighter Futures for Children [BFFC], to provide services previously provided directly by the Council. In September OFSTED recognised the steady improvement in the performance of children’s services across all four judgement areas and moved the rating of the Service from “Inadequate” to “Requires Improvement to be Good”. This improvement will translate into better life outcomes for vulnerable children, young people and families in the town and the Council and Company are committed to working in partnership to achieve “Outstanding” as quickly as possible.
- 1.9. Budgets to support children’s services (agreed as part of the existing MTFS) include growth to recognise inflationary pressures as well as demographic growth, but also robust savings and efficiency targets underpinned by contingency provision to mitigate against slippage or non delivery of the most challenging savings. These assumptions are currently under review as part of the ongoing work with BFFC to agree its Business Plan and contract sum as outlined above.
- 1.10. For ease of reading; the remainder of the report is split into four sections:

- Section A** Background and Context
- Section B** General Fund Revenue Budget
- Section C** Housing Revenue Account (HRA) Budget
- Section D** Capital Programme

2. RECOMMENDED ACTION -

2.1. That Policy Committee agree the Draft 2020/21 General Fund and Housing Revenue Account budgets, Draft Capital Programme and Medium Term Financial Strategy as set out in Appendices 1-8, for consultation, noting the following:

- a) the Council’s General Fund Budget Requirement of £148.8m for 2020/21 and an increase in the Band D Council Tax for the Council of 3.99% (1.99% general increase and 2.00% additional adult social care precept) or £64.93 per annum representing a Band D Council Tax of £1,692.16 per annum as set out in paragraphs 14.1 to 14.3;
- b) the proposed service savings and efficiencies of £6.3m together with additional income of £5.1m in 2020/21 required to achieved a balanced budget for that year as set out in Appendix 2;

- c) the overall savings proposed within the MTFs of £33.1m (of which changes to income, fees and charges is £13.2m) and three-year growth changes to service budgets of £26.4m as set out in Appendix 3;
- d) the Housing Revenue Account budget for 2020/21 of £40.9m as set out in Appendix 4 and an increase of 3.3% in social dwelling rents from April 2020 giving a revised weekly average social rent of £102.57 as set out in paragraph 19.2;
- e) the General Fund and Housing Revenue Account Capital Programmes as set out in Appendices 5a and 5b;
- f) the Strategy for the use of flexible capital receipts to deliver future transformation and ongoing savings as set out in Appendix 6; and
- g) the Fees and Charges outlined in Appendix 7 of the report;

- Appendix 1 Summary of General Fund Budget 2020-21 to 2022-23**
- Appendix 2 General Fund Revenue Budget by Service 2020-21 to 2022-23**
- Appendix 3 Detailed General Fund Budgets 2020-21 to 2022-23**
- Appendix 4 Housing Revenue Account Budget 2020-21 to 2022-23**
- Appendix 5 General Fund and HRA Capital Programme 2020-21 to 2022-23**
- Appendix 6 Flexible Capital Receipts Strategy**
- Appendix 7 Fees and Charges**
- Appendix 8 Equality Impact Assessment**

Section A Background and Context

3. Background

- The Medium Term Financial Strategy makes assumptions about income from Government grant, Council Tax, fees and charges and rents. It facilitates investment in key infrastructure to support transformational changes and improved customer service thereby underpinning fit for purpose; efficient service delivery and the Council's priorities as set out in its Corporate Plan:
- Securing the economic success of Reading;
- Improving access to decent housing to meet local needs;
- Protecting and enhancing the life outcomes of vulnerable adults and children;
- Keeping Reading's environment clean, green and safe;
- Promoting great education, leisure and cultural opportunities for people in reading; and
- Ensuring the Council is Fit for the Future

3.1. As part of keeping Reading's environment clean, green and safe, the Council has declared a climate emergency and recognised its potential impact on the health and well-being of residents, visitors and the planet. The revenue and capital proposals set out in this report, take into account the obligations and responsibilities incumbent in this recognition and include investment in a number of initiatives to improve air quality, reduce Co2 emissions and increase recycling rates.

4. The Current Economic and Financial Environment

4.1. The Council's future finances and demand for services or ability to generate income are significantly affected by the wider economic, political and financial environment. The result of the General Election is unknown at the time of writing. The outcome of the election has the potential to change public spending priorities; as well as in the longer term the health of the overall economy. The following set out some of the more significant factors that have the potential to impact on the Council:

Brexit

4.2. The outcome of the General Election and resultant government's stance on Brexit may significantly influence the nature of the UK's relationship with its trading partners and the state of the economy, including key drivers such as interest rates and inflation as well as public sector finances. The following key economic and financial drivers have the potential to impact on the Council's MTFS planning assumptions and need to be considered in light of the potential for Brexit to impact on them.

Public Sector Spending Plans

As a consequence of Brexit, the Chancellor outlined in September 2019 a further one-year delay to the next Comprehensive Spending Review. The lack of any longer range planning assumptions creates considerable financial uncertainty for local government and its own

medium term planning due to the significant level of funding controlled and distributed by central government.

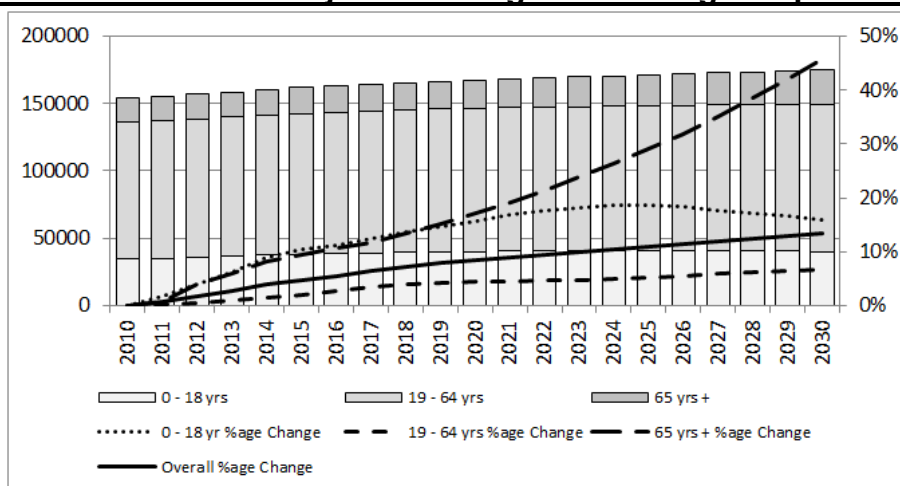
4.4. The 2020/21 Spending Round announcement included the following matters that are pertinent to the Council's finances and the wider environment in which it operates:

- A proposed Council Tax referendum limit of 2% ;
- The ability to levy an adult social care precept up to 2% for a further year;
- Revenue Support Grant 2020/21 will be as per 2019/20 + CPI
- £1bn for social care and £700m for children and young people with special educational needs and disabilities;
- A move to 75% local business rate retention and a review of how the system of Tariffs and Top-Ups, Levies and Safety Net payments operates to commence from 2021/22 at the same time as a general revaluation of the Rating List
- Business Rate Pilot schemes operating in 2019/20 to cease and no new pilots to be introduced for 2020/21;
- A review of the formula for allocating central government support to local government based on needs and resources to be introduced from 2021/22 – the Fair Funding Review
- A 3.4% increase in NHS Better Care Funding budgets which is used in partnership with local authorities to support adult social care outcomes;
- A real terms increase in funding for public health services;
- A £2.6bn rise in core schools funding, with an additional £1.5bn to compensate schools for additional pension costs, and an extra £700m to support children with special educational needs;
- An extra £422m to help reduce homelessness and rough sleeping;
- An extra £40m for discretionary housing payments;
- £24m additional funding to support building safety (in addition to the £600m previously announced) following the Grenfell tragedy;
- Investment of £30m in improving air quality, and a further £30m towards developing de-carbonisation schemes; and
- The embedding of a Public Value Framework to maximise the value the government spending delivers, providing an enhanced focus on evidence-based outcomes

Demographic Forecasts

4.5. One of the key drivers of demand for Council services, and hence cost pressures, is demographic growth, principally in terms of resident and customer numbers but additionally in net daily inflows of visitors. Whilst general central government funding has seen real-terms decreases over the last ten years, service demand and demographic pressures have not fallen comparatively. Since 2010, the Office of National Statistics [ONS] estimate Reading's population has risen by 7% (4% since 2013 when government funding levels were last reviewed for funding need). Whilst the average increase is 7%, the rise in 0 – 18 year olds is 14% and the rise in over 65s is 13% - both higher than the overall average. The ONS produce future forecasts of population which shows a significant increase in the number of over 65s over the next decade. The chart below illustrates the projected population increase for Reading:

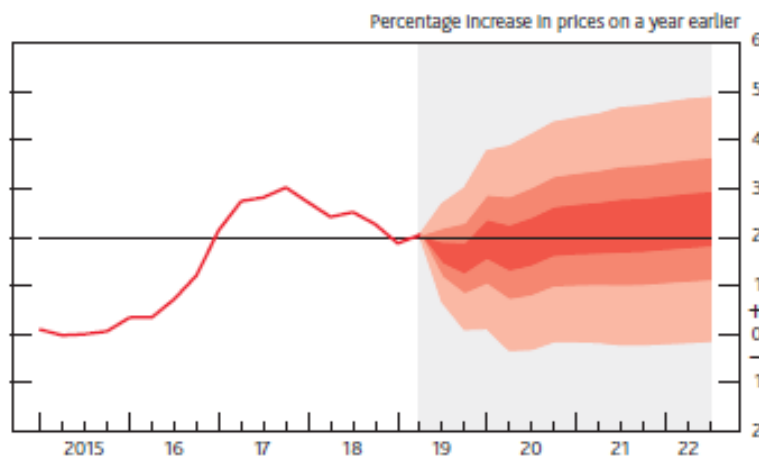
Chart 1 – ONS Estimated and Projected Change to Reading’s Population



Inflation Expectations

4.6. Inflationary pressures on the Council’s employee and contractor costs represent a significant annual pressure that needs to be funded. Equally, inflation rates impact on fees and charges, Council Tax capping levels and business rate income based on the nationally set NNDR Multiplier. The Bank of England produce a quarterly Inflation Report which gives some indication as to the future inflation pressures. The most recently published report (August 2019) forecasts CPI inflation will remain relatively stable over the coming three years, rising from 1.7% to 1.9%, 2.2%, and then 2.4% over the next three years. This forecast is subject to a degree of uncertainty which is illustrated in the fan chart below:

Chart 2 – Bank of England (August 2019) CPI Inflation Expectations



Deprivation

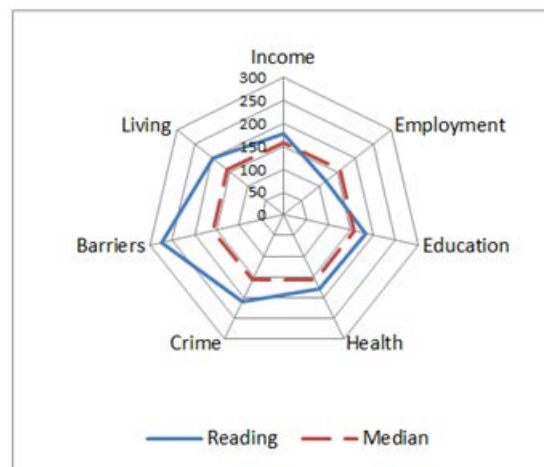
4.7. One of the key outcomes for the Council is to improve the well-being of its residents and to address the needs of those most in need. The degree to which assessed need and inequality might be measured is by reference to the national Index of Multiple Deprivation [IMD].

4.8. IMD scores and weightings are based on seven domains of deprivation and are weighted individually to provide an overall IMD score as follows:

- Income Deprivation (22.5%)
- Employment Deprivation (22.5%)
- Education, Skills and Training Deprivation (13.5%)
- Health Deprivation and Disability (13.5%)
- Crime (9.3%)
- Barriers to Housing and Services (9.3%)
- Living Environment Deprivation (9.3%)

4.9. The chart below illustrates the 2019 IMD statistics for each of the above seven indicators relative to the (median) average across all 317 local authority areas:

Chart 3 – Index of Multiple Deprivation (2019)

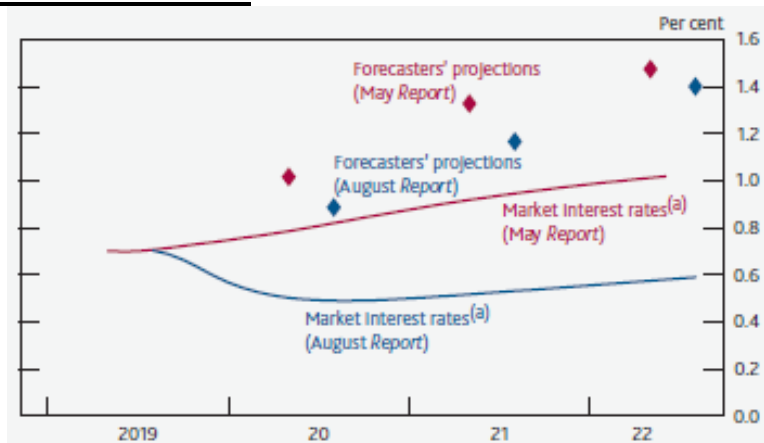


Interest Rates

- 4.10. Whilst almost all of the Council's existing debt has been taken on long term fixed rate terms from the Public Works Loans Board (PWLB), changes to future assumed borrowing costs have the potential to impact on capital financing costs charged to revenue. Over the three year life of the new MTFs, around £11m of existing debt is due for redemption, whilst around £261m will need to be prudentially borrowed (net of applying grants and contributions; CIL and s106 funding; and capital receipts) to fund the projected General Fund Capital Programme. The HRA Capital Programme assumes net prudential borrowing of £31m over the 3 year period.
- 4.11. HM Treasury reacted to concerns about the trend in recent years of significant increased local authority borrowing by increasing the Public Works Loans Board [PWL] borrowing rates by 1.00% in October 2019. This has increased their rate from 0.80% to 1.80% above Gilts (the rate at which Government itself borrows). Against the Council's £261m net General Fund borrowing requirement for the future three year MTFP period, this adds £2.61m to interest costs per year. The increase in PWLB margins provides potential opportunity for commercial lenders (insurance companies; pension funds etc) to increase their lending to local authorities. Officers are reviewing the Council's options to achieve lower debt financing costs in the future, including from the Municipal Bonds Agency as part of the Council's treasury management planning.

- 4.12. Despite the increase in PWLB rates outlined above, the Bank Base Rate remains relatively stable. The Bank of England's August Inflation Report sets out the Monetary Policy Committee's forecasts for future interest rates and as illustrated in Chart 4 below, shows them as continuing to remain stable (indeed slightly falling in the short term). Their report compares their own (market-rate) forecasts to those of other forecasters, who project a slight rise in interest rates over the next few years.

Chart 4 – Forecast Interest Rates

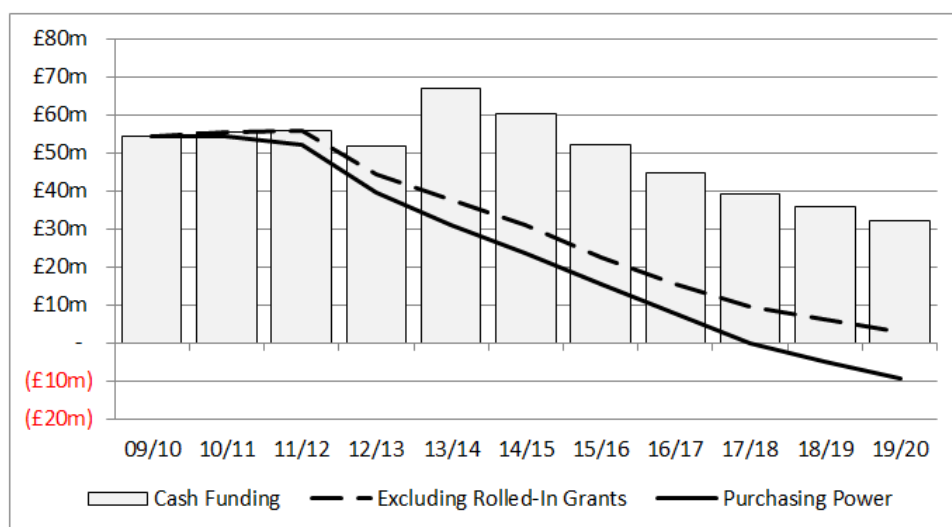


5. Local Government Finance Settlement

- 5.1. At the time of writing, the Local Government Finance Settlement [LGFS] for 2020/21 has yet to be announced, although indications were given in the Chancellor's Spending Round announcements in September that the 2019/20 Settlement would be rolled forward by one year. Our assumptions around funding levels contained within the budget and set out in this report are best estimates based on information so far available. Members will be briefed at the meeting should any announcement on the LGFS be made, whilst details of the Final Settlement will be incorporated into the budget report to be presented to Policy Committee in February.
- 5.2. The formal announcement of the provisional 2020/21 LGFS is expected in late December/early January depending on the outcome of the General Election. After a period for consultation, it will be confirmed in January/February 2020.
- 5.3. The current financial year, 2019/20 represented the final year of a four-year funding settlement that gave a degree of certainty and allowed longer range planning. As the Chancellor deferred the Comprehensive Spending Review [CSR] to 2020/21 and announced a one-year Spending Round in September 2019, the LGFS will only be for 2020/21.
- 5.4. In 2009/10 the Local Government Finance Settlement [LGFS] awarded Reading Borough Council £54.6m in Formula Funding allocations (Revenue Support Grant [RSG] and redistribution of nationally pooled business rates). This has fallen in cash terms to £32.2m of Baseline Funding (RSG and locally retained business rates net of Tariff) in the current year 2019/20. These figures are absolute cash figures and do not take into account the additional reduction in real spending power caused by inflation and are also distorted by a number of previously specific grants over and above Formula Funding levels having been

rolled into the 2019/20 Baseline Funding quantum. Taking into account those other impacts, between 2009/10 and the current year, it can be demonstrated that funding levels are now negative on a like-for-like basis as illustrated in the chart below:

Chart 5 – Real Change in Formula (Settlement) Funding



- 5.5. The system of allocating funding through the LGFS was substantially altered in 2013/14 with the introduction of Localised Business Rates. Prior to that point (and since 1988 when local authorities set their own business rates) all business rates were determined and pooled nationally by central government and re-distributed to local government on a formula basis. Local councils acted in an agency capacity billing and collecting business rates on behalf of the Government.

In 2013/14 a fifty percent localised business rates system was introduced which allowed local authorities to keep half of their business rate yield on the basis this would incentivise councils to promote growth in their business rates.

- 5.6. Clearly the amount of businesses paying rates in any one area is not directly proportionate to the funding requirement of the relevant council. Consequently, a system of Tariffs and Top-ups was introduced to redistribute resources using Baseline target levels (based on average collected in the years 2010/11 and 2011/12). With a relatively high business rate yield in Reading, this means that (at target levels) of the 50% retained; only 26% is retained locally after accounting for the tariff.
- 5.7. To incentivise local authorities to promote business growth, any increase in yield above target baseline is retained locally (although subject to a Levy discussed later in this paragraph). However, it should also be noted that any fall below target (for instance due to closure of major businesses, conversion of business premises to housing, or rating appeals) remains the responsibility of the local authority and as a consequence a Safety Net system exists to protect councils who see their yield decline by more than 7.5% of their Baseline target. To finance this cost HM Treasury (as administered by the Ministry of Housing, Communities and Local Government [MHCLG]) a levy of up to 50% is applied to the additional amount retained by those authorities exceeding Baseline targets.

- 5.8. Reading has a vibrant and growing economy and has seen business rates grow above target levels. All other things being equal, net of the Levy, the Council has benefitted from underlying growth by around £3.8m in 2019/20, in addition to any gain from pooling pilot status, because of the localised business rate scheme.
- 5.9. Many businesses have criticized the inequity of business rates as a tax that sees significant variations at each revaluation and bears little relationship to profitability and ability to pay – especially in relationship to the growth in online business models. Central Government has attempted to address some of these concerns by introducing additional discounts and exemptions as well as capping annual growth in the multiplier at the generally lower CPI inflation rate rather than the RPI rate. These measures have seen the overall yield grow less than would otherwise be the case. To compensate local authorities for this loss in their locally retained share a series of s31 grants are payable by MHCLG to compensate for the lower yield.
- 5.10. The current government has a previously stated aim of moving to a 100% localised business rates system in the future. To test how such a system might practically operate local authorities were given the opportunity to bid for pilot status, subject to their pooling with other neighbouring authorities. Reading, as part of a Berkshire Pilot Pool was successful in 2018/19 in being given Pilot status. Whilst the Council received no RSG in that year and the Tariff was adjusted accordingly, it was allowed to retain 100% of its business rate growth above Baseline target, but was required to contribute 50% of the net gain to the Local Enterprise Partnership (LEP) to fund infrastructure projects within the County. The Berkshire Pilot Pool was successful in bidding to retain pilot status for a second year in 2019/20, but at a reduced retention rate of 75%. Net of the contribution to the LEP, the Council has additionally gained around £5.3m in 2019/20 as a result.
- 5.11. Central Government has announced that no authorities will be granted pilot status in 2020/21 and thus the Council will revert to the standard business rate position. Businesses are actively campaigning for changes to Business Rates however, which may see high street Business Rate charges fall. Whilst this would reduce the yield to Local Government, we would expect compensation via 'new burdens' grant funding from central government.

6. Future Changes to the Local Government Finance System

- 6.1. The Government have been undertaking a review of local government financing which has the potential to impact on future Local Government Finance Settlements beyond 2020/21. Originally changes had been planned for 2020/21 but have been delayed by the fall of the Local Government Finance Bill that was guillotined as the result of the calling of the 2017 General Election, and ministerial and Parliamentary time pressures caused by Brexit. The outcome of the General Election will also potentially have a bearing on future changes.
- 6.2. It has been the long term intention of the current government to move to a 100% localised business rates scheme and they have previously announced that in 2021/22 they would move towards that target by introducing a 75% retention scheme. Whilst at Baseline funding levels this would have a net nil impact on overall funding (as additional specific grants would be rolled in to partially offset the increased amounts retained locally and

Tariffs and Top-ups adjusted to account for the balance), a number of factors have the potential to change our Baseline position as set out below:

- Resetting the system - Minister's previous positions were to opt for a "hard" re-set whereby any current gains above Baseline are removed from the start of 2021/22. However, we anticipate the additional resources this would provide to MHCLG would allow a damping grant to be paid to smooth the transition over the several years through the RSG allocations.
- Business Rate Revaluation - the Valuation Office Agency (VOA) is due to take effect from April 2021. Whilst nationally the revaluation is intended to be fiscally neutral, prior revaluations have seen increases in business rates paid in London and the South East and reductions elsewhere in the country. This would in theory be adjusted for in revised Tariffs or Top-ups for individual councils to ensure the overall quantum across the whole country remained unchanged. However, the Council is a rate payer in its own right and as such would be subject to any pressures caused by a revaluation. The process of appealing business rate valuations changed in 2017 to a system known as check-challenge-appeal. Rating practitioners have expressed dissatisfaction at the new process and to date there has been a substantial reduction in the number of challenges and appeals coming through the system nationally. We hold provisions against the potential for appeals to materialise before the end of the current Rating List which is due to end in March 2021, whether or not this is sufficient will depend on the outcome of appeals lodged.

MHCLG have looked at ways of removing the impact of appeals from Baseline targets and dealing with them centrally, funded by top-slicing Settlement Funding Assessment distributions.

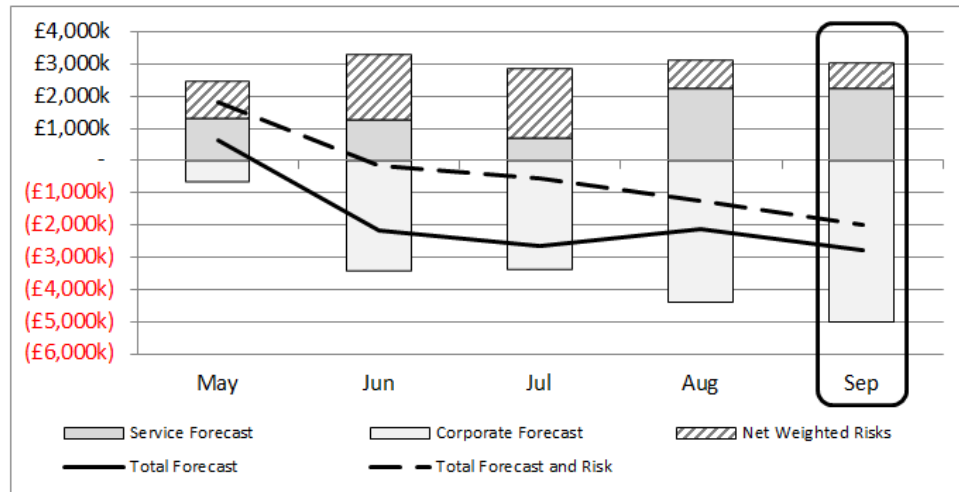
- Fair Funding Review of authority's needs and resources - Any change in methodology has the potential to alter the Council's Settlement Funding Assessment (SFA). It is expected that some form of damping arrangements will be put in place to smooth the impact of any increases or decreases to SFA over the three year period between 2021/22 and 2023/24 and a proxy for these are reflected in our current budget assumptions.

7. Current Year Financial Position – As at the end of September 2019

- 7.1. The Council regularly monitors its revenue and capital budgets in order to ensure its financial position remains robust, that expenditure is spent as planned and that income due to the Council is received. Additionally, the monitoring process tracks the delivery of savings proposals and risks of non delivery which may impact on the overall position and hence need to be mitigated.
- 7.2. The latest financial monitoring report considered by the Corporate Management Team relates to Period 6 (the end of September 2019). Whilst it projects a net service overspend of £2.2m (against a net budget of £118m), this is offset by a £5.0m underspend on Corporate Items budgets: the net position being a projected £2.8m underspend.

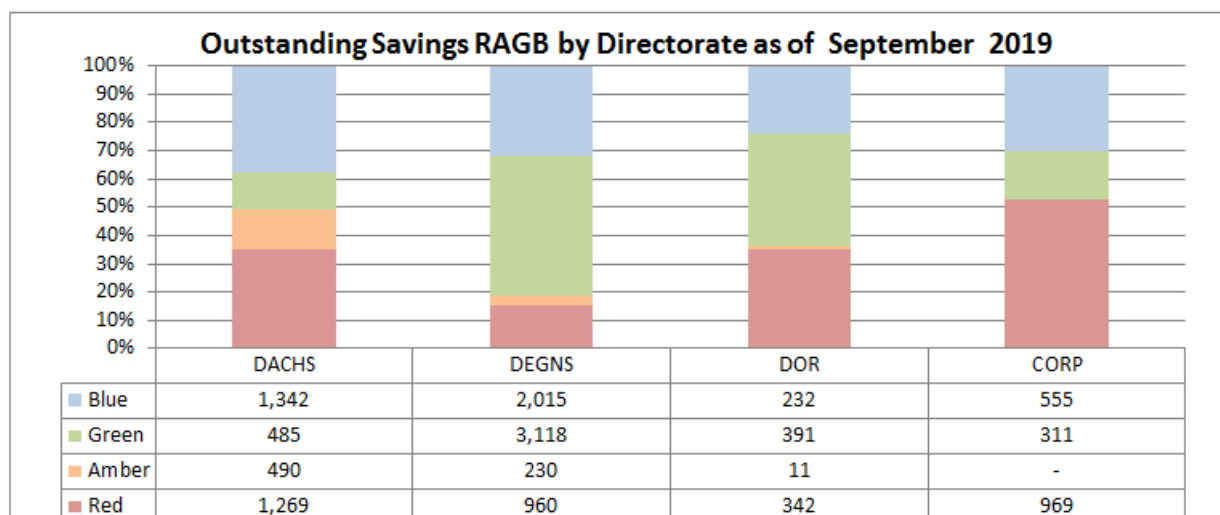
- 7.3. As outlined above, potential risks and/or opportunities are also monitored and risk-weighted according to their assessed likelihood of materialising. As at the end of period 6 a net £0.8m of weighted risks have been identified which if they materialise by year end, will reduce the forecast underspend from £2.8m to £2.0m. The chart below summarises the monthly trend in forecast outturn and net risks as the year has progressed.

Chart 6 – 2019/20 Forecast Outturn Trend



- 7.4. The primary causes of the projected £2.2m service area overspend relate to: a) the numbers of Looked after children and cost of agency social workers in Children's Services (£1.7m), work is ongoing to address these pressures and b) the underachievement of the investment property income target (£0.5m) in the Directorate of Economic Growth and Neighbourhoods [DEGNS] due to suitable investment opportunities which match the Council's investment criteria not currently coming forward.
- 7.5. The Corporate Items (non-front line service specific budgets) forecast underspend of £5.0m is predominantly the result of grant funding for business rates being more than anticipated under the 75% second-year pooling pilot arrangement and the ability to release some contingency provision as savings have been delivered.
- 7.6. As at Period 6 (the end of September), across all years of the MTFs (2019-22 plus outstanding from 2018/19) £11.8m (53%) of savings are categorised as having already been delivered.
- 7.7. Of the £12.7m of savings planned to be delivered in 2019/20 (either outstanding from 2018/19 or new for 2019/20) £8.4m (66%) are categorised as having already been delivered or on-track; £0.7m (6%) are currently at some risk; and £3.5m (28%) likely to not be delivered in year/considered unachievable. The chart below illustrates this visually:

Chart 7 – Period 6 Savings Tracker



- 7.8. Of the £3.5m of Red-flagged savings, £2.9m of in-year mitigations are in place to offset their budgetary impact. Business Cases for income or savings proposals which are no longer deemed deliverable and need to be removed from the MTFS have been incorporated into the MTFS refresh and total £3.1m.
- 7.9. The Housing Revenue Account as at the end of Period 6 is projecting an underspend against its revenue budget of £0.35m as set out in the table below:

Table 1 – Housing Revenue Account – 2019/20 Revenue Forecast

	Approved Budget (£,000's)	Forecast Outturn (£,000's)	Full Year Variance (£,000's)
Responsive Repairs	2,725	2,675	(50)
Planned Maintenance	3,165	3,115	(50)
Major Works	9,500	9,500	-
Managing Tenancies	1,302	1,302	-
Management, Policy & Support	5,474	5,474	-
Private Finance Initiative	6,823	6,823	-
Rent Collection	1,013	1,013	-
Building Cleaning, Energy and other	2,756	2,706	(50)
Capital Financing	10,325	10,325	-
HRA Income	(43,083)	(43,283)	(200)
	-	(350)	(350)

- 7.10. The General Fund Capital Programme for 2019/20 comprises two elements: those schemes relating to potential investment opportunities and those investing in service infrastructure. As at the 30th September the former is forecast to underspend by a net

£135m predominantly as a consequence of: a) a change to the business model of Homes for Reading (a wholly-owned company of the Council) resulting in their anticipated borrowing from the Council being £25m lower than originally planned, and b) the commercial property investment budget being underspent by £115m due to the lack of opportunities coming forward which meet the Council's prudent criteria and approach to the purchase of any commercial investment properties (in line with the Council's overall Investment and Commercial Property Investment Strategies)

The residual element of the Programme is forecasting a £1m underspend on fleet vehicle replacements

- 7.11. The Housing Revenue Account Capital Programme is forecasting a £4m net underspend against a gross expenditure budget of £27m. Delays in the New Build and Acquisitions Programme (the result of delays in having Homes England funding confirmed) is partially offset by the reduced application of capital receipts which would have been otherwise required.

Section B General Fund Revenue Budget

10. Overall Three-Year Budget Position

- 10.1. In February 2019 Full Council agreed a balanced budget for the three years of the MTFS. The Strategy has been extended to 2022/23 and all income and expenditure and planning assumptions have been reviewed.
- 10.2. The budget proposals as set out in this report would see a surplus in 2020/21 of £712k which will be applied to offset the gap of £684k in 2021/22. Thereby giving a balanced position over the first 2 years of the MTFS. The third year of the refreshed MTFS - 2022/23, shows a budget surplus of £1,737k. On the assumptions made, the Council does not have an underlying reliance on the use of one-off reserves in its base budget going into 2023/24.
- 10.3. The Council's General Fund Balance is £7.5m (marginally above 5% of the Council's proposed net budget requirement) across each of the three years of the MTFS. This percentage is considered appropriate and reflects uncertainties faced by the Council.
- 10.4. The Strategy relies on achieving service savings and additional income of £33.1m over the three years 2020/21 to 2022/23. Of the £33.1m due to be delivered, £8.2m relates to savings needing to be found in Children's Services and delivered in partnership with Brighter Futures for Children, the Council's wholly owned Children's company. The residual £24.9m has to be found from other directly managed Council services as summarised below:

Table 2 – General Fund Savings Summary 2020/21 to 2022/23

	Efficiency Savings (£,000's)	Invest to Save Schemes (£,000's)	Income, Fees & Charges (£,000's)	Total (£,000's)
Childrens Services (BFFC)	(8,190)	-	-	(8,190)
Other Council Services	(8,944)	(2,731)	(13,247)	(24,922)
Total	(17,134)	(2,731)	(13,247)	(33,112)

N.B. It should be noted that the income figure in relation to investment property acquisitions included within the 'Other Council Services' income figure above is gross of debt financing charges, as the income needs to cover both the costs of procurement as well as the assumed income stream.

- 10.5. The draft budget for 2020/21 includes £11.7m of service growth items (£5.2m pay costs and other inflationary pressures and £6.5m other pressures) and £11.4m of service savings (£6.3m efficiencies and invest-to-save initiatives and £5.1m from uplifted income). Within those growth and savings changes, BFFC represents £3.7m of the pressures (£1.3m inflation and £2.4m other pressures) with efficiency savings of £4.1m.

10.6. A summary of service and corporate budgets and funding across the three year MTFs period are set out in the table below. Further detail is provided in Appendices 1 – 3 attached:

Table 3 – Directorate and Corporate Budgets – Three-Year Summary

	2020/21 (£,000's)	2021/22 (£,000's)	2022/23 (£,000's)
Adults Care & Health Services	37,340	38,222	37,960
Economic Growth & Neighbourhoods Resources	16,603	12,593	8,493
Children, Education & Early Help	15,949	15,812	15,903
Children, Education & Early Help	48,131	48,693	48,693
Total - Service Directorates	118,023	115,321	111,049
Capital Financing Costs	14,731	18,979	22,988
Contingency	3,522	5,203	5,488
Other Corporate Budgets	12,511	3,305	4,001
Total - Corporate Budgets	30,764	27,488	32,477
Total Net Budget Requirement	148,787	142,809	143,526
Financed By:			
Council Tax	96,014	99,239	102,350
Business Rates (Incl s31 Grant)	38,251	37,888	37,671
Revenue Support Grant	1,998	1,998	1,998
New Homes Bonus	2,936	3,000	3,244
Collection Fund Surplus - (One-Off)	10,300	-	-
	149,500	142,125	145,263
(Surplus) / Gap	(712)	684	(1,737)

N.B 1 Children & Early Help figures include corporate recharges £6.8m and services retained by the Council £0.7m.

2 Economic Growth and neighbourhoods figures in relation to investment property income are gross of debt financing costs, as the income needs to cover both the costs of procurement as well as the assumed income stream.

11. Value for Money & Efficiency

11.1. During 2017/18 and 2018/19 the Council delivered savings totalling £12.5m and £13.4m respectively. As at the end of September 2019 £8.4m of the £12.7m savings due to be delivered in year have been achieved.

11.2. An Improvement Plan put in place to improve accuracy in the processing of Housing Benefit claims has resulted in no deduction in Subsidy for 'local authority error' for the two

years 2017/18 and 2018/19 which is a significant achievement and an improvement on the two preceding years financial losses of £0.4m and £0.6m.

- 11.3. A rolling review of entitlement to Single Person Discount has been implemented resulting in savings of £0.2m in both the last and current financial years. Additionally, as a result of the soft market testing of the Revenues and Benefits Service and the decision to retain the service in house, ongoing savings of £0.6m have been built into the MTFs (£0.3m additional income and £0.3m efficiency savings). Within the current financial year the service have already over achieved their income target by over £0.1m as a result of reviewing eligibility to small business rate relief and other Council Tax exemptions.
- 11.4. Over the next three years the MTFs assumes delivery of a further £19.9m of savings as well as additional income of £13.2m, (£6.3m and £5.1m respectively assumed in 2020/21). The programme of cumulative efficiency savings are set out in detail in Appendix 3.
- 11.5. As in 2017/18 and 18/19, to support the delivery of efficiencies and ongoing savings, transformation funding has been made available within the Council's Capital Programme funded from Capital Receipts. Appendix 6 attached sets out the Council's Strategy for the 'flexible use of capital receipts', together with the proposals to be funded and spend to date against those already agreed.
- 11.6. On the 1st December 2018 the Council transferred the delivery of the majority of its children's services to Brighter Futures for Children, a wholly owned company of the Council. The objective being that the Company will drive improvements in service delivery and reduce cost pressures through changes to practice and process. To facilitate this, the Department for Education and Skills [DFES] allocated £5m of transformation funding to the Company over the two years 2019/20 and 2020/21 which was in addition to the £3.8m allocated within the Council's own transformation fund.
- 11.7. In September 2019 the Council's Children's services OFSTED rating improved across all four areas of judgement from 'inadequate' to 'requires improvement to be good'. Inspectors found evidence of improvement in most areas of practice and that senior leaders had 'rightly focused on strengthening the recruitment and retention of staff'. As a consequence they also found, caseloads are reducing and there has been an increase in management capacity. They also found that the company and Council were 'working collaboratively and appropriate arrangements for scrutiny and challenge were in place'. The four judgement areas, which all received the 'requires improvement to be good' rating are:
 - The impact of leaders on social work practice with children and families
 - The experience and progress of children who need help and protection
 - The experiences and progress of children in care and care leavers
 - Overall effectiveness
- 11.8. Over the past 3 years Adult Social Care (ASC) have been reviewing care packages to ensure the level of care provided to service users is appropriate, fair and equitable. As a consequence of 'rightsizing' clients care packages to meet people's current needs, the programme has reduced expenditure by £3.4m since 2017/18.

11.9 Additionally in October 2018 ASC implemented its front door project; delivered through a 3 conversations approach. This has enabled people's needs to be met through a strength based approach connecting people to support in their communities and providing short term support in a crisis. This approach allows all opportunities for alternative support to be explored as well as time to establish if that support is required on an ongoing basis. As a consequence, the number of new people who are referred to Adult Social Care who need an ongoing care and support package has reduced by around 50% compared to prior periods, this has reduced expenditure by £150k to date.

12. Reserve Levels

- 12.1 The Council has historically relied on revenue reserves to balance its budget which saw them reduce to £10.7m (including the General Fund Balance, but excluding schools balances, hypothecated grants including Dedicated Schools Grant and the insurance reserve) as at 31st March 2017. One of the lowest levels when compared to other unitary councils.
- 12.2 The 2019/20 – 2021/22 MTFS planned to increase the equivalent general and earmarked revenue reserves to £24.9m by the end of the planning period. Latest forecasts for the current year and assumptions within this new MTFS see reserves increase to £32.1m by the end of 2019/20. The improvement in the reserves position is a consequence of one off gains arising from the Council being part of the Berkshire Business Rates Pilot Pool (£10.3m), as well as pressures being managed and savings being delivered to plan thereby releasing contingency provision resulting in underspends of £5.0m and £3.2m in 2017/18 and 2018/19 and a projected £2.8m underspend in 2019/20.
- 12.3 By the end of the current MTFS period in 2022/23 there will be no underlying base budget reliance on the use of reserves to balance future budgets and they will have increased by the £1.8m net surplus projected over the three-year MTFS period.

13. Planning Assumptions

- 13.1. The following planning assumptions are included within the Medium Term Financial Strategy:
- a) **Base Budget** - The starting point for planning is the 2019-20 base budget as agreed by Council in February 2019, adjusted for any approved budget virements;
 - b) **Council Tax Increase** – A 3.99% rise for 2020/21 (including the additional social care precept in 2020/21 and in line with the 2020/21 Referendum limit) and a 1.99% rise in both 2021/22 and 2022/23. Increases in the Tax Base for organic growth are assumed at 1.5%; 1.3% and 1.1% respectively over the same period.
 - c) **Local Council Tax Scheme** – Proposals to amend the scheme for 2020/21 are currently out to consultation. The proposals aim to assist residents by not automatically cancelling Housing Benefit claims on transition to Universal Credit [UC] and allow transitional severe disability payments allocated on transition to UC to be disregarded in calculating eligibility to Housing Benefit. The net impact of these changes is not estimated to be material on the overall Council Tax yield;

- d) **Care Leaver Support for Council Tax** – proposals to support care leavers between the age of 18 to 21 with their council tax liability (tapered at 100% for 18 year-olds to 33% for 20-year olds) have been built into both Council Tax forecasts and Children’s budgets based on forecast numbers of care leavers having left (or due to leave) the Council’s care
- d) **Capital Borrowing Rates** – Current long term Public Works Loans Board rates (after including the 0.2% certainty rate discount) are 3.05% for a 25-year maturity repayment loan. In line with information from our treasury management advisors, these are assumed to rise by 0.4% by December 2020 and a further 0.3% by December 2021;
- e) **Investment Interest** – The Bank Rate set by the Bank of England is currently 0.75% and, for the purposes of forecast interest earnings, is not projected to change over the planning period. The Council currently also benefits from:
 - **Externally Managed Property Investments** – The Council has £15m invested in property funds. The Council makes a return of around 3.25% on a quarterly basis; and
 - **Investment Properties** – The Council own investment properties valued at £42m as at 31st March 2018. These properties provide a return of gross return of 6% pa (before capital financing costs).
- f) **Inflation** – Most budgets are cash limited. Over the period CPI is assumed to be 2.0% per annum in line with the Bank of England target rate;
- g) **Pay Assumptions** – 2.0% per annum has been budgeted for over the three year period;
- h) **Pensions** - The results of the triennial valuation of the Pension Fund have been received from the actuary and indicate that the employer’s contribution rate needs to increase by 1.4% from 2020/21;
- g) **Increases in Fees and Charges** – Details are set out in Appendix 7;
- h) **Demographic Growth** – demographic growth of £3.2m has been allowed for in demand-led service budgets;
- i) **Capital Financing** – The prudential borrowing costs associated with the proposed Capital Programmes are accommodated within the revenue budgets; and
- j) **Transformation Programme** - £1.4m of transformation funding to facilitate delivery of service efficiencies and savings over the two years 2020/21 – 2021/22 (when the Flexible Use of Capital Receipts Regulations are due to end) in General Fund revenue budgets is provided for within the General Fund Capital Programme (a total of £13.6m over the period 2017/18 to 2021/22, of which any slippage in the budgeted £7.6m budget for 2019/20 would roll forward).

13.2. The detail of the Council's Draft General Fund Budget is set out in Appendices 1, 2 and 3 attached.

14. Assumed Council Tax Levels

- 14.1. The MTFs assumes a 3.99% increase in 2020/21 for the Council Tax amount (1.99% general increase and an additional 2.00% Adults Social Care Precept). On this assumption, the standard Band D charge which would rise by £64.93 for a full year.
- 14.2. The impact on taxpayer bills (before any reduction for discounts) of the Council's proposed 3.99% increase is a £1.25 per week rise for a Band D Council Tax household comprising at least two adults.
- 14.3. The majority of properties in Reading are Band C and below (40% of properties are in Band C). Reading's Council Tax increase for a Band C property in 2020/21 would be £57.72, an increase of £1.11 per week. The table below shows the proposed change for 2020/21 across each band, and the average increase weighted by number of properties in each band (based on two-adult occupancy):

Table 4 – Implications of Proposed Council Tax Increase 2020/21

Band / Wght	No. of Properties	Ratio	2019/20 Charge (£'s)	2020/21 Proposal (£'s)	Change (£'s)	Weekly Change (£'s)	
A	6	7,151	10%	1,084.82	1,128.11	43.29	0.83
B	7	14,404	20%	1,265.62	1,316.12	50.50	0.97
C	8	29,581	40%	1,446.43	1,504.14	57.72	1.11
D	9	11,215	15%	1,627.23	1,692.16	64.93	1.25
E	11	5,679	8%	1,988.84	2,068.20	79.36	1.53
F	13	3,293	4%	2,350.44	2,444.23	93.79	1.80
G	15	1,856	3%	2,712.05	2,820.27	108.22	2.08
H	18	85	0%	3,254.46	3,384.32	129.86	2.50
		73,264	<i>Weighted Increase - All Bands</i>		60.66	1.17	

- 14.4. In estimating the revenue yield derived from the above proposed Band D charge prudent increases to the taxbase based on growth in property numbers have been assumed. Over the years 2020/21 to 2022/23 increases in the taxbase of 1.5%; 1.3% and 1.1% have been assumed. The formal calculation of the taxbase is based on the taxbase as at 30th November, and Council will formally approve the taxbase at its January 2020 meeting.
- 14.5. As outlined in para 13.1 above, in recognition of the Council's "corporate parenting" role and to support care leavers into independence, these budget proposals include funding an element of Council Tax liability of those people who have left Council residential care. 18-year olds would see their Council Tax liability fully funded (after first applying all relevant exemptions and discounts) whether they remain resident in Reading or elsewhere. This would taper to 67% for 19-year olds and 33% for 20-year olds.
- 14.6. For care leavers resident in the Borough, this support would be provided through application of a local discount to their Council Tax Bill, whilst Brighter Futures for Children will administer a fund to provide the same support to those living outside the Borough where we have no control over billing administration. As well as providing financial support to the Council's care leavers (not including care leavers from other boroughs who may

become resident here) it is expected this policy will encourage care leavers to stay in touch with Council staff who could provide wider support services as may be required.

- 14.7. The estimated cost of this proposal is £100k per year, half being implemented as a local Council Tax discount and the remainder as a fund administered by BFFC.

15. Risk Implications

- 15.1. Broadly the main risks to the balanced position of the Draft General Fund Revenue Budget relate to achieving the agreed level of savings and income generation as assumed in the MTFs whilst containing spending pressures.

- 15.2. More specifically risks relating to the Council's General Fund Revenue Budgets include:

- The ability to contain demographic demand pressures;
- Buoyancy of the general and local economy;
- Adverse interest rate movements;
- Increased inflationary pressures;
- Delivery of capital receipts to fund the flexible use for transformation purposes and avoid prudential borrowing charges;
- Future local government financing settlements from central government and potential impacts from changes to the Fair Funding Review, Business Rate Localisation Scheme and 2021/22 Revaluation;
- Delivery of savings and income projections in line with assumptions; and
- Slippage in the Capital Programme adversely impacting savings assumed within the MTFs.

- 15.3. Additionally, the Council's 2017/18 and 2018/19 accounts are still subject to audit which may mean there could be some movement in the assumed baseline level of reserves.

- 15.4. However, in setting the new three-year MTFs, contingency provisions of £3.5m in 2020/21, £5.2m in 2021/22 and £5.5m in 2022/23 have been provided for to allow for slippage or non-delivery of higher risk savings and income targets.

- 15.5. Whilst the number of appeals materialising against the VOA's 2017 Valuation List remains comparatively low compared to experience against the 2005 and 2010 Revaluations, the budget assumptions make prudent provision as to the potential for increases in the number of appeals as we approach the close of the 2017 List and the impending 2021 Revaluation. Prudent provision is also made across both business rate and Council tax forecasts for collection rates.

Section C Housing Revenue Account

16. Housing Revenue Account (HRA) Budget

- 16.1. The HRA is a ring-fenced account which deals with the finances of the Council's social housing stock. Budgets have been prepared in accordance with the budget guidelines and planned programmes of works to housing stock have been updated to take account of progress during 2019/20. The HRA budget must avoid a deficit on reserves over the 30 year HRA Business Plan.
- 16.2. Following the abolition of the statutory limit on HRA borrowing known as the debt cap in October 2019, the HRA is able to undertake prudential borrowing to support the creation and acquisition of long term assets, as long as it is prudent, affordable and sustainable within the context of its overall Business Plan. The Current 30 year Business Plan allows for £46m of new borrowing under the prudential code. The plan shows that the HRA is able to fund the proposed capital investment which will raise the peak debt in the HRA from £196m to £241m in year 7. However, the Plan demonstrates the proposed borrowing prudent, affordable and sustainable as the HRA has the capacity to repay £132m of this in later years and that the projected outstanding debt level at year 30 is forecast to be £109m. As a result of the change in this proposed funding coupled with the change in the Council's MRP policy, and the re-profiling and slippage on the Capital Programme the next three years reserves will increase and the operating account will move into a small surplus position.
- 16.3. A summary of the HRA revenue budget over the three years of the MTFs plan period is set out below and detailed in Appendix 4:

Table 5 – Summary HRA Three-Year Revenue Budget

	2020/21	2021/22	2022/23
	(£,000's)	(£,000's)	(£,000's)
Expenditure	40,919	42,486	43,606
Income	(41,087)	(42,747)	(44,355)
Net (Surplus) / Deficit	(168)	(261)	(749)
Opening HRA Balances	(38,847)	(39,015)	(39,276)
Net (Surplus) / Deficit	(168)	(261)	(749)
Closing HRA Balances	(39,015)	(39,276)	(40,025)

17. Planning Assumptions

- 17.1. The following planning assumptions are included in the HRA 30 year Business Plan and three year forward budget projections:
- **Rents** - From 2020-21 Rents will increase in line with the Rent Regulation and both social and Reading Adjusted Social rents will increase by CPI + 1% for the next 5 years, then revert to CPI;

- **Void Rates & Bad Debts** - are assumed at 2.5%;
- **Right to Buy** - sales assumed at 15 per annum;
- **Service Charges** - are assumed to increase by 2% year-on-year, but cannot exceed full cost recovery;
- **PFI Credit** - provision of £3.997m relating to 1,280 properties in North Whitley and managed by Infinity until 2034 has been included;
- **Interest on Balances** - assumed at 0.5%;
- **Inflation** - assumes RPI at 2.9% on costs, reflecting the share of costs within the HRA which typically increase above CPI rates (e.g. repairs and maintenance costs) and CPI at 2.0% on income;
- **Debt Financing Costs** - are included within the revenue budget.

18. Rents

- 18.1. All Rents are assumed to increase in line with the new guidelines from the Rent Regulator and to increase by CPI+1% for the next five years, following four years of real reductions at 1% a year
- 18.2. The Council needs to consider its rent policy each financial year in the context of the HRA's financial viability. The anticipated effect of the 2020/21 rent proposals is therefore expected to be as follows:

Table 7 – Average Weekly HRA Rents

	Actual 2019/20 (£'s)	Proposed 2020/21 (£'s)	Change (£'s)	Change (%age)
Average Rent per Week	99.26	102.57	3.31	3.3%

- 18.3. For historic reasons current rents are, on average across the stock 11% below the social housing formula rent set by Government, known as 'Target Rent'. As previously agreed by the Council, rent levels will be set in line with Target Rent whenever a property is re-let.
- 18.4. As agreed at Policy Committee in November 2018, an 'Adjusted Target Rent' will be charged as a default for permanent social housing developed as part of the Council's new build housing programme. This will reflect the expected rent levels of the existing stock, had the mandatory annual 1% rent decrease for all social housing not been imposed by Government in 2015 for 4 years. As noted above, the Government has announced that its previous national policy of CPI plus 1% will be restored for 5 years from 2020/21.
- 18.5. The proposed Adjusted Target Rent is significantly lower than Local Housing Allowance levels (the maximum amount of benefit payable to cover housing rental costs) and 'Affordable Rents' often used by Registered Providers (where the rent is set at 80% of

market rent). Whilst this is a proposed default it is not intended to be a blanket policy for all new build schemes, thereby enabling future delivery of mixed tenure schemes, including regeneration, where letting all properties at the proposed Adjusted Target Rent level may make schemes unviable. Also, schemes supported by Homes England grant awarded on the basis that properties will be let at social rent will not be let at Adjusted Target Rent.

- 18.6. Rent collection performance (2.14% for 2018/19) remains top quartile compared with the Council's comparator group. The bad debt provision has been increased by £400k p.a. to reflect the annual growth in total income and anticipated impact on arrears of Universal Credit (UC) implementation (there are currently 5,000 Housing Benefit claimants of working age not yet transitioned to UC). Whilst 'managed migration' is on hold and under review, natural migration will continue as it has for the last year.
- 18.7. Temporary accommodation is included in the General Fund. Rents are set at 90% of the Local Housing Allowance rate for the relevant unit size.

19. Risks

- 19.1. Many of the risks identified in respect of the delivering a balanced General Fund revenue budget (see para 15.1 -15.3 inclusive) also have relevance for the Housing Revenue Account. Particular risks that pertain additionally to the HRA include:
- Rent collection levels that may be affected by any downturn in the local economy;
 - Further extension and full roll-out of Universal Credit which may impact on rent collection levels;
 - Increases in debt financing costs arising from inflationary cost increases in relation to the new build programme; and
 - Maintenance cost increases - potentially additionally impacted by any change to workforce demographics that might arise due to Brexit.

Section D Capital Programme

20. Overall Programme

20.1. The overall Capital Programme for the three year period will commit £355m to improve the infrastructure, asset base and effectiveness of service provision for the residents of Reading. A summary of the gross spend and funding for both the General Fund and HRA is shown below:

Table 8 – Overall Capital Programme Summary

	2019/20	2020/21	2021/22	2022/23
	(£,000's)	(£,000's)	(£,000's)	(£,000's)
General Fund	70,240	119,142	91,967	84,814
Housing Revenue Account	18,540	27,065	20,089	11,503
	88,780	146,207	112,056	96,317
Funded By:				
Community Infrastructure Levy	(3,000)	(3,000)	(3,000)	(3,000)
Major Repairs Reserve / Revenue	(9,375)	(8,668)	(8,064)	(8,064)
Capital Receipts	(13,341)	(13,304)	(10,206)	(4,101)
	(25,716)	(24,972)	(21,270)	(15,165)
Prudential Borrowing	(63,064)	(121,235)	(90,786)	(81,152)
<i>of which - General Fund</i>	<i>(55,163)</i>	<i>(105,138)</i>	<i>(79,217)</i>	<i>(77,713)</i>
<i>Housing Revenue Account</i>	<i>(7,901)</i>	<i>(16,097)</i>	<i>(11,569)</i>	<i>(3,439)</i>

20.2. Against each scheme in the Programme set out in Appendices 5a-b is detailed the total cost, external contributions from, for example, government and developers and the net cost to the Council to be funded from borrowing.

21. General Fund Capital Programme

21.1. The proposed General Fund Capital Programme shown in Appendix 5a totals £358m gross over the three year period 2020/21 to 2022/23.

21.2. Application of specific and corporate funding (including grants, Community Infrastructure Levy and available capital receipts), reduces the net borrowing requirement over the three year period to £262m.

21.3. The General Fund Capital Programme consists of two distinct types of project – those that represent investment to generate future income streams or deliver future savings and efficiencies (invest to save projects) and those that represent the provision of, or improvements to assets which the Council uses to deliver services to residents. Schemes categorised in the former category include the following:

- Purchase of Commercial Property – intended to support the Council's investment income returns and diversify the portfolio thereby minimising the risk of market

changes, whilst supporting the Council's wider objectives in terms of regeneration and place-shaping in the longer term;

- Loans to RTL – capital financing facility to allow Reading Buses to continue to replace its fleet of vehicles to ensure they are reliable, cost-efficient and contribute to the Council's objectives around addressing the climate change emergency;
- Renewable Energy / Energy Saving / Salix schemes –facilitating investment to address the Council's climate change priority and reducing energy usage in the future;
- Delivery Fund expenditure – investment to pump prime future revenue savings and service transformation

21.4. The purchase of further investment portfolio properties will be subject to detailed business case analysis including extensive due diligence and evaluation against the Council's investment criteria. Loans to group companies will be subject to State Aid regulations and lending will be at appropriate commercial rates.

21.5. From the overall £358m gross capital spend proposals contained in the overall programme, £202m relates to 'invest to save' schemes which offer future efficiencies or revenue savings.

21.6. The £156m balance of the General Fund Programme represent a commitment by the Council to invest in fit for purpose facilities for residents and customers, and to invest in assets used by the Council in the delivery of services. Of this gross spend, it is expected that £61m will be funded by specific grants or contributions.

21.7. The re-provisioning and refurbishment of the Council's four leisure centres represents the single biggest investment in this latter category. A full list of all capital expenditure proposals are set out in Appendix 5a, whilst the following section provides narrative on some of the more significant projects.

- £7.1m investment for the re-provisioning of adult care facilities to ensure provision of more user friendly, energy efficient, fit for purpose facilities.
- Re-provisioning at Phoenix College and extra capacity at Katesgrove school
- The delivery of new and fit-for-purpose leisure facilities across all four of the Council's leisure centres including the reprovisioning of the Rivermead site to BREEAM excellence.
- £9m Investment in the Council's local highways infrastructure addressing feedback from the resident survey.
- Provisioning of Green Park station and Reading West Station and Dee Park Regeneration
- Re-development of the Hosier Street (ex Civic Centre) site and associated acquisitions to facilitate better overall redevelopment of the area.
- Vehicle replacement totalling £5.9m over the three-year planning period to ensure the Council's fleet assists in reducing CO2 emissions.

- £3.2m of expenditure on Disabled Facilities Grants to allow adaptations to housing for adults and children enabling them to remain in their home for as long as possible.
- Investment in the Council's IT systems and software to support service efficiency and channel-shift in how customers transact with the Council.
- Investment in the roll out of a new waste collection service to increase the Borough's recycling rate.

22. Housing Revenue Account Capital Programme

- 22.1. The proposed HRA Capital Programme is contained within Appendix 5b and provides full details of the proposed HRA Capital Programme.
- 22.2. The Council's house building programme is well underway and most recently delivered 28 new modular units for temporary accommodation in Lowfield Road which were let in January 2018 to homeless households. The first 57 new affordable rented homes at Conwy Close were also handed over before Christmas 2018. The Council has made provision to invest a further £33.3m in its new build and acquisitions programme over the three years 2020/21 - 2022/23 providing additional new affordable homes, subject to approvals.
- 22.3. The Council also plans to continue to invest £32.7m in its existing housing stock over the next 3 years. This includes a £3.2m programme of Fire Safety works, with a particular focus on high-rise residential accommodation.
- 22.4. Following the Grenfell Tower fire the Council appointed an external, qualified Fire Engineer (FireSkills) to carry out a review of fire safety practices in respect of the management and maintenance of its Council housing stock, including whether additional fire precautions were advised in any of the building types surveyed, to improve safety standards in the context of recent incidents. Overall FireSkills noted that the Council's Housing Service has a 'forward facing and proactive fire safety strategy' and whilst the Council is fully compliant with current legislation, FireSkills have recommended that the Council consider implementing a number of additional measures.

23. Risk Implications impacting the Capital Programme

- 23.1. The main risks to the Council's Capital Programme are summarised below:
- Cost overruns would impose additional borrowing costs (and associated financing charges to revenue) if unable to be met from scheme contingencies or other mitigating actions;
 - Slippage in realisation of capital receipts impacts on available financing sources, with the potential to lead to additional capital borrowing. In particular, significant slippage could leave insufficient receipts to fully finance the transformation costs – which impacts pound for pound on the revenue account;

- Slippage in delivery of spend to save initiatives results in associated revenue savings not being delivered as anticipated; and
- The cost of delivering the capital projects increases due to inflationary pressures.

24. Budget Next Steps

- 24.1. Discussions are ongoing with Brighter Futures for Children regarding their Business Plan and contract sum. The Company will present its Business Plan to the Policy Committee as Shareholder in January. Based on discussions to date, it is anticipated the Draft Budget as set out above makes sufficient provision for the Contract Sum and enables flexibility to provide a level of match funding for an additional transformation funding bid.
- 24.2. Statutory and wider consultation based on the budget proposals contained in this report will be undertaken and responses reported back to Policy Committee in February. Similarly, the implications of the Local Government Finance Settlement when it is announced will be reported to the Committee.
- 24.3. Policy Committee in February will receive an update on the budget position picking up the issues outlined above. The Committee will be asked to approve the 2020/21 budget and three-year MTFs and recommend adoption by Council at its meeting on 26th February.

25. Financial Implications

- 25.1. These are as set out in the report

26. Legal Implications

- 26.1. The Council must set the budget in accordance with the provisions of the Local Government Finance Act 1992 and approval of a balanced budget each year is a statutory responsibility of the Council.
- 26.2. The provisions of section 25, Local Government Act 2003 require that, when the Council is making the calculation of its budget requirement, it must have regard to the report of the Chief Finance (s.151) Officer as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves. The report will be formally made to the Council's budget setting meeting in February.

27. Risk

- 27.1. These are set out in the body of this report.

28. Equalities Impact Assessment

- 28.1. 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.

28.2. An initial Assessment of the proposals as set out in the MTFS has been undertaken and Appendix 8 sets out the individual savings proposals where specific equality impact assessments will need to be undertaken prior to their implementation.

28.3. Additionally, when considering changes to service provision, local authorities are under a duty to consult representatives of a wide range of local stakeholders. Authorities must consult representatives of council tax payers, those who use or are likely to use services provided by the authority and those appearing to the authority to have an interest in any area within which the authority carries out functions. Consulting on the Draft Budget proposals assists with this requirement.

29. BACKGROUND PAPERS

- Final Local Government Finance Settlement 2019/20 – MHCLG (29th January 2019)
- 2019-2020 to 2021/22 Budget Setting and Medium Term Financial Strategy approved by Full Council (26th February 2019);
- Spending Round 2019 – HM Treasury (4th September 2019)
- Local Government Finance Settlement – Technical Consultation (3rd October 2019)

Reading Borough Council Revenue Budget 2020-21 to 2022-23

Directorate/Service	Approved Budget 2019/20 £'000	Proposed Budget 2020/21 £'000	Proposed Budget 2021/22 £'000	Proposed Budget 2022/23 £'000
Adult Social Care and Health	36,086	37,340	38,222	37,960
Commissioning & Improvement	793	825	855	885
Adult Social Care Operations	33,839	34,911	35,681	35,317
Public Health Services	(292)	(506)	(506)	(506)
Preventative Services	713	722	727	733
Directorate Other	1,032	1,389	1,465	1,531
Economic Growth & Neighbourhood Services	18,162	16,603	12,593	8,493
Transportation	650	(171)	(596)	(2,841)
Planning & Regulatory Services	1,901	2,052	1,886	1,756
Housing and Neighbourhood Services General Fund	1,417	1,409	1,423	1,453
Cultural Services	3,394	3,971	3,575	2,946
Environmental and Commercial Services	13,681	14,275	14,229	14,689
Regeneration and Assets	(3,468)	(5,544)	(8,568)	(10,345)
DEGNS Overhead Accounts	587	611	644	835
Resources*	14,992	15,949	15,812	15,903
Customer Services	2,649	2,744	2,682	2,657
Human Resources & Organisational Development	1,624	1,802	1,757	1,829
Internal Audit	1,608	1,607	1,652	1,669
Procurement Services	339	353	368	381
Financial Services	2,534	2,421	2,380	2,387
Legal & Democratic Services	1,677	1,966	2,094	2,170
Digital Transformation	4,015	4,344	4,189	4,184
Communications	456	712	691	626
Children's Services	48,596	48,131	48,693	48,693
Brighter Futures for Children**	47,900	47,421	47,969	47,969
Retained by Council	696	710	724	724
Total Service Expenditure	117,836	118,023	115,321	111,049
Corporate Budgets	21,632	30,764	27,488	32,477
Capital Financing Costs	13,680	14,731	18,979	22,988
Contingency	4,229	3,522	5,203	5,488
Other Corporate Budgets***	3,723	12,511	3,305	4,001
Net budget Requirement	139,468	148,787	142,809	143,526
Financed By:				
Council Tax Income	(90,936)	(96,014)	(99,239)	(102,350)
NNDR Local Share	(42,420)	(34,489)	(34,156)	(33,956)
New Homes Bonus	(3,739)	(2,936)	(3,000)	(3,244)
Section 31 Grant	(2,200)	(3,762)	(3,731)	(3,715)
Revenue Support Grant	0	(1,998)	(1,998)	(1,998)
One-off Collection Fund Surplus	(173)	(10,300)	0	0
Total Funding	(139,468)	(149,500)	(142,125)	(145,263)
(Over)/Under Budget	0	(712)	684	(1,737)

* The 2019-20 budget for Resources includes a one-off virement of £90K from Corporate

** The budget for Brighter Futures for Children includes £6.8m for service SLA charges on top of the contract cost

*** This includes Direct Revenue Contribution to Capital reserve utilising the Collection Fund surplus

Reading Borough Council Revenue Budget at Service Level 2020-21

	Approved Budget 2019/20 * £'000	Contractual Inflation £'000	Pressures £'000	Efficiency Savings £'000	Invest to Save £'000	Income, Fees & Charges £'000	Proposed Budget 2020/21 £'000
Adult Social Care and Health Directorate	36,086	1,439	1,393	(818)	(150)	(609)	37,340
Commissioning and Improvement	793	31	0	0	0	0	825
Adult Social Care Operations	33,839	1,325	1,111	(818)	(150)	(395)	34,911
Public Health Service	(292)	0	0	0	0	(214)	(506)
Preventative Services	713	9	0	0	0	0	722
Directorate Other	1,032	75	282	0	0	0	1,389
Economic Growth & Neighbourhood Services Directorate	18,162	1,811	1,809	(827)	0	(4,353)	16,603
Transportation	650	217	590	(210)	0	(1,418)	(171)
Planning & Regulatory Services	1,901	172	60	10	0	(91)	2,052
Housing and Neighbourhood Services General Fund	1,417	86	0	(91)	0	(3)	1,409
Cultural Services	3,394	367	457	(220)	0	(26)	3,971
Environmental and Commercial Services	13,681	751	395	(123)	0	(429)	14,275
Regeneration and Assets	(3,468)	181	307	(180)	0	(2,385)	(5,544)
DECS Overhead Accounts	587	38	0	(13)	0	0	611
Resources Directorate	14,902	650	908	(422)	0	(89)	15,949
Customer Services	2,649	125	278	(224)	0	(84)	2,744
Human Resources & Organisational Development	1,624	73	200	(94)	0	0	1,802
Internal Audit	1,608	77	0	(78)	0	0	1,607
Procurement Services	339	15	0	0	0	0	353
Financial Services	2,534	109	0	(222)	0	0	2,421
Legal & Democratic Services	1,677	115	113	61	0	0	1,966
IT Services	4,015	119	74	135	0	0	4,344
Communications	456	18	243	0	0	(5)	712
Children's Services	48,596	1,251	2,412	(4,128)	0	0	48,131
Brighter Futures for Children	47,900	1,237	2,412	(4,128)	0	0	47,421
Retained by Council	696	14	0	0	0	0	710
Total Budget at Service Level	117,746	5,152	6,522	(6,195)	(150)	(5,051)	118,023

*Approved Budget 2019-20 includes in year budget virements

Reading Borough Council Revenue Budget at Service Level 2021-22

	Recommended Budget 2020/21 £'000	Contractual Inflation £'000	Pressures £'000	Efficiency Savings £'000	Invest to Save £'000	Income, Fees & Charges £'000	Proposed Budget 2021/22 £'000
Adult Social Care and Health Directorate	37,340	1,381	2,388	(1,713)	(1,034)	(140)	38,222
Commissioning and Improvement	825	31	0	0	0	0	855
Adult Social Care Operations	34,911	1,268	2,388	(1,713)	(1,034)	(140)	35,681
Public Health Service	(506)	0	0	0	0	0	(506)
Preventative Services	722	6	0	0	0	0	727
Directorate Other	1,389	76	0	0	0	0	1,465
Economic Growth & Neighbourhood Services	16,603	1,706	(610)	(1,592)	0	(3,514)	12,593
Transportation	(171)	201	0	(150)	0	(476)	(596)
Planning & Regulatory Services	2,052	162	(60)	(161)	0	(107)	1,886
Housing and Neighbourhood Services General Fund	1,409	77	0	(60)	0	(4)	1,423
Cultural Services	3,971	268	(435)	(200)	0	(30)	3,575
Environmental and Commercial Services	14,275	730	(15)	(221)	0	(540)	14,229
Regeneration and Assets	(5,544)	236	(100)	(800)	0	(2,359)	(8,568)
DEGIS Overhead Accounts	611	33	0	0	0	0	644
Resources Directorate	15,949	598	68	(802)	0	0	15,812
Customer Services	2,744	131	87	(279)	0	0	2,682
Human Resources & Organisational Development	1,802	79	0	(124)	0	0	1,757
Internal Audit	1,607	17	0	28	0	0	1,652
Procurement Services	353	15	0	0	0	0	368
Financial Services	2,421	109	0	(150)	0	0	2,380
Legal & Democratic Services	1,966	114	16	(2)	0	0	2,094
Digital Transformation	4,344	120	0	(275)	0	0	4,189
Communications	712	14	(35)	0	0	0	691
Children's Services	48,131	1,415	3,209	(4,062)	0	0	48,693
Brighter Futures for Children	47,421	1,401	3,209	(4,062)	0	0	47,969
Retained by Council	710	14	0	0	0	0	724
Total Budget at Service Level	118,023	5,100	5,055	(8,169)	(1,034)	(3,654)	115,321

Reading Borough Council Revenue Budget at Service Level 2022-23

	Recommended Budget 2021/22 £'000	Contractual Inflation £'000	Pressures £'000	Efficiency Savings £'000	Invest to Save £'000	Income, Fees & Charges £'000	Proposed Budget 2022/23 £'000
Adult Social Care and Health Directorate	38,222	1,351	1,335	(1,261)	(1,547)	(140)	37,960
Commissioning and Improvement	855	29	0	0	0	0	885
Adult Social Care Operations	35,681	1,250	1,335	(1,261)	(1,547)	(140)	35,317
Public Health Service	(506)	0	0	0	0	0	(506)
Preventative Services	727	6	0	0	0	0	733
Directorate Other	1,465	66	0	0	0	0	1,531
Economic Growth & Neighbourhood Services	12,593	1,702	(506)	(894)	0	(4,402)	8,493
Transportation	(596)	158	0	(150)	0	(2,253)	(2,841)
Planning & Regulatory Services	1,886	148	0	(114)	0	(165)	1,756
Housing and Neighbourhood Services General Fund	1,423	85	0	(50)	0	(4)	1,453
Cultural Services	3,575	245	(490)	(350)	0	(33)	2,946
Environmental and Commercial Services	14,229	682	(16)	(50)	0	(155)	14,689
Regeneration and Assets	(8,568)	195	0	(180)	0	(1,792)	(10,345)
DEGGS Overhead Accounts	644	191	0	0	0	0	835
Resources Directorate	15,812	597	108	(615)	0	0	15,903
Customer Services	2,682	124	240	(390)	0	0	2,657
Human Resources & Organisational Development	1,757	72	0	0	0	0	1,829
Internal Audit	1,652	17	0	0	0	0	1,669
Procurement Services	368	13	0	0	0	0	381
Financial Services	2,380	107	0	(100)	0	0	2,387
Legal & Democratic Services	2,094	132	(57)	0	0	0	2,170
Digital Transformation	4,189	121	0	(125)	0	0	4,184
Communications	691	10	(75)	0	0	0	626
Children's Services	48,693	0	0	0	0	0	48,693
Brighter Futures for Children	47,969						47,969
Retained by Council	724						724
Total Budget at Service Level	115,321	3,650	937	(2,770)	(1,547)	(4,542)	111,049

Summary of General Fund Budget Changes 2020-2023

Directorate/Service	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Income, Fees & Charges	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Adult Social Care and Health Directorate	4,171	5,116	(3,792)	(2,731)	(889)	1,874
Commissioning and Improvement	91	0	0	0	0	91
Adult Social Care Operations	3,843	4,834	(3,792)	(2,731)	(675)	1,478
Public Health Service	0	0	0	0	(214)	(214)
Preventative Services	20	0	0	0	0	20
Directorate Other	217	282	0	0	0	499
Economic Growth & Neighbourhood Services Directorate	5,219	693	(3,313)	0	(12,269)	(9,669)
Transportation	576	590	(510)	0	(4,147)	(3,491)
Planning & Regulatory Services	482	0	(265)	0	(362)	(146)
Housing and Neighbourhood Services General Fund	248	0	(201)	0	(11)	36
Cultural Services	879	(468)	(770)	0	(89)	(448)
Environmental and Commercial Services	2,163	364	(394)	0	(1,125)	1,008
Regeneration and Assets	611	207	(1,160)	0	(6,535)	(6,877)
DEGNS Overhead Accounts	261	0	(13)	0	0	248
Resources Directorate	1,845	1,084	(1,839)	0	(89)	1,001
Customer Services	379	605	(893)	0	(84)	7
Human Resources & Organisational Development	224	200	(218)	0	0	206
Internal Audit	111	0	(50)	0	0	61
Procurement Services	43	0	0	0	0	43
Financial Services	325	0	(472)	0	0	(147)
Legal & Democratic Services	362	72	59	0	0	493
IT Services	360	74	(265)	0	0	169
Communications	42	133	0	0	(5)	170
Children's Services	2,666	5,621	(8,190)	0	0	97
Brighter Futures for Children	2,638	5,621	(8,190)	0	0	69
Retained by Council	28	0	0	0	0	28
Service Total	13,901	12,514	(17,134)	(2,731)	(13,247)	(6,697)

Directorate of Adult Social Care and Health Services**Summary of MTFS Position**

	<u>Service</u>
1	Commissioning & Improvement
2	Adult Social Care Operations
3	Public Health Services
4	Preventative Services
5	Directorate Other
6	Directorate Total

Proposed Budget Changes			
2020/21	2021/22	2022/23	Total
£'000	£'000	£'000	£'000
31	31	29	91
1,073	769	(363)	1,478
(214)	0	-	(214)
9	6	6	20
356	76	66	499
1,255	882	(262)	1,874

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Proposed Budget Changes			Total £'000
			2020/21 £'000	2021/22 £'000	2022/23 £'000	
		<u>Commissioning and Improvement</u>				
13		Pay inflation 2%	22	23	23	68
14	DACHS-2021-14	Increments	9	8	6	23
15		Total Contractual Inflation	31	31	29	91
16		Total	31	31	29	91

Line	Bid Reference	Service	Proposed Budget Changes			Total £'000
			2020/21 £'000	2021/22 £'000	2022/23 £'000	
		<u>Adult Social Care Operations</u>				
17		Pay inflation 2%	189	195	202	586
18	DACHS-2021-14	Increments	97	90	65	252
19	DACHS-2021-01	Care Inflation	1,039	983	983	3,005
20		Total Contractual Inflation	1,325	1,268	1,250	3,843
21	DACHS-2021-02	Demographic Growth	300	295	236	831
22	DACHS-2021-03	Legacy Mental Health Placements	185	-	-	185
23	DACHS-2021-04	Transforming Care	102	-	42	144
24	DACHS-2021-05	Transitions	388	2,093	1,057	3,538
25	Capital Bids	Modernisation (e-marketplace, Reablement System and mobile working)	136	-	-	136
26		Total Pressures	1,111	2,388	1,335	4,834
27	DACHS-2021-06	Undeliverable Saving - Deputy's (prior year)	50	-	-	50
28	DACHS-2021-08	Undeliverable Saving - Reducing Adult Social Care contracts spend (Commissioning Delivery Model) (AS8)	(350)	-	-	(350)
29	DACHS01-B	Undeliverable Saving - Delivery Models for Commissioning, Prevention & Quality Services	750	-	-	750
30	DACHS-2021-25	Mitigated - Delivery Models for Commissioning, Prevention & Quality Services	(750)	-	-	(750)

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Proposed Budget Changes			
			2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
		Adult Social Care Operations (Continued)				
31	DACHS10-C	Mental Health and Locality Team Restructure	(145)	-	-	(145)
32	DACHS-AS9	Extension of Provider Services	(100)	-	-	(100)
33	DACHS-AS6	Additional Contract Deductions	-	(179)	-	(179)
34	DACHS-2021-11	Asset Review	-	(200)	(50)	(250)
35	DACHS-2021-17	Review of Non Staffing Expenditure Budgets	(273)	-	-	(273)
36	DACHS-2021-18	Removal of agreed 3 year Voluntary Care Service funding	-	-	(250)	(250)
37	DACHS-2021-19	Supporting young people into adulthood	-	(1,000)	(730)	(1,730)
38	DACHS-2021-20	Adult Social Care Day Service Reconfiguration	-	(150)	-	(150)
39	DACHS-2021-22	Additional DACHS Staffing Efficiencies	-	(184)	(231)	(415)
40		Total Efficiency Savings	(818)	(1,713)	(1,261)	(3,792)
41	DACHS-AS10/	Extension of Assistive Technology Project	(50)	(433)	(446)	(929)
42	DACHS-2021-10					
43	DACHS7-C	Increased usage of Direct Payments	(100)	-	-	(100)
44	DACHS-2021-07	Development of the Personal Assistant Market	-	(209)	(209)	(418)
45	DACHS-2021-21	Outcome based delivery support	-	(317)	(317)	(634)
46	DACHS-2021-23	Enhanced Reablement for Mental Health & Learning Disability Service Users	-	-	(500)	(500)
47	DACHS-2021-24	Development of the Dementia Carers Offer	-	(75)	(75)	(150)
48		Total Invest to Save	(150)	(1,034)	(1,547)	(2,731)
49	DACHS-2021-09	Income Maximisation	(395)	(140)	(140)	(675)
50	DACHS-2021-12	£2.043m iBCF confirmed as ongoing funding stream	-	-	-	-
51	DACHS-2021-13	Winter Pressures and Social Care Grant ongoing funding	-	-	-	-
52		Total Income, Fees & Charges	(395)	(140)	(140)	(675)
52		Total	1,073	769	(363)	1,478

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Proposed Budget Changes			
			2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
		<u>Public Health Services</u>				
53		Pay inflation 2%	-	0	-	0
54	DACHS-2021-14	Increments	-	-	-	-
55		Total Contractual Inflation	-	0	-	0
56	DACHS04-B	Public Health Grant Reduction and Alternate Delivery Model	(214)	-	-	(214)
57	DACHS-2021-16	Review of Public Health Expenditure	(100)	(100)	(250)	(450)
58	DACHS-2021-16	Review of Public Health Expenditure	100	100	250	450
59		Total Income, Fees & Charges	(214)	-	-	(214)
60		Total	(214)	0	-	(214)
		<u>Preventative Services</u>				
61		Pay inflation 2%	5	6	6	16
62	DACHS-2021-14	Increments	3	-	-	3
63		Total Contractual Inflation	9	6	6	20
64		Total	9	6	6	20
		<u>DACHS Directorate Other</u>				
65		Pay inflation 2%	38	38	39	115
66	DACHS-2021-14	Increments	37	38	27	102
67		Other Pay Adjustments	(0)	-	-	(0)
68		Total Contractual Inflation	75	76	66	217
69	DACHS-2021-15	Removal of staffing recharge line to delivery fund	282	-	-	282
70		Total Budget Pressures	282	-	-	282
71		Total	356	76	66	499
72		Directorate Total	1,255	882	(262)	1,874

Directorate of Economic Growth and Neighbourhood Services

Summary of MTFS Position

	<u>Service</u>
1	Transportation
2	Planning & Regulatory Services
3	Housing and Neighbourhood Services General Fund
4	Cultural Services
5	Environmental and Commercial Services
6	Regeneration and Assets
7	DEGNS Overhead Accounts
8	Directorate Total

Proposed Budget Changes			
2020/21	2021/22	2022/23	Total
£'000	£'000	£'000	£'000
(822)	(424)	(2,245)	(3,491)
151	(166)	(131)	(146)
(8)	13	31	36
577	(397)	(628)	(448)
594	(46)	460	1,008
(2,076)	(3,023)	(1,778)	(6,877)
25	33	191	248
(1,559)	(4,010)	(4,100)	(9,669)

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Proposed Budget Changes			Total £'000
			2020/21 £'000	2021/22 £'000	2022/23 £'000	
		<u>Transportation</u>				
17		Pay Inflation	40	40	41	120
18		Increments	17	1	10	28
19		Contract Inflation - NSL Contract (Traffic Enforcement)	53	53	-	106
20		Contract Inflation - Intellifent Transport System maintenance (Urban Traffic Control, Traffic Signal & CCTV)	2	2	2	6
21		Contract Inflation - Business Rates (Car Parks)	70	70	70	211
22		Greenwave Fares (Reading Buses)	24	24	24	72
23		Fleet Services	11	11	11	33
24		Total Contractual Inflation	217	201	158	576
25	DEGNS-2021-21	Unachievable Capitalisation - Transport Management and Project Management	90	-	-	90
26	DEGNS-2021-23	Increased Compliance of moving Traffic Offences	500	-	-	500
27		Total Budget Pressures	590	-	-	590
28		Strategic Transportation Savings	(25)	-	-	(25)
29	DEGNS-2021-26	Fundamental Service Review - Parking	-	(150)	(150)	(300)
30	DEGNS-2021-28	Smart Cities - communications saving	(70)	-	-	(70)
31		Review of Enforcement Contracts (T&S13)	(50)	-	-	(50)
32		Car park management processes through IT improvements and staff reductions (T&S15)	(50)	-	-	(50)
33	DEGNS-2021-31	Bus Services Act - reduction in RBC requirement	(15)	-	-	(15)
34		Total Efficiency Savings	(210)	(150)	(150)	(510)

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Proposed Budget Changes			Total £'000
			2020/21 £'000	2021/22 £'000	2022/23 £'000	
		Transportation (continued)				
35	DEGNS-2021-24	Increased revenue from on-street Pay and Display (T&S4)	(390)	(150)	(150)	(690)
36	DEGNS-2021-25	Increased income from Parking Enforcement	(220)	-	-	(220)
37		Increased provision of Red Routes - DENS43-AA (T&S5)	(50)	-	-	(50)
38		Extend Residents Parking permit areas	(200)	-	-	(200)
39		Increased income from Parking Permits	(53)	-	-	(53)
40		Review Public Car park provision borough wide	(200)	-	-	(200)
41	DEGNS-2021-37	Increase off street parking charges (T&S12)	(300)	(300)	(300)	(900)
42	DEGNS-2021-22	Borough wide Car Parking and Air Quality Management Strategy (BCAMS) (T&S2 & 3)	-	-	(1,800)	(1,800)
43	See Capital Bid	Electric Vehicle Charging	(3)	(23)	-	(26)
44		Increase in fees and charges	(2)	(3)	(3)	(8)
45		Total Income, Fees and Charges	(1,418)	(476)	(2,253)	(4,147)
46		Total	(822)	(424)	(2,245)	(3,491)

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Proposed Budget Changes			Total £'000
			2020/21 £'000	2021/22 £'000	2022/23 £'000	
		<u>Planning & Regulatory Services</u>				
47		Pay Inflation	99	102	106	307
48		Increments	73	60	42	175
49		Total Contractual Inflation	172	162	148	482
50	DEGNS-2021-19	Tall Buildings Safety Programme	60	(60)	-	-
51		Total Budget Pressures	60	(60)	-	-
52	DEGNS-2021-18	Mandatory HMO Licensing	75	(30)	(50)	(5)
53	DEGNS-2021-20	Discretionary HMO Licensing (PDRS3)	(65)	(65)	-	(130)
54	DEGNS-2021-33	Fundamental Service Review - Planning and Regulatory Services	-	(66)	(64)	(130)
55		Total Efficiency Savings	10	(161)	(114)	(265)
56	DEGNS-2021-38	Increase in charges for pre-planning application and planning fees (PDRS10)	(25)	(25)	(110)	(160)
57	DEGNS-2021-36	Proposed Fee Income Reading Festival	(25)	(25)	(25)	(75)
58		Reforecast income Licensing income budget (PDRS6&9)	(25)	(39)	(10)	(74)
59		Increase in fees and charges	(16)	(18)	(20)	(53)
60		Total Income, Fees and Charges	(91)	(107)	(165)	(362)
61		Total	151	(166)	(131)	(146)

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Proposed Budget Changes			Total £'000
			2020/21 £'000	2021/22 £'000	2022/23 £'000	
		<u>Housing and Neighbourhood Services</u>				
62		Pay Inflation	65	67	69	201
63		Increments	21	10	16	47
64		Total Contractual Inflation	86	77	85	248
65	DEGNS-2021-38	Reduce expenditure on homelessness B&B and temporary accommodation (Dens39B)	(200)	-	-	(200)
66		Reducing use of nightly paid emergency accommodation including B&B (HNS8)	200	-	-	200
67	DEGNS-2021-40	Housing - Fundamental Service Review	-	-	(50)	(50)
68		Housing Property Services - income generation to General Fund (HNS9)	(60)	(60)	-	(120)
69		Housing Building Maintenance Income	(31)	-	-	(31)
70		Total Efficiency Savings	(91)	(60)	(50)	(201)
71	DEGNS-2021-39	Flexible Homelessness Support Grant to be used against existing budgets (originally assumed one-off for 2019-2020) (HNS4)	-	-	-	-
72		Increase in fees and charges	(3)	(4)	(4)	(11)
73		Total Income, Fees and Charges	(3)	(4)	(4)	(11)
74		Total	(8)	13	31	36

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Proposed Budget Changes			Total £'000
			2020/21 £'000	2021/22 £'000	2022/23 £'000	
75		<u>Cultural Services</u>				
76		Pay Inflation	138	117	121	375
77		Increments	95	82	55	232
78		Book stock and Business rates in Libraries	23	-	-	23
79		Contract Inflation	111	69	69	249
80		Total Contractual Inflation	367	268	245	879
81		Reduced income in Play Service for one year (dependent on reshape) (ECD1)	(80)	-	-	(80)
82	DEGNS-2021-17	Revenue impact of new contract for borough leisure facilities	537	(435)	(490)	(388)
83		Total Budget Pressures	457	(435)	(490)	(468)
84	See DACHS-2021-16	Contribution from Public Health Grant	(100)	(100)	(250)	(450)
85		Additional Fees & Charges from Schools (ECD6)	(110)	-	-	(110)
86		Theatre Fees and Charges (ECD5)	(10)	-	-	(10)
87	DEGNS-2021-16	In-house management restructuring of Cultural Services (ECD4/5)	-	(100)	(100)	(200)
88		Total Efficiency Savings	(220)	(200)	(350)	(770)
89		Increase in fees and charges	(26)	(30)	(33)	(89)
90		Total Income, Fees and Charges	(26)	(30)	(33)	(89)
91		Total	577	(397)	(628)	(448)

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Proposed Budget Changes			Total £'000
			2020/21 £'000	2021/22 £'000	2022/23 £'000	
		<u>Environmental and Commercial Services</u>				
92		Pay Inflation	144	149	154	447
93		Increments	105	89	61	255
94	DEGNS-2021-10	Contract Inflation - Fomento de Construcciones y Contratas (FCC) Waste Management Contract (RE3)	383	384	359	1,126
95		Business Rates - Small Mead	19	8	8	35
96		Payments to Grundon	2	2	2	6
97		Street Lighting Energy	58	58	58	174
98		Street Cleansing Materials	12	12	12	36
99		Waste Collection Materials / Tipping charges	28	28	28	84
100		Total Contractual Inflation	751	730	682	2,163
101	DEGNS-2021-06	Recycling and Enforcement Team	145	(15)	(16)	114
102	DEGNS-2021-41	Public Realm Improvements	250	-	-	250
103		Total Budget Pressures	395	(15)	(16)	364
104		Increase in Savings - Waste Operations	(31)	-	-	(31)
105	DEGNS-2021-07	Food Waste and Smaller Bins	(171)	(171)	-	(342)
106	DEGNS-2021-09	Remove unachievable Commercial income target	150	-	-	150
107	DEGNS-2021-11	New kit and vehicles for commercial services development	(21)	-	-	(21)
108	DEGNS-2021-13	Fundamental Service review of Highways	(50)	(50)	(50)	(150)
109		Total Efficiency Savings	(123)	(221)	(50)	(394)
110		Increase in trading through Reading Commercial Services	(50)	-	-	(50)
111	DEGNS-2021-12	Increased income on green waste due to additional uptake in years 1-3 and fee increase in years 2-3	(103)	(68)	(50)	(221)
112	DEGNS-2021-35	Fundamental Service Review - Parks and Street Cleansing	-	(100)	(100)	(200)
113		Commercialisation Direct Services	(253)	(290)	-	(543)
116		Gross up budget for capital cost on recycling bins	(19)	(77)	-	(96)
114		Increase in fees and charges	(4)	(5)	(5)	(15)
115		Total Income Fees and Charges	(429)	(540)	(155)	(1,125)
116		Total	594	(46)	460	1,008

Schedule of Detailed Budget Change Proposals

Line	Bid Reference	Service	Proposed Budget Changes			Total £'000
			2020/21 £'000	2021/22 £'000	2022/23 £'000	
		<u>Regeneration and Assets</u>				
117		Pay Inflation	87	92	95	273
118		Increments	50	54	10	114
119		Contract Inflation	45	90	90	225
120		Total Contractual Inflation	181	236	195	611
121		Compliance works building regulations	207	-	-	207
122	DEGNS-2021-02	Cleaning Service Budget Review	100	(100)	-	-
123		Total Budget Pressures	307	(100)	-	207
124		Savings arising from the closure of Darwin Close, Hamilton Centre and more efficient use of Bennet Road (DENS66-C)	(230)	-	-	(230)
125	DEGNS-2021-05	Increase income From Commercial Property Acquisitions	50	(800)	-	(750)
126	DEGNS-2021-34	Building Cleaning - Fundamental Service Review	-	-	(180)	(180)
127		Total Efficiency Savings	(180)	(800)	(180)	(1,160)
128	DEGNS-2021-04	Review of Rents on Garages and Shops	(25)	(5)	(5)	(35)
129		Gross up budget for capital cost on commercial property	(2,340)	(2,332)	(1,763)	(6,435)
130		Increase in fees and charges	(20)	(22)	(24)	(65)
130		Total Income, Fees and Charges	(2,385)	(2,359)	(1,792)	(6,535)
131		Total	(2,076)	(3,023)	(1,778)	(6,877)
		<u>DEGNS Overhead Accounts</u>				
132		Pay Inflation	16	17	17	50
133	DEGNS-2021-30	Increments	22	16	24	62
134		Business Rates on Council Properties	-	-	150	150
135		Total Contractual Inflation	38	33	191	261
136		Reductions on Training Budget	(13)	-	-	(13)
137		Total Efficiency Savings	(13)	-	-	(13)
138		Total	25	33	191	248
139		Directorate Total	(1,559)	(4,010)	(4,100)	(9,669)

Directorate of Resources**Summary of MTFS Position**

	<u>Service</u>
1	Customer Services
2	Human Resources & Organisational Development
3	Internal Audit
4	Procurement Services
5	Financial Services
6	Legal & Democratic Services
7	IT Services
8	Communications
9	Portfolio Total

Proposed Budget Changes			
2020/21	2021/22	2022/23	Total
£'000	£'000	£'000	£'000
95	(62)	(26)	7
179	(45)	72	206
(1)	45	17	61
15	15	13	43
(113)	(41)	7	(147)
289	128	75	493
328	(155)	(5)	169
256	(21)	(65)	170
1,047	(136)	90	1,001

Schedule of Detailed Budget Change Proposals

			Proposed Budget Changes			
Line	Bid Reference	Service	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
19		Customer Services				
20		Pay inflation 2%	80	83	87	250
21		Increments	35	37	27	99
22		Business Rates inflation (Crematorium and Register Office)	9	10	10	30
23		Total Contractual Inflation	125	131	124	379
24		Delivery Fund Staff (CS1)	78	87	-	165
25	DOR-2021-03	Corporate Programme and customer experience improvement plan - phase 1 *	-	-	240	240
26	DOR-2021-05	Crematoriums - shortfall of income	200	-	-	200
27		Total Budget Pressures	278	87	240	605
29		Customer Services savings (Call Centre/Hub) (CCS-17C)	(24)	(24)	-	(48)
30		Reduction of cheque payments (CSS-1C)	(50)	-	-	(50)
31	DOR-2021-06	New customer services model	(150)	(255)	(390)	(795)
32		Total Efficiency Savings	(224)	(279)	(390)	(893)
28		HRA share of contribution to Narrowing the Gap **	(84)	-	-	(84)
33		Total Income, Fees and Charges	(84)	-	-	(84)
		Total	95	(62)	(26)	7
		* This assumes the improvement plan can be funded from the Delivery Fund for two years (£480k in total)				
		** Additional funding for social care purposes means there is a net increase in overall funding for VCS groups				
		Human Resources & Organisational Development				
34		Pay inflation 2%	52	54	55	161
35		Increments	19	23	17	59
36		Contract Inflation (Health and Safety Team - Software licenses)	2	2	-	4
37		Total Contractual Inflation	73	79	72	224
38	DOR-2021-01	Increase budgets for training and development	200	-	-	200
39		Total Budget Pressures	200	-	-	200
40		Apprentice Levy savings	(14)	-	-	(14)
41	DOR-2021-13	Exec Recruitment	(56)	-	-	(56)
42	DOR-2021-10	Review of SLA with Schools	(24)	(24)	-	(48)
43	DOR-2021-12	Re-procurement of agency contract	-	(100)	-	(100)
44		Total Efficiency Savings	(94)	(124)	-	(218)
45		Total	179	(45)	72	206

Schedule of Detailed Budget Change Proposals

			Proposed Budget Changes			
Line	Bid Reference	Service	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
46		<u>Internal Audit</u>				
47		Pay inflation 2%	14	14	14	42
48		Increments	3	3	3	9
49		Insurance	60	-	-	60
50		Total Contractual Inflation	77	17	17	111
51	DOR-2021-11	Flexible retirement	(28)	28	-	-
52	DOR-2021-17	Savings from reprocurring insurance	(50)	-	-	(50)
53		Total Efficiency Savings	(78)	28	-	(50)
54		Total	(1)	45	17	61
55		<u>Procurement Services</u>				
56		Pay inflation 2%	12	12	10	34
57		Increments	3	3	3	9
58		Total Contractual Inflation	15	15	13	43
59		Total	15	15	13	43
60		<u>Financial Services</u>				
61		Pay inflation 2%	77	75	73	225
62		Increments	26	24	24	74
63		Contract Inflation for Systems	6	10	10	26
64		Total Contractual Inflation	109	109	107	325
65	DOR-2021-09	Review consultancy budget and CIPFA subscription	(35)	-	-	(35)
66	DOR-2021-07	Efficiencies from procuring new finance system	-	-	(100)	(100)
67		Realignment of Revenues and Benefits Transformation Target (CSS11-C/RB1/CSS01-B)	(187)	(150)	-	(337)
68		Total Efficiency Savings	(222)	(150)	(100)	(472)
69		Total	(113)	(41)	7	(147)

Schedule of Detailed Budget Change Proposals

			Proposed Budget Changes			
Line	Bid Reference	Service	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
		<u>Legal & Democratic Services</u>				
		Pay inflation 2%	77	80	82	240
70		Increments	38	34	50	122
71		Total Contractual Inflation	115	114	132	362
72		Staffing pressures within the Joint Legal Team	38	-	-	38
73		Review of Ward boundaries (one off project - reversal of 2019/20 pressure)	(25)	-	-	(25)
74	DOR-2021-15	Flexible Retirement	57	-	(57)	-
75		Ward boundaries - additional two councillors	-	16	-	16
76	DOR-2021-02	Additional 1.0 FTE for Committee Services	43	-	-	43
77		Total Budget Pressures	113	16	(57)	72
78		Income generation from charging for services (CSS-L&D2)	88	(2)	-	86
79	DOR-2021-14	Legal Services Efficiencies & Income	(12)	-	-	(12)
80	DOR-2021-08	Savings within Democratic Services including greater use of IT in response to climate change	(15)	-	-	(15)
81		Total Efficiency Savings	61	(2)	-	59
82		Total	289	128	75	493

Schedule of Detailed Budget Change Proposals

			Proposed Budget Changes			
Line	Bid Reference	Service	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
		<u>IT Services</u>				
83		Pay inflation 2%	13	14	15	42
84		Increments	6	6	6	18
85	DOR-2021-18	Contract Inflation	100	100	100	300
86		Total Contractual Inflation	119	120	121	360
87		Reprofiling of IT Programme (one-off saving in 19/20)	74	-	-	74
88		Total Budget Pressures	74	-	-	74
89		Additional savings will be made across the ICT service including reducing spend on applications (CSS24-C)	(20)	-	-	(20)
90		Re-procurement of IT Contract (CSS-IT2)	215	(275)	(125)	(185)
91	DOR-2021-16	Savings arising from software applications review	(60)	-	-	(60)
92		Total Efficiency Savings	135	(275)	(125)	(265)
93		Total	328	(155)	(5)	169
		<u>Communications</u>				
94		Pay inflation 2%	10	10	10	30
95		Increments	8	4	-	12
96		Total Contractual Inflation	18	14	10	42
97	CEX-2021-01	Communications - staff survey, publications and supporting transformation	175	(35)	-	140
98	CEX-2021-02	Resident Engagement	68	-	(75)	(7)
99		Total Budget Pressures	243	(35)	(75)	133
100		Income from event sponsorship and selling advertising within event publications/e-publications/email bulletins (CSS2b-C)	(5)	-	-	(5)
101		Total Income, Fees and Charges	(5)	-	-	(5)
102		Total	256	(21)	(65)	170
103		Directorate Total	1,047	(136)	90	1,001

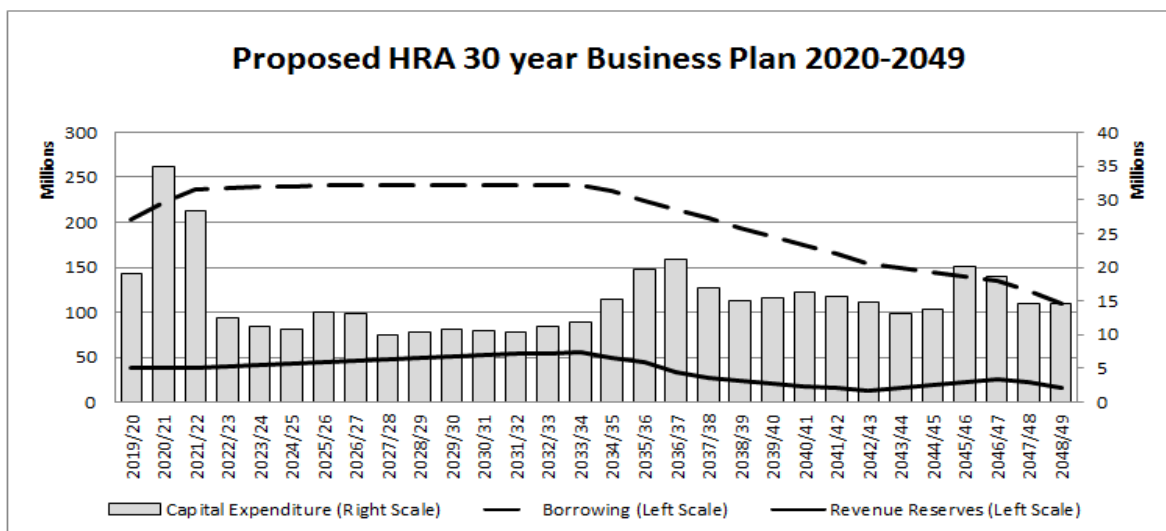
HOUSING REVENUE ACCOUNT - REVENUE BUDGET AND RESERVES

APPENDIX 4

	2020/21 (£,000's)	2021/22 (£,000's)	2022/23 (£,000's)
(1) Housing Management	8,549	8,795	9,047
Special Services	2,933	3,018	3,105
Revenue Repairs	5,216	5,425	5,364
(2) PFI costs	7,238	7,369	7,505
(3) Bad debt Provision	956	987	1,020
(4) depreciation	8,317	8,582	8,947
(5) Debt Costs	7,633	8,232	8,536
Other Expenditure	77	79	81
	40,919	42,486	43,606
(6) Dwelling Rents	(35,604)	(37,229)	(38,792)
(7) Service Charges	(1,104)	(1,135)	(1,166)
PFI Credit	(3,997)	(3,997)	(3,997)
Other Income	(181)	(186)	(191)
Interest on Balances	(201)	(200)	(209)
	(41,087)	(42,747)	(44,355)
Net (Surplus) / Deficit	(168)	(261)	(749)
Forecast Opening HRA Balances	(38,847)	(39,015)	(39,276)
Net Surplus/Deficit ()	(168)	(261)	(749)
Forecast Closing HRA Balances	(39,015)	(39,276)	(40,025)

Notes:

- (1) Housing Management Costs relate to staff and operational costs and are assumed to increase in line with RPI 2.4%
- (2) PFI costs are index linked under the contract; a smoothing reserve covers any increases over 2.5%
- (3) The bad debt provision is based on 2.5% of rental income
- (4) Depreciation is calculated annually on the Assets of the HRA and charged to revenue. The funding can be used for investment in the stock repayment of debt under statute
- (5) The debt costs are based upon the assumption that new housing is funded through a increase in borrowing at 3.5%
- (6) Dwelling rents are assumed to increase by 2.7% in line with the Rent Regulation determination
- (7) Service charges are assumed to increase in line with inflation
- (8) The HRA accounts for 2017-18 and 2018-19 are still subject to audit and therefore the HRA reserves are provisional and may be subject to further changes



General Fund Capital Programme

Appendix 5a

Scheme Name	2019/20 Forecast			2020/21 Forecast			2021/22 Forecast			2022/23 Forecast		
	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)
Delivery Fund (incl Equal Pay)	7,070	-	7,070	1,320	-	1,320	685	-	685	-	-	-
Corp Total	7,070	-	7,070	1,320	-	1,320	685	-	685	-	-	-
e-Marketplace & Equipment Renewal Portal Software	-	-	-	170	(93)	77	-	-	-	-	-	-
Mobile Working and Smart Device	-	-	-	150	-	150	-	-	-	-	-	-
Replacement of Community Re-ablement Software	-	-	-	85	-	85	-	-	-	-	-	-
Social Care Premises	150	-	150	1,000	-	1,000	5,000	-	5,000	1,000	-	1,000
DACHS Total	150	-	150	1,405	(93)	1,312	5,000	-	5,000	1,000	-	1,000
Additional School Places - Contingency	-	-	-	500	(500)	-	500	(500)	-	500	(500)	-
Avenue Expansion	184	(184)	-	9	(9)	-	-	-	-	-	-	-
Blessed Hugh Faringdon - Asperger Unit 30 place expansion (SEN)	218	(218)	-	99	(99)	-	-	-	-	-	-	-
Civitas- Synthetic Sports Pitch	329	(329)	-	-	-	-	-	-	-	-	-	-
Cranbury College at JMA	850	(850)	-	45	(45)	-	-	-	-	-	-	-
Crescent Road Playing Field Improvements	314	(314)	-	-	-	-	-	-	-	-	-	-
Critical Reactive Contingency: Health and safety (Schools)	520	(520)	-	507	(507)	-	536	(536)	-	585	(585)	-
Foster Carer Extensions	167	-	167	100	-	100	100	-	100	-	-	-
Green Park Primary School	2,906	(2,906)	-	-	-	-	-	-	-	-	-	-
Heating and Electrical Programme - Manor Pry Power	157	(157)	-	-	-	-	-	-	-	-	-	-
Heating and Electrical Renewal Programme	821	(821)	-	507	(507)	-	545	(545)	-	585	(585)	-
Initial Viability work for the Free School at Richfield Avenue	260	(260)	-	-	-	-	-	-	-	-	-	-
Katesgrove Primary Trooper Potts Building	2,632	(2,632)	-	4,359	(4,359)	-	736	(736)	-	-	-	-
Meadway Early Years Building Renovation	148	(148)	-	100	(100)	-	5	(5)	-	-	-	-
New ESFA funded schools - Phoenix College	500	(500)	-	6,300	(6,300)	-	1,300	(1,300)	-	-	-	-
New ESFA funded schools - St Michaels	2,517	(2,517)	-	101	(101)	-	-	-	-	-	-	-
Primary Schools Expansion Programme - 2013-2017	400	(400)	-	340	(340)	-	-	-	-	-	-	-
Schools - Fire Risk Assessed remedial Works	199	(199)	-	203	(203)	-	210	(210)	-	200	(200)	-
Thameside SEN Expansion	66	(66)	-	-	-	-	-	-	-	-	-	-
The Heights Permanent Site Mitigation	984	(758)	226	918	(801)	117	268	(268)	-	-	-	-
The Heights Temporary School	71	(71)	-	-	-	-	-	-	-	-	-	-
DCEEHS Total	14,243	(13,850)	393	14,088	(13,871)	217	4,200	(4,100)	100	1,870	(1,870)	-
Abbey Quarter	332	(332)	-	178	(178)	-	-	-	-	-	-	-
Accommodation Review - Henley Road Cemetery	39	-	39	-	-	-	-	-	-	-	-	-
Accommodation Review - Phase 2A & B	133	-	133	-	-	-	-	-	-	-	-	-
Accommodation Review - Phase 2C (19 Bennet Road)	4,387	-	4,387	1,667	-	1,667	98	-	98	-	-	-
Accommodation Review - Town Hall	298	-	298	-	-	-	-	-	-	-	-	-
Additional Storage Capacity at Mortuary	15	-	15	-	-	-	-	-	-	-	-	-
Air Quality Monitoring	97	(97)	-	-	-	-	-	-	-	-	-	-

General Fund Capital Programme

Appendix 5a

Scheme Name	2019/20 Forecast			2020/21 Forecast			2021/22 Forecast			2022/23 Forecast		
	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)
Bridges and Carriageways	2,443	(1,623)	820	1,669	(1,259)	410	-	-	-	-	-	-
Car Park Investment Programme	242	(242)	-	226	(226)	-	-	-	-	-	-	-
Car Parking - P&D, Red Routes, Equipment	100	(100)	-	200	(100)	100	-	-	-	-	-	-
Cattle Market Car Park	523	(523)	-	-	-	-	-	-	-	-	-	-
CCTV	50	(50)	-	-	-	-	-	-	-	-	-	-
Cemeteries and Crematorium	60	-	60	100	-	100	-	-	-	-	-	-
Central Library - Reconfiguration/Refurbishment Feasibility	-	-	-	50	-	50	-	-	-	-	-	-
Central Pool Regeneration	675	(483)	192	-	-	-	-	-	-	-	-	-
Chestnut Walk Improvements	120	(38)	82	40	(25)	15	-	-	-	-	-	-
Christchurch Meadows Paddling Pool	-	-	-	35	-	35	-	-	-	-	-	-
CIL Local Funds - Community	2	(2)	-	50	(50)	-	-	-	-	-	-	-
CIL Local Funds - Heritage and Culture	70	(70)	-	45	(45)	-	-	-	-	-	-	-
CIL Local Funds - Leisure and Play	353	(353)	-	250	(250)	-	-	-	-	-	-	-
CIL Local Funds - Transport	165	(165)	-	270	(270)	-	-	-	-	-	-	-
CIL Local Funds -Neighbourhood Allocation	239	(239)	-	238	(238)	-	-	-	-	-	-	-
Corporate Office Essential Works	-	-	-	50	-	50	50	-	50	652	-	652
Dee Park Regeneration - Housing Infrastructure Fund (school)	600	(600)	-	5,400	(5,400)	-	-	-	-	-	-	-
Defra Air Quality Grant - Bus Retrofit	1,191	(1,191)	-	-	-	-	-	-	-	-	-	-
Defra Air Quality Grant - Go Electric Reading	5	(5)	-	50	(50)	-	-	-	-	-	-	-
Transport Demand Management Scheme	-	-	-	-	-	-	500	-	500	-	-	-
Development of facilities at Prospect Park/Play	496	(475)	21	54	-	54	-	-	-	-	-	-
Disabled Facilities Grants (Private Sector)	1,104	(1,104)	-	1,055	(1,055)	-	1,055	(1,055)	-	1,055	(1,055)	-
Eastern Area Access Works	100	(100)	-	100	(100)	-	140	(140)	-	-	-	-
Electric Vehicle Charging Points	-	-	-	200	-	200	50	-	50	-	-	-
Food Waste and Smaller Bins	-	-	-	1,489	-	1,489	-	-	-	-	-	-
Green Park Station	8,500	(8,500)	-	9,500	(9,500)	-	777	(777)	-	-	-	-
Grounds Maintenance Workshop Equipment	20	-	20	30	-	30	-	-	-	-	-	-
Homes for Reading - Share Redemption Loan	7,000	-	7,000	-	-	-	-	-	-	-	-	-
Invest in Corporate buildings/Health & safety works	2,268	-	2,268	1,000	-	1,000	1,000	-	1,000	1,000	-	1,000
Invest to save energy savings - Street lighting	204	-	204	54	-	54	-	-	-	-	-	-
Leisure Procurement	30	-	30	14,000	(750)	13,250	18,000	(750)	17,250	11,000	-	11,000
Local Traffic Management and Road Safety Schemes	292	(292)	-	197	(197)	-	-	-	-	-	-	-
LTP Development	200	(200)	-	200	(200)	-	200	(200)	-	-	-	-
NCN Route 422	423	(423)	-	-	-	-	-	-	-	-	-	-
New Kit/Vehicles for Commercial Services Dvlpt	-	-	-	122	-	122	-	-	-	-	-	-
Oxford Rd Community Centre	40	-	40	-	-	-	-	-	-	-	-	-
Oxford Road Corridor Works	200	(200)	-	122	(122)	-	-	-	-	-	-	-
Playground equipment and Refreshment: Boroughwide	200	-	200	294	(44)	250	250	-	250	891	-	891

General Fund Capital Programme

Appendix 5a

Scheme Name	2019/20 Forecast			2020/21 Forecast			2021/22 Forecast			2022/23 Forecast		
	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)
Private Sector Renewals	406	-	406	300	-	300	300	-	300	300	-	300
Provision of Gypsy & Traveller Accommodation	50	-	50	-	-	-	-	-	-	3,580	-	3,580
Pumping Station Upgrade Scheme (new)	12	-	12	238	-	238	-	-	-	-	-	-
Purchase of Police Station	-	-	-	5,000	-	5,000	-	-	-	-	-	-
re3 extending range of recyclables	94	(61)	33	-	-	-	-	-	-	-	-	-
Reading Football Club Social Inclusion Unit to SRLC	-	-	-	1,496	(1,496)	-	38	(38)	-	-	-	-
Reading Town Centre Design Framework	86	(86)	-	-	-	-	-	-	-	-	-	-
Reading West Station	399	(399)	-	3,200	(3,200)	-	-	-	-	-	-	-
Renewable Energy	-	-	-	500	-	500	2,000	(700)	1,300	2,000	-	2,000
Replacement Vehicles	398	-	398	176	-	176	3,231	-	3,231	2,523	-	2,523
Rogue Landlord Enforcement	75	(75)	-	-	-	-	-	-	-	-	-	-
S106 individual schemes list	150	(150)	-	184	(184)	-	-	-	-	-	-	-
Salix Decarbonisation Fund	-	-	-	600	-	600	600	-	600	600	-	600
Small Leisure Schemes	140	(140)	-	272	(272)	-	150	(50)	100	300	(50)	250
Smart City Cluster project and C-ITS	1,230	(1,230)	-	647	(647)	-	-	-	-	-	-	-
South Reading MRT (Phases 1 & 2)	362	(362)	-	-	-	-	-	-	-	-	-	-
South Reading MRT (Phases 3 & 4)	5,815	(5,815)	-	3,668	(3,668)	-	-	-	-	-	-	-
South Reading MRT (Phases 5 & 6)	-	-	-	1,000	(1,000)	-	1,000	(1,000)	-	5,000	(5,000)	-
St George's Church Affordable Housing scheme	315	(315)	-	-	-	-	-	-	-	-	-	-
The Keep	-	-	-	-	-	-	-	-	-	188	(94)	94
Town Centre Improvements	-	-	-	450	-	450	-	-	-	-	-	-
Town Centre Street Trading Infrastructure	-	-	-	40	-	40	-	-	-	-	-	-
Town Hall Equipment	-	-	-	205	-	205	-	-	-	-	-	-
Traffic Management Schools	190	(190)	-	200	(200)	-	100	(100)	-	-	-	-
Tree Planting	23	-	23	50	-	50	50	-	50	50	-	50
Waste Operations - In Cab Waste Management System	70	-	70	-	-	-	-	-	-	-	-	-
West Reading Transport Study - Southcote/Coley Improvements	72	-	72	-	-	-	-	-	-	-	-	-
Western Area Access Works	128	(128)	-	-	-	-	-	-	-	-	-	-
Highway Infrastructure Works	-	-	-	3,000	-	3,000	3,000	-	3,000	3,000	-	3,000
Harden Public Open Spaces to Prevent Incursion	30	-	30	35	-	35	25	-	25	25	-	25
Salix Re-Circulation Fund	411	-	411	250	-	250	250	-	250	250	-	250
Sun Street - Final Phase	674	(454)	220	60	-	60	-	-	-	-	-	-
DEGNS Total	44,346	(26,812)	17,534	60,506	(30,726)	29,780	32,864	(4,810)	28,054	32,414	(6,199)	26,215

General Fund Capital Programme

Appendix 5a

Scheme Name	2019/20 Forecast			2020/21 Forecast			2021/22 Forecast			2022/23 Forecast		
	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)
Customer Digital Experience	-	-	-	750	-	750	1,000	-	1,000	750	-	750
Future ICT Operating Model	(520)	-	(520)	4,411	-	4,411	1,018	-	1,018	839	-	839
ICT Infrastructure (Invest to save)	2,520	-	2,520	147	-	147	-	-	-	-	-	-
Loan To RTL (Bus replacement programme)	1,500	-	1,500	5,000	-	5,000	5,000	-	5,000	5,000	-	5,000
Loan To RTL (Project Voyager)	5,200	-	5,200	-	-	-	-	-	-	-	-	-
Oracle Capital Works - financed through reduced rental	247	-	247	100	-	100	100	-	100	100	-	100
Purchase of Commercial Property	35,205	-	35,205	75,000	-	75,000	50,000	-	50,000	50,000	-	50,000
Re-Procurement / Reimplementation of Finance System	-	-	-	100	-	100	100	-	100	-	-	-
Universal Digital Systems	941	-	941	1,005	-	1,005	910	-	910	910	-	910
DoR Total	45,093	-	45,093	86,513	-	86,513	58,128	-	58,128	57,599	-	57,599
Grand Total	110,902	(40,662)	70,240	163,832	(44,690)	119,142	100,877	(8,910)	91,967	92,883	(8,069)	84,814
Funded By												
Capital Receipts			(12,077)			(11,004)			(9,750)			(4,101)
Community Infrastructure Levy Receipts (80%)			(3,000)			(3,000)			(3,000)			(3,000)
			(15,077)			(14,004)			(12,750)			(7,101)
Prudential Borrowing			(55,163)			(105,138)			(79,217)			(77,713)

HRA Capital Programme

Appendix 5b

Scheme Name	2019/20 Forecast			2020/21 Forecast			2021/22 Forecast			2022/23 Forecast		
	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)	Spend (£,000's)	Funding (£,000's)	Net (£,000's)
Major Repairs	9,540	(437)	9,103	9,392		9,392	9,500		9,500	9,618		9,618
Hexham Road	1,400		1,400	950		950			-			-
Disabled Facilities Grants	670		670	500		500	500		500	500		500
Fire Safety Works	1,495		1,495	610		610	1,250		1,250	1,385		1,385
New Build & Acquisitions - Phase 1	1,225		1,225	163		163			-			-
New Build & Acquisitions - Phase 2	3,056		3,056	11,878	(1,111)	10,767	5,892	(1,112)	4,780			-
New Build & Acquisitions - Phase 3	1,270		1,270	7,680	(3,601)	4,079	7,680	(3,621)	4,059			-
New Build & Acquisitions - (Ex General Fund)	210		210			-			-			-
Housing Mngt System	111		111	604		604			-			-
Grand Total	18,977	(437)	18,540	31,777	(4,712)	27,065	24,822	(4,733)	20,089	11,503	-	11,503
Funded By												
Capital Receipts			(1,264)			(2,300)			(456)			-
Revenue Funding (Major Repairs Reserve)			(9,264)			(8,064)			(8,064)			(8,064)
Direct Revenue Financing			(111)			(604)			-			-
			<u>(10,639)</u>			<u>(10,968)</u>			<u>(8,520)</u>			<u>(8,064)</u>
Prudential Borrowing			<u>(7,901)</u>			<u>(16,097)</u>			<u>(11,569)</u>			<u>(3,439)</u>

1. Background

- 1.1 Local authorities are limited in their ability to utilise capital receipts (the disposal proceeds from the sale of fixed assets or repayment of loans for capital purposes). Statutory guidance issued under s15(1) of the Local Government Act 2003 by the Ministry of Housing, Communities and Local Government (as amended) generally precludes capital receipts being used to fund revenue expenditure and requires them to be applied to either fund capital expenditure or repay debt. The Act also requires local authorities to have regard to other guidance as directed by the Secretary of State – this currently includes the following guidance issued by the Chartered Institute of Public Finance and Accountancy [CIPFA]:
- The Prudential Code for Capital Finance in Local Authorities; and
 - The Code of Practice on Local Authority Accounting.
- 1.2 The Spending Review 2015 included a relaxation to the above regulations allowing the use of capital receipts for a limited period; between 2016/17 and 2018/19, to fund revenue expenditure “*that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs or improve the quality of service delivery in future years*”. This announcement was implemented by the issuing of regulations in March 2016. The period over which these amended regulations applied was extended to 2021/22 in the 2018/19 Local Government Finance Settlement.
- 1.3 In order for revenue expenditure to be funded from the flexible use of capital receipts, a strategy is required for each financial year that:
- Lists each project that plans to make use of the capital receipts flexibility, listing any element of funding towards the project that is funded from other sources;
 - Contains details on projects approved in previous years, including commentary on whether the planned savings or service transformation have been /are being realised in line with the initial cost-benefit analysis;
 - Be approved by Full Council prior to the start of the relevant financial year; and
 - Identify any subsequent changes during the year subject to approval by Full Council.
- 1.4 This document sets out the Council’s Flexible Capital Receipts Strategy, updating the plan since last considered by Council in February 2019 and details the individual projects which have and are planned to be funded from the flexible use of capital receipts in accordance with the above requirements.

2. Savings

- 2.1. The draft budget for consultation (to which this Strategy is attached as an appendix) contains details of the £33.1m of savings proposed to be delivered over the forthcoming three years and readers should refer to that document for full details of these.
- 2.2. This strategy and investment proposals support the delivery of those savings or mitigate future additional spending pressures that would otherwise materialise. The cost of investing in making these savings is included within the General Fund Capital Programme set out in Appendix 5 of the main report and is, under regulations, fully funded from the use of capital receipts.

3. Delivery Fund

- 3.1 A report to Council on 26 June 2018 set out in detail how the £13.6m Delivery Fund would be invested. It included:
 - Capacity to set up and deliver the Council's programme of change and transformation; and
 - Resources to deliver specific savings.
- 3.2 A further report to Council on 26 February 2019 described how the Delivery Fund had been invested to date, and provided a summary of Delivery Fund allocation for the period 2017/18 - 2021/22.
- 3.3 At the time of approving the 2019/20 budget and MTFs, potential calls on the Delivery Fund exceeded the approved budget - £14.4m against an approved allocation of £13.6m. However, projected underspends and savings on some projects were included within the contingency/unallocated line which balanced the overall spend back to the funding envelope.
- 3.4 Slippage in calls on the Delivery Fund saw an outturn for 2018/19 of £3.2m compared to the budgeted spend of £5.9m. This report updates latest projected project budgets to include that slippage together with further proposals being brought forward as well as changes in estimated future costs. Annexe A sets out the latest proposals for 2019/20 to 2021/22 (the final year the current capital receipts flexibility can be applied), whilst Annexe B shows the budgets agreed in February 2019 and the changes proposed since that date that lead the current proposals.
- 3.5 The table below summarises the forecast budgets and historic actual spend by the Delivery Fund from positions previously presented to members in June 2018 and February 2019.

Table 1: Summary of Delivery Fund Spend-to-Date / future spend

	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	Total (£,000's)
<u>June 2018</u>						
Capital Receipts Strategy	2,095	5,661	3,734	836	-	12,326
Contingency / Unallocated	-	250	500	500	-	1,250
	2,095	5,911	4,234	1,336	-	13,576
<u>February 2019</u>						
Capital Receipts Strategy	1,319	6,405	6,098	615	-	14,437
Contingency / Unallocated	-	(494)	(1,864)	1,497	-	(861)
	1,319	5,911	4,234	2,112	-	13,576
<u>December 2019</u>						
Capital Receipts Strategy	1,319	3,182	7,070	1,012	377	12,960
Contingency / Unallocated	-	-	-	308	308	616
	1,319	3,182	7,070	1,320	685	13,576
Bordered Figures are Actuals						

- 3.6 The change in forecast spend between February 2019 and December 2019 includes the roll forward of underspends from 2018/19, and further re-phasing of 2019/20 budgets together with new spend proposals being approved and others being identified as no longer required. Annex B shows changes against all projects between February and December and colour-coding highlights those budgets where funding requirements are proposed to be completely removed or added.
- 3.7 A number of bids against the Delivery Fund contingency have already been agreed since February 2019. These are listed in Table 2 below.

Table 2: New Delivery Fund Requests since February 2019

Direct- orate	Project	Saving Identified (£,000's)	2019/20 Budget (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	Total Spend (£,000's)
DOR	Maximise contributions through NNDR (business rates)	(124)	19			19
DOR	New Customer Service Model	(795)	120	245	125	490
DOR	Thoughtonomy		55	108	102	265
DEGNS	Food Waste Project	(342)	110	260	-	370
	Total	(1,261)	304	613	227	1,144

- 3.8 A number of new Delivery Fund Requests have been received as part of the MTFs refresh to meet new income/savings, see Table 3 below. These are subject to more detailed business case requests and sign off by the Council's S151 Officer. Requests approved by the S151 Officer will be reported to the February and June 2020 Policy Committee's (including requesting approval from Councillors at February Full Council).

Table 3: New Delivery Fund Requests

Direct- orate	Project	Saving Identified (£,000's)	2019/20 (£,000's)	2020/21 (£,000's)	2021/22 (£,000's)	Total Spend (£,000's)
DOR	Making the Customer Service and Corp Improvement more efficient	(795)	-	390	240	630
DOR	Executive Recruitment Search Fees	(56)	-	20	-	20
DACHS	Direct Payments	(718)	-	94	-	94
DACHS	Investment in Technology Enabled Care at home	(1,129)	-	139	-	139
DACHS	Outcome-based Service Delivery	(634)	-	148	-	148
DACHS	Enhanced reablement for mental health and learning disability service users	(500)	-	300	-	300
DACHS	Development of a Dementia Carers Offer	(150)	-	25	-	25
DACHS	Review and Rightsizing	(200)	133	-	-	133
DEGNS	New kit and vehicles for commercial services development	(21)	-	158	-	158
DEGNS	Highways FSR	(150)	7	-	-	7
		(4,353)	140	1,274	240	1,654

Direct- orate	Project	Saving Identified (£,000's)	2019/20 (£,000's)	2020/21 (£,000's)	2021/22 (£,000's)	Total Spend (£,000's)
DOR	Making the Customer Service and Corp Improvement more efficient	(581)	-	390	240	630
DOR	Executive Recruitment Search Fees	(56)	-	20	-	20
DACHS	Direct Payments	(718)	-	94	-	94
DACHS	Investment in Technology Enabled Care at home	(1,129)	-	139	-	139
DACHS	Outcome-based Service Delivery	(634)	-	148	-	148
DACHS	Enhanced reablement for mental health and learning disability service users	(500)	-	300	-	300
DACHS	Development of a Dementia Carers Offer	(150)	-	25	-	25
DACHS	Review and Rightsizing	(200)	133	-	-	133
DEGNS	New kit and vehicles for commercial services development	(21)	-	158	-	158
DEGNS	Highways FSR	(150)	7	-	-	7
		(4,139)	140	1,274	240	1,654

3.9 Annexe A to this Strategy contains a list of all Delivery Fund projects and Annexe B illustrates the changes to Delivery Fund allocations between those agreed in February 2019 and the latest projections.

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests
Actual (17/18 & 18/19) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Housing Benefit Overpayment Recovery	Housing Benefit Overpayment Recovery Officer	12	39	56	-	-	107
Service restructure and reconfiguration	Recruitment Costs	42	19	-	-	-	61
Supporting delivery of directorate savings and improving Accounts Payable processes	Accounts Payable Assistant. Improving efficiency of AP process to deliver ongoing efficiency and savings	27	27	-	-	-	54
Process improvements and more efficient accounts production	CIPFA Big Red Button	16	-	-	-	-	16
Improve Corporate Debt Collection - centralisation of invoices and transformation of service delivery	Improve Corporate Debt Collection - centralisation of invoices	-	-	96	-	-	96
Digitisation - cross cutting savings and redesign of Council-wide services	Firmstep Developer x2	-	-	92	-	-	92
Service restructure and reconfiguration	SOLACE Recruitment Fees For Future Finance Function	17	28	-	-	-	45
Engagement of transformation partner to drive process efficiency and cost reduction in parallel with market testing of service	External Support to undertake Market Testing (outsourcing) of the Revenue and Benefits Services	-	102	-	-	-	102
	Additional legal and TUPE advice	-	81	43	-	-	124
	Associated project costs, supplies and services	-	2	8	-	-	10
Revenues and Benefits market testing							
Charging Financial Analysts to transformation pot to support commercialisation work	One Finance Analyst (plus one interim for 4 months in 18/19)	-	63	47	48	-	158
Corporate Approach to Reducing Fraud	IT Costs	-	8	-	-	-	8
Management and Staffing Review	Change Management	-	-	31	-	-	31
Management and Staffing Review	Organisational Development (OD) Consultant	-	-	19	-	-	19
Single Person Discount Council Tax Recovery	Specialist Officer and provision for data matching	-	-	14	-	-	14

Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests
Actual (17/18 & 18/19) and Future Forecast Delivery Fund Spend

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Capacity and leadership to deliver change and savings across programme	Corporate Programme Manager	130	62	75	-	-	267
Working across Corporate Programme. Capacity and leadership to deliver change and savings across programme	NMT - Corporate Support	18	34	35	-	-	87
HR support to deliver Corporate Programme and associated savings. Supporting recruitment and retention of social workers as part of improvement and to deliver savings	HR Support 1	14	-	-	-	-	14
Contract Management Savings	V4S Procurement Consultancy Support. Payments due as percentage of savings delivered	88	200	-	-	-	288
	Reporting and Performance	76	-	-	-	-	76
	Senior Consultant to act as System Owner	91	-	-	-	-	91
	Process review and MOSAIC improvement for Children's Services	23	-	-	-	-	23
	Interim reporting post in Children's Services	43	-	-	-	-	43
Improvements to Electronic Social Care Record and Reporting (MOSAIC) and provision for improvement of other IT systems over term of Programme	Corporate Systems Owner	84	44	-	-	-	128
	Finance Specialist	74	87	-	-	-	161
	Project Manager on Business Objects Implementation	-	31	-	-	-	31
	Adult's Business Objects Implementation	-	-	34	-	-	34
	MOSAIC & FUSION Commitments Interface - implementation costs	-	-	11	-	-	11
	Business Objects Developer	-	30	-	-	-	30

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests
Actual (17/18 & 18/19) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
	Provision for application management improvements in other systems (includes. 18/19 i-trent review)	-	24	244	-	-	268
Capacity to support delivery of change and savings across programme	Programme Officer x1	-	27	46	46	-	119
Capacity to manage and support HR and workforce change associated with Corporate Programme	HR Capacity	-	-	150	150	150	450
Total: Director of Resources (DOR)		755	908	1,001	244	150	3,058
Working across workstream of Corporate Programme to deliver savings and transformation	Programme Manager	52	266	-	-	-	318
Workstream A: Improving Practice Standards	Practice Improvement leadership. 18/19 start up	-	127	-	-	-	127
Work stream B: Developing Workforce Excellence	Achieve a stable workforce by recruiting more permanent staff in Social Care	-	8	10	-	-	18
	Training for Safety Standards Model. 18/9 project start up training	-	105	-	-	-	105
Work stream C: Building Community Capacity	Pre Birth Support Team. 18/19 start up	-	4	-	-	-	4
	Family Reunification Team. 18/19 start up	-	-	-	-	-	-
	Edge of Care Team, Adolescents. 18/19 start up	-	37	-	-	-	37
	Revised under 5 offer to make best use of Early Years and Children's Centre provision	-	-	10	-	-	10
	Re-imagining Foster Care. 18/19 start up	-	77	-	-	-	77

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests
Actual (17/18 & 18/19) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Work stream D: Stronger Stability for Children	Placement Solutions Team. 19/20 start up	-	10	-	-	-	10
	Education, therapeutic & support to ensure placement stability for YP moving within 20 miles. Linked to D12 solutions team savings of £1.8M. 18/19 start up	-	-	255	-	-	255
Work stream E: Consolidating Corporate Resilience	Strengthen Commissioning Function (provide senior Commissioning and Contract Management capacity) 18/19 start up. Savings linked to Improved Contract Management	-	-	239	-	-	239
	Design & implementation of supported lodgings for 16+	-	-	50	-	-	50
	Review of Continued Health Contribution (CHC). 18/19 start up	-	-	60	-	-	60
	Enhanced utilisation of capacity at Pinecroft & Cressingham Children's Homes. 18/19 capital equipment	-	-	50	-	-	50
	Potential use of RBC property for additional childrens home or respite care. Funding for feasibility study if required	-	6	150	-	-	156
	SEND Commissioner. 18/19 start up	-	64	100	-	-	164
	Development of traded services	-	213	350	-	-	563
	Transformation Programme Team	-	177	550	-	-	727
	Contingency for restructure if required	-	-	-	-	-	-
	Funds to be allocated to projects in	-	-	692	-	-	692
Total: Childrens (BFFC)		52	1,094	2,516	-	-	3,662
Resources used for the facilitation of the delivery of the Programme wide savings	Strategic Lead for Transformation	32	102	109	-	-	243
	Project Support	16	-	-	-	-	16
	Programme Officer	19	39	45	-	-	103

Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests
Actual (17/18 & 18/19) and Future Forecast Delivery Fund Spend

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Changes to Adult Social Care Front Door; Group Home Rental Increase. Also supports delivery of CSS Digitisation savings and Review and Right Sizing Care Packages & Stretch Targets	Transformation Project Manager 1	63	68	71	-	-	202
Transformation of wellbeing; ASC Restructure	Transformation Project Manager 2	-	55	57	-	-	112
Effective Utilisation of Extra Care; Learning Disabilities (Operations Team); Development of Home Care; VCS Development and Commissioning. Also supports wider digitisation & efficiency and Changes to the Adult Social Care Front Door	Transformation Project Manager 3	27	58	61	-	-	146
Deputies - Review the charging policy; FAB Team Fees & Charges & Stretch Target; Increased usage of Assistive Technology and Equipment; Increased usage of Direct Payments	Transformation Project Manager 4	20	47	54	-	-	121
Review and Right Sizing Care Packages & Stretch Targets Investment to secure ongoing savings	Social Workers X6 (S117, LDX2, MH, OP, PD)	236	239	201	-	-	676
Reducing Adult Social Care contracts spend	Commissioning Capacity at Senior Level	49	139	84	-	-	272
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice - accommodation pathway	-	-	45	-	-	45
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice for service shaping	-	2	6	-	-	8
Delivery Models for Commissioning, Prevention & Quality Services	Senior Transformation Manager	-	-	71	36	-	107

Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests
Actual (17/18 & 18/19) and Future Forecast Delivery Fund Spend

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
The resource supports restructures, wider remodelling of the workforce, and learning & development. Associated savings: Commissioning Team Realignment; Implementation of Business Support restructure; Locality Team Realignment	Workforce consultancy & Training Programmes (Partners for change)	-	52	50	-	-	102
Total: Directorate of Adults Social Care and Health (DACHS)		462	801	854	36	-	2,153
Working across workstream of Corporate Change Programme to deliver savings and transformation	Project Officer 1	8	21	22	-	-	51
Review of waste collection delivery models. Also connected to Waste Operations-optimising collection routes; Increase Trade Waste Collection and Disposal service turn over by 100% (£650,000pa to £1.3m)	Specialist advice and support, administration resource, Contract manager costs, Procurement of IT systems, Introduction of revised collection schedule	22	54	124	-	-	200
Review option of trust model for Arts	Consultancy costs	-	29	271	-	-	300
Maximising Income from the Town Hall & Museum	Consultancy support to provide commercial advice on business plan and associated staffing structures	-	26	-	-	-	26
Extend residents parking permit areas	Consultant support	-	18	262	-	-	280
Introduce Bus Lane Enforcement on Kings Road and Forbury Road bus lanes	DLO support to introduce new parking schemes	-	1	-	-	-	1
Close half of public conveniences - costs related to carrying out a review of the provision	Consultancy costs and costs to improve remaining facilities	-	9	16	-	-	25
Undertake a review of existing provision to inform the closure of a number of public conveniences		-	-	25	-	-	25
Develop and implement a new	Project Manager	-	37	63	-	-	100
	Communications Officer	-	-	10	-	-	10

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests
Actual (17/18 & 18/19) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Develop and implement a new borough-wide Car Parking Strategy and associated action plan	Consultant Support	-	-	33	-	-	33
	Consultant Support (Car park surveys / database set-up)	-	20	88	-	-	108
	Project Delivery	-	127	750	-	-	877
Make theatres break even through working with other operators	Independent consultants to market Project management (consultant) of procurement process (if it goes ahead based on 1st stage)	-	-	25	-	-	25
		-	-	50	-	-	50
Alternative delivery models - identify and prioritise those services that are most likely to yield a significant saving. The project will focus on delivery of the former Civic Site and other key sites achieving capital receipts	Project Manager	-	37	-	-	-	37
	Cost Consultant	-	-	90	44	-	134
	Consultancy - report writing	20	-	-	-	-	20
Car Park management processes through IT improvements and staff reductions	Strategic Project Manager	-	-	75	75	-	150
Review Enforcement Contracts	Car parking equipment and capital	-	-	400	-	-	400
Maximising Income from the Town Hall & Museum	Consultancy support	-	-	50	-	-	50
	One-off investment - equipment, marketing, consultancy	-	-	41	-	-	41
Total: Directorate of Economic Growth and Neighbourhoods (DEGNS)		50	379	2,395	119	-	2,943
Capacity to manage and support Corporate Programme of Change as delivery vehicle for £40m savings and projects to ensure transformation to underpin financial sustainability of the Council	Managing Change - unallocated funding	-	-	-	308	308	616
Total: Unallocated / Contingency		-	-	-	308	308	616
Maximise contributions through NNDR (business rates)	Consultancy support	-	-	19	-	-	19
New Customer Service Model	Senior Project Manager x2, Business Analyst and Project Support	-	-	120	245	125	490

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests
Actual (17/18 & 18/19) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Food Waste	Project Manager, Project Admin, consultancy, marketing and communications	-	-	110	260	-	370
New Customer Service Model	Pilot Thoughtonomy - Robotic Process Automation. Training, Virtual workers and Develop role	-	-	55	108	102	265
Total: New Projects		-	-	304	613	227	1,144
Total: All Projects		1,319	3,182	7,070	1,320	685	13,576

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2019

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Budget (£,000's)	2018/19 Change (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Total (£,000's)
Housing Benefit Overpayment Recovery	Housing Benefit Overpayment Recovery Officer	12	54	(15)	56	-	-	-	-	-	107
Service restructure and reconfiguration	Recruitment Costs	42	-	19	-	-	-	-	-	-	61
Supporting delivery of directorate savings and improving Accounts Payable processes	Accounts Payable Assistant. Improving efficiency of AP process to deliver ongoing efficiency and savings	27	27	-	-	-	-	-	-	-	54
Process improvements and more efficient accounts production	CIPFA Big Red Button	16	3	(3)	-	-	-	-	-	-	16
Improve Corporate Debt Collection - centralisation of invoices and transformation of service delivery	Improve Corporate Debt Collection - centralisation of invoices	-	64	(64)	32	64	-	-	-	-	96
Digitisation - cross cutting savings and redesign of Council-wide services	Firmstep Developer x2	-	92	(92)	-	92	-	-	-	-	92
Service restructure and reconfiguration	SOLACE Recruitment Fees For Future Finance Function	17	15	13	0	-	0	-	-	-	45
Engagement of transformation partner to drive process efficiency and cost reduction in parallel with market testing of service	External Support to undertake Market Testing (outsourcing) of the Revenue and Benefits Services	-	116	(14)	50	(50)	-	-	-	-	102
	Additional legal and TUPE advice	-	90	(9)	100	(57)	-	-	-	-	124
	Associated project costs, supplies and services	-	10	(8)	-	8	-	-	-	-	10
Revenues and Benefits market testing											
Charging Financial Analysts to transformation pot to support commercialisation work	One Finance Analyst (plus one interim for 4 months in 18/19)	-	69	(6)	47	-	48	-	-	-	158
Corporate Approach to Reducing Fraud	IT Costs	-	25	(17)	-	-	-	-	-	-	8
	Contingency	-	20	(20)	-	-	-	-	-	-	-
Management and Staffing Review	Change Management	-	50	(50)	-	31	-	-	-	-	31
Management and Staffing Review	Organisational Development (OD) Consultant	-	-	-	-	19	-	-	-	-	19
Single Person Discount Council Tax Recovery	Specialist Officer and provision for data matching	-	-	-	-	14	-	-	-	-	14
Capacity and leadership to deliver change and savings across programme	Corporate Programme Manager	130	72	(10)	73	2	-	-	-	-	267
Working across Corporate Programme. Capacity and leadership to deliver change and savings across programme	NMT - Corporate Support	18	34	-	35	-	-	-	-	-	87
Legal support to deliver Corporate Programme and associated savings	Contracts Solicitor	-	28	(28)	27	(27)	-	-	-	-	-
	Employment Solicitor	-	13	(13)	13	(13)	-	-	-	-	-
	Conveyancing/Contracts Solicitor	-	23	(23)	24	(24)	-	-	-	-	-

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2019

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Budget (£,000's)	2018/19 Change (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Total (£,000's)
HR support to deliver Corporate Programme and associated savings. Supporting recruitment and retention of social workers as part of improvement and to deliver savings	HR Support 1	14	6	(6)	-	-	-	-	-	-	14
Contract Management Savings	V4S Procurement Consultancy Support. Payments due as percentage of savings delivered	88	162	38	150	(150)	0	-	-	-	288
Improvements to Electronic Social Care Record and Reporting (MOSAIC) and provision for improvement of other IT systems over term of Programme	Reporting and Performance	76	149	(149)	-	-	-	-	-	-	76
	Senior Consultant to act as System Owner	91	-	-	-	-	-	-	-	-	91
	Process review and MOSAIC improvement for Children's Services Programme Management funding to complete current phase (16/17 Programme)	23	-	-	-	-	-	-	-	-	23
	Early Help Implementation	-	20	(20)	-	-	-	-	-	-	-
	Interim reporting post in Children's Services	43	5	(5)	-	-	-	-	-	-	43
	Corporate Systems Owner	84	-	-	-	-	-	-	-	-	128
	Finance Specialist	74	23	21	-	-	-	-	-	-	161
	Project Manager on Business Objects Implementation	-	82	5	-	-	-	-	-	-	31
	Adult's Business Objects Implementation	-	16	15	-	-	-	-	-	-	34
	MOSAIC & FUSION Commitments Interface - implementation costs	-	34	(34)	-	34	-	-	-	-	11
	Business Objects Developer	-	11	(11)	-	11	-	-	-	-	30
	Provision for application management improvements in other systems (includes. 18/19 i-trent review)	-	35	(5)	-	-	-	-	-	-	268
	Capacity to support delivery of change and savings across programme	Programme Officer x1	-	122	(98)	146	98	-	-	-	119
Capacity to manage and support HR and workforce change associated with Corporate Programme	HR Capacity	-	92	(65)	92	(46)	92	(46)	-	-	450
Total: Director of Resources (DOR)		755	1,712	(804)	995	6	290	(46)	-	150	3,058

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2019

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Budget (£,000's)	2018/19 Change (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Total (£,000's)
Working across workstream of Corporate Programme to deliver savings and transformation	Programme Manager	52	-	266		-		-	-	-	318
Workstream A: Improving Practice Standards	Practice Improvement leadership. 18/19 start up	-	80	47		-		-	-	-	127
Work stream B: Developing Workforce Excellence	Achieve a stable workforce by recruiting more permanent staff in Social Care	-	85	(77)	10	-		-	-	-	18
	Training for Safety Standards Model. 18/9 project start up training	-	10	95		-		-	-	-	105
Work stream C: Building Community Capacity	Pre Birth Support Team. 18/19 start up	-	40	(36)		-		-	-	-	4
	Family Reunification Team. 18/19 start up	-	40	(40)		-		-	-	-	-
	Edge of Care Team, Adolescents. 18/19 start up	-	40	(3)		-		-	-	-	37
	Revised under 5 offer to make best use of Early Years and Children's Centre provision	-	-	-	10	-		-	-	-	10
Work stream D: Stronger Stability for Children	Re-imaging Foster Care. 18/19 start up	-	20	57		-		-	-	-	77
	Placement Solutions Team. 19/20 start up	-	50	(40)		-		-	-	-	10
	Education, therapeutic & support to ensure placement stability for YP moving within 20 miles. Linked to D12 - solutions team savings of £1.8M. 18/19 start up	-	30	(30)	255	-		-	-	-	255
Work stream E: Consolidating Corporate Resilience	Strengthen Commissioning Function (provide senior Commissioning and Contract Management capacity) 18/19 start up. Savings linked to Improved Contract Management	-	55	(55)	239	-		-	-	-	239
	Design & implementation of supported lodgings for 16+	-	50	(50)	50	-		-	-	-	50
	Review of Continued Health Contribution (CHC). 18/19 start up	-	15	(15)	60	-		-	-	-	60
	Enhanced utilisation of capacity at Pineroft & Cressingham Children's Homes. 18/19 capital equipment	-	175	(175)	50	-		-	-	-	50
	Potential use of RBC property for additional childrens home or respite care. Funding for feasibility study if required	-	40	(34)	150	-		-	-	-	156

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2019

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Budget (£,000's)	2018/19 Change (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Total (£,000's)
	SEND Commissioner. 18/19 start up	-	25	39	100	-		-	-	-	164
	Development of traded services	-	145	68	350	-		-	-	-	563
	Transformation Programme Team	-	300	(123)	550	-		-	-	-	727
	Contingency for restructure if required	-	400	(400)		-		-	-	-	-
	Funds to be allocated to projects in April 2019 post further diagnostics and completion of detailed business planning process	-		-	360	332		-	-	-	692
Total: Childrens (BFFC)		52	1,600	(506)	2,184	332		-	-	-	3,662
Resources used for the facilitation of the delivery of the Programme wide savings	Strategic Lead for Transformation	32	115	(13)	98	11	-	-	-	-	243
	Project Support	16	1	(1)		-		-	-	-	16
	Programme Officer	19	26	13	30	15		-	-	-	103
Changes to Adult Social Care Front Door; Group Home Rental Increase. Also supports delivery of CSS Digitisation savings and Review and Right Sizing Care Packages & Stretch Targets	Transformation Project Manager 1	63	64	4	65	6		-	-	-	202
Transformation of wellbeing; ASC Restructure	Transformation Project Manager 2	-	105	(50)	54	3		-	-	-	112
Effective Utilisation of Extra Care; Learning Disabilities (Operations Team); Development of Home Care; VCS Development and Commissioning. Also supports wider digitisation & efficiency and Changes to the Adult Social Care Front Door	Transformation Project Manager 3	27	88	(30)	54	7		-	-	-	146
Deputies - Review the charging policy; FAB Team Fees & Charges & Stretch Target; Increased usage of Assistive Technology and Equipment; Increased usage of Direct Payments	Transformation Project Manager 4	20	88	(41)	54	-		-	-	-	121
Review and Right Sizing Care Packages & Stretch Targets Investment to secure ongoing savings	Social Workers X6 (S117, LDX2, MH, OP, PD)	236	582	(343)		201		-	-	-	676
Reducing Adult Social Care contracts spend	Commissioning Capacity at Senior Level	49	174	(35)	84	-		-	-	-	272

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2019

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Budget (£,000's)	2018/19 Change (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Total (£,000's)
ASC Mobile Working	Adult Social Care mobile working (Underpins the ability to achieve process efficiency and staffing restructures)		80	(80)		-		-			-
Review of alternative delivery models for Public Health	Public Health Specialist		30	(30)		-		-			-
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice			-		-		-			-
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice - accommodation pathway	-		-		45		-	-	-	45
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice for service shaping	-	100	(98)	50	(44)	50	(50)	-	-	8
Delivery Models for Commissioning, Prevention & Quality Services	Senior Transformation Manager	-		-		71		36	-	-	107
Informs all commissioning projects to ensure demand is understood and markets are shaped accordingly	Specialist Needs Analysis		30	(30)		-		-			-
The resource supports restructures, wider remodelling of the workforce, and learning & development. Associated savings: Commissioning Team Realignment; Implementation of Business Support restructure; Locality Team Realignment	Workforce consultancy & Training Programmes			-		-		-			-
	Workforce consultancy & Training Programmes (Partners for change)	-	300	(248)	100	(50)	100	(100)	-	-	102
Various projects	Market shaping consultancy, Project Management staff (Investment to secure ongoing savings)		75	(75)	100	(100)	100	(100)			-
Total: Directorate of Adults Social Care and Health (DACHS)		462	1,858	(1,057)	689	165	250	(214)	-	-	2,153
Working across workstream of Corporate Change Programme to deliver savings and transformation Review of waste collection delivery models. Also connected to Waste Operations-optimising collection routes; Increase Trade Waste Collection and Disposal service turn over by 100% (£650,000pa to £1.3m)	Project Officer 1	8	21	-	22	-		-	-	-	51
	Specialist advice and support, administration resource, Contract manager costs, Procurement of IT systems, Introduction of revised collection schedule	22	127	(73)	51	73		-	-	-	200
Review option of trust model for Arts	Consultancy costs	-	150	(121)	150	121		-	-	-	300

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2019

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Budget (£,000's)	2018/19 Change (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Total (£,000's)
Maximising Income from the Town Hall & Museum	Consultancy support to provide commercial advice on business plan and associated staffing structures	-	30	(4)	-	-	-	-	-	-	26
Review existing Parking Permit	Comms Support, IT Support	-	50	(50)	-	-	-	-	-	-	-
Extend residents parking permit areas	Consultant support	-	150	(132)	150	112	-	-	-	-	280
Introduce Bus Lane Enforcement on Kings Road and Forbury Road bus lanes	DLO support to introduce new parking schemes	-	70	(69)	-	-	-	-	-	-	1
Close half of public conveniences - costs related to carrying out a review of the provision	Consultancy costs and costs to improve remaining facilities	-	-	9	-	16	-	-	-	-	25
Undertake a review of existing provision to inform the closure of a number of public conveniences		-	50	(50)	-	25	-	-	-	-	25
Develop and implement a new borough-wide Car Parking Strategy and associated action plan	Project Manager	-	68	(31)	56	7	-	-	-	-	100
	Communications Officer	-	11	(11)	10	-	-	-	-	-	10
	Consultant Support	-	37	(37)	33	-	-	-	-	-	33
	Consultant Support (Car park surveys / database set-up)	-	52	(32)	56	32	-	-	-	-	108
	Technical Support Officers x5	-	-	-	175	(175)	-	-	-	-	-
	Project Delivery	-	120	7	750	-	-	-	-	-	877
Make theatres break even through working with other operators	Independent consultants to market test (establish feasibility / business case)	-	25	(25)	-	25	-	-	-	-	25
	Project management (consultant) of procurement process (if it goes ahead based on 1st stage)	-	-	-	50	-	-	-	-	-	50
Alternative delivery models - identify and prioritise those services that are most likely to yield a significant saving with the 3-year MTES period	General resource	-	-	-	-	-	-	-	-	-	-
	Project Manager	-	180	(143)	50	(50)	-	-	-	-	37
	Cost Consultant	-	-	-	-	90	-	44	-	-	134
	Consultancy - report writing	20	-	-	-	-	-	-	-	-	20
Introduction of discretionary HMO Licensing	New IT system (£25k), required if discretionary regime needs to be introduced (£50k) & on going software maintenance (£20k)	-	75	(75)	-	-	-	-	-	-	-
The project will focus on delivery of the former Civic Site and other key sites achieving capital receipts	Strategic Project Manager	-	19	(19)	75	-	75	-	-	-	150
Introduction of discretionary HMO Licensing	Resource to support the delivery of additional discretionary houses in multiple occupancy(HMO) scheme as detailed in the draft Corporate Plan	-	-	-	50	(50)	-	-	-	-	-

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2019

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Budget (£,000's)	2018/19 Change (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Total (£,000's)
Car Park management processes through IT improvements and staff reductions	Car parking equipment and capital	-		-	350	50		-	-	-	400
Increase Public Parking Charges			-	-	50	(50)		-			
Review Enforcement Contracts				-	50	(50)		-			
Single Person Discount Council Tax Recovery				-	61	(61)		-			
Review Enforcement Contracts	Consultancy support	-		-		50		-	-	-	50
Maximising Income from the Town Hall & Museum	One-off investment - equipment, marketing, consultancy	-		-	41	-		-	-	-	41
Total: Directorate of Economic Growth and Neighbourhoods (DEGNS)		50	1,235	(856)	2,230	165	75	44	-	-	2,943
Capacity to manage and support Corporate Programme of Change as delivery vehicle for £40m savings and projects to ensure transformation to underpin financial sustainability of the Council	Managing Change - unallocated funding	-	(494)	494	(1,864)	1,864	1,497	(1,189)	-	308	616
Total: Unallocated / Contingency		-	(494)	494	(1,864)	1,864	1,497	(1,189)	-	308	616
Maximise contributions through NNDR (business rates)	Consultancy support	-		-		19		-	-	-	19
New Customer Service Model	Senior Project Manager x2, Business Analyst and Project Support	-		-		120		245	-	125	490
Food Waste	Project Manager, Project Admin, consultancy, marketing and communications	-		-		110		260	-	-	370
New Customer Service Model	Pilot Thoughtonomy - Robotic Process Automation. Training, Virtual workers and Develop role	-		-		55		108	-	102	265
Total: New Projects		-	-	-	-	304	-	613	-	227	1,144
Total: All Projects		1,319	5,911	(2,729)	4,234	2,836	2,112	(792)	-	685	13,576
Adjusted Budget after Change		1,319		3,182		7,070		1,320		685	

Key: 2019/20 Onwards Proposal Fully Removed
 2019/20 Onwards New Proposals

Proposed Fees and Charges from 1st April 2020 - Directorate of Adults Care and Health Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
LEARNING DISABILITY SERVICES						
Whitley Wood Hostel - Respite (External)	Weekday - 1:1 Bed	Night	£543.61		£10.66	2%
	Weekday - 1:4 Bed	Night	£246.08		£4.83	2%
	Weekend - 1:1 Bed	Night	£658.05		£12.90	2%
	Weekend - 1:4 Bed	Night	£297.59		£5.83	2%
Whitley Wood Hostel - Respite (Internal)	Weekday - 1:1 Bed	Night	£446.25		£8.75	2%
	Weekday - 1:4 Bed	Night	£196.04		£3.84	2%
	Weekend - 1:1 Bed	Night	£543.71		£10.66	2%
	Weekend - 1:4 Bed	Night	£340.22		£6.67	2%
Day Services (External)	1:6 Service	Day	£62.99		£1.24	2%
	1:4 Service	Day	£80.12		£1.57	2%
	1:2 Service	Day	£125.92		£2.47	2%
	1:1 Service	Day	£217.46		£4.26	2%
Day Services (Internal)	1:4 Service	Day	£57.94		£1.14	2%
	1:2 Service	Day	£95.32		£1.87	2%
	1:1 Service	Day	£170.09		£3.34	2%
OLDER PEOPLE SERVICES						
Non-Reading Borough Council Resident		Day	£44.78		£0.88	2%
Day Centre Meals		Meal	£4.59	£5.51	£0.09	2%
Home Care Services	Use of Reading Borough Council services after reablement period	Hour	£18.78		£0.37	2%
	Use of Reading Borough Council services after reablement period Rate 2	Hour	£38.30		£0.75	2%
OTHER CHARGES						
Self Funder	Set up charge	Once	£300.00		£0.00	0%
	Annual Fee	Year	£250.00		£0.00	0%
Deferred Payment Agreement (DPA)	Set-up Fees (excluding Land Registry fees, property valuation fees if required, cost of specialist legal/financial advice if required, which are recharged at actual cost to the Council on a case by case basis).	Once	£400.00		£0.00	0%
	Admin set up Fee (Other administrative set-up costs)	Once	£151.70		£0.00	0%
Deferred Payment Agreement (DPA) & Interim Funding Arrangement	Annual Fee (excluding property valuation fees, Land Registry fees, cost of specialist legal/financial advice which are recharged at actual cost to the Council on a case by case basis if required).	Year	£242.90		£0.00	0%

Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
CONCESSIONARY FARES						
Concessionary Fares Replacement Pass	Market Rate	Each	£10.21	£12.25	£0.21	2%
Car Park Charge at Mere oak Park & Ride Site	Concession Rate	Each	£0.83	£1.00	£0.00	0%
Greenwave Park & Ride Bus Ticket - Return	Concession Rate	Each	£4.50		£0.00	0%
Access Fee for the Reading Transport Model	Market Rate	Each	£425.00	£510.00	£8.33	2%
PARKS						
Mooring	Standard	24 hrs	£7.92	£9.50	£0.00	0%
	Standard	up to 4hrs	£3.33	£4.00	£0.00	0%
Allotments	Site Category A Standard	Per year Per 25 sqm	£7.60		£0.24	3%
	Site Category A Concession	Per year Per 25 sqm	£6.85		£0.22	3%
	Site Category B Standard	Per year Per 25 sqm	£5.70		£0.19	3%
	Site Category B Concession	Per year Per 25 sqm	£5.20		£0.16	3%
	Site Category C Standard	Per year Per 25 sqm	£3.80		£0.12	3%
	Site Category C Concession	Per year Per 25 sqm	£3.45		£0.10	3%
	Start Up Fees Standard	Each	£34.90		£1.00	3%
	Start Up Fees Your Reading Passport General	Each	£27.10		£0.80	3%
	Start Up Fees Your Reading Passport Concession	Each	£8.75		£0.25	3%
	Shed Rental	Each	£14.10		£0.40	3%
Chickens	Per year Per 25 sqm	£14.10		£0.40	3%	
HIGHWAYS						
Drainage Works	Rodding - Daytime	Each	Price on Application			
	Rodding - Out of Hours	Each				
	Jetting - Daytime	Each				
	Jetting - Out of Hours	Each				
	Cesspools & Septic Tanks	per 1000 gallons				
	CCTV Surveys	Each				
	Recovery of property from gullies	Each				
Out of Hours Call Out	Fixed fee for standby and vehicle costs	Per call out				
Accident Reclaims	Administration Fee	Each				
	Inspectors Visit	Each				
Administration Charges	Reproduction of Agreements	Each				
	Reproduction of plan	Each				
Footway Crossings	Application Fee	Each				
	Inspectors Visit And Measure Up	Each				
	Site supervision and quality control (min 2 visits)	Each				

Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
HIGHWAYS						
Solicitor Enquiries	Map Reproduction	first plan	£52.08	£62.50	£1.08	2%
	Map Reproduction	Each additional plan	£23.50	£28.20	£0.50	2%
	Supervision Of Works (Project <£250k)	cost of works	Price on Application			
	Design Check & Admin (Project <£250k)	cost of works				
	Supervision Of Works (Project >£250k)	cost of works				
	Design Check & Admin (Project >£250k)	cost of works				
A-Boards	Application fee	Each	£110.00	£132.00	£49.00	80%
	Annual Licence fee	Each	£80.00	£96.00	£29.00	57%
	Recovery of A board from store	Each	£57.50	£69.00	£1.50	3%
Miscellaneous Income	Scaffold / Hoarding Licence Fee	Up to 4 weeks	£196.00	£235.20	£4.00	2%
		Further period of up to 4 weeks.	£130.50	£156.60	£5.10	4%
	Stopping up of the public highway	Each	£800.00	£960.00	£18.50	2%
	S171 Licence (e.g. works on highway or store building material on the highway)	Up to 4 weeks	£415.00	£498.00	£9.00	2%
		each additional week or part week	£26.00	£31.20	£0.50	2%
	S142 Licence to plant on highway	Each	£196.00	£235.20	£4.00	2%
	Consenting on ordinary waterCourse	Each	£52.00	£62.40	£1.00	2%
	Swapouts	Each	£389.00	£466.80	£8.00	2%
	Application fee for access protection markings to existing footway crossings	Each	Price on Application			
	Provision of new access protection marking up to 5m long	Each				
	Provision of new access protection marking each additional metre over 5m	Metre				
	Refreshing access protection marking up to 5m long	Each				
	Refreshing access protection marking each additional metre	Metre				
Access control/Key for lockable bollard fee	Each					

Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
STREETCARE						
Special Collections	Collection of 3 Items	Each	£50.00		£1.50	3%
	Your Reading Passport Concession	Each	£37.50		£1.20	3%
	Each additional item	Each	£8.00		New Fee - April 2020	
	Fridge freezers - Domestic fridge/freezer (tall)	Each	£48.00		£1.60	3%
	Your Reading Passport Concession	Each	£36.00		£1.20	3%
	Cancellation charge (less than 3 days before collection)	Each	£11.20		£0.20	2%
	- Half load	1/2 load	Price on Application			
- Full load	1 Load					
Trade Waste	Trade General sack in multiples of 25	Per 25	Price on Application			
	Trade General sack in multiples of 100	Per 100				
	Trade recycling sack	Each				
Wheeled Bin	240 litre new (plastic) - Domestic residual	Each	£48.50		£1.00	2%
	240 litre replacement - recycling (new developments)	Each	£48.50		£1.00	2%
	240 litre replacement - recycling (Resident)	Each	£0.00		New Fee - April 2020	
	360 litre new (plastic) - Domestic	Each	£71.40		£1.40	2%
	1100 litre (steel) - Trade Waste	Each	Price on Application			
	1100 litre (Plastic) - Trade Waste	Each				
	Bin delivery charge - per bin	Each	£15.30		£0.30	2%
Green Waste	Green Waste Service Bin	Per annum	£60.00		£0.00	0%
	Green Waste Service Bin (Concession)	Per annum	£45.00		£0.00	0%
	Green Waste Service Bag	Per annum	£20.00		£0.00	0%
	Green Waste Service Bag (Concession)	Per annum	£15.00		£0.00	0%
	New/Replacement Green Waste Bin	Each	£38.00		£0.00	0%
	New/Replacement Green Waste Bag	Each	£12.00		£0.00	0%
	Bin delivery charge - per bin	Each	£15.00		£0.00	0%
Skip Licences	Skip permit application and first 2 weeks	Each	£80.00		New Fee - April 2020	
	Skip permit fee for each additional week	Each	£36.00		£1.00	3%
	Labour cost (clean up team) per hour	Each	Price on Application			
	Tipping waste (transportation and disposal cost) per tonne	Each				
	Hazardous Clinical Waste Collections - per property per collection	Each	£7.65		£0.15	2%
Exterior Cleansing and Graffiti Removal	Graffiti removal - call out and first sqm	Each	£76.50	£91.80	£11.50	18%
	Each additional hour of graffiti removal	Each	£76.50	£91.80	New Fee - April 2020	
	Emergency biohazard clearance	minimum per job	Price on Application			
	Machine sweeping	minimum per job + tipping				
	Fly tip removal	minimum per job + tipping				
	+ additional labour	minimum per job				

Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
HOUSING						
Temporary Accommodation Charges - B&B	One Room	Each	£221.97		£0.00	0%
	Two Room	Each	£297.58		£0.00	0%
Temporary Accommodation charges - New Tenants only Base Rent - non B&B	One Room/One Bedroom	Each	£132.41		£0.00	0%
	Two Bedrooms	Each	£164.19		£0.00	0%
	Three Bedrooms	Each	£194.31		£0.00	0%
Temporary Accommodation charges - New Tenants only Service Charge - non B&B	One Room/One Bedroom	Each	£21.85		£0.00	0%
	Two Bedrooms	Each	£27.51		£0.00	0%
	Three Bedrooms	Each	£27.72		£0.00	0%
Garage Rentals	Various	Each	Increased by CPI plus 1%			
LIBRARIES						
Overdue Charges	Adult Book - daily (to a maximum of £10.00)	Item	£0.28		£0.01	4%
	Children's Book - Daily (to a maximum of £3.00)	Item	£0.11		£0.00	0%
	Children's CD - Story/Teen (to a maximum of £4.00)	Item	£0.10		£0.00	0%
	CD - SINGLE (to a maximum of £12.00)	Item	£0.50		-£0.05	(9%)
	CD - Set (to a maximum of £15.00)	Item	£0.60		£0.05	9%
	DVD (to a maximum of £15.00)	Item	£1.20		£0.00	0%
Hire Charges	Children's CD - Story/Teen	21 Days	£0.00		£0.00	0%
	CD - Single	21 Days	£0.50		£0.00	0%
	CD Set 2-6	21 Days	£2.00		£0.00	0%
	CD Set 7+	21 Days	£3.00		£0.00	0%
	DVD - 1-2	7 Days	£2.50		£0.00	0%
	DVD Set 3-6	7 Days	£4.00		£0.00	0%
	DVD Set 7+	7 Days	£4.00		£0.00	0%
	Children's DVDS	7 Days	£1.00		£0.00	0%
Audio Visual Subscription (unlimited)	per year	£50.00		£0.00	0%	
Children's activity Sessions	Cost recovery fee	Per child	£1.00		£0.00	0%
Note: A 10% discount on the regular Hire charge of these items is given to customers holding a general Your Reading Passport.						
Note: A 50% discount on the regular Hire charge of these items is given to customers holding a concessionary Your Reading Passport.						
Reservations	Not in Stock	Item	£3.00		£0.00	0%
	In stock	Item	£0.60		£0.00	0%
	From the British Library	Item	£9.00		£1.00	13%
	Periodical Articles (+ photocopying charge per sheet)	Item	£9.00		£4.00	80%
Photocopies	A4	per sheet	£0.15		£0.00	0%
	A3	per sheet	£0.30		£0.00	0%
Printing from Public Computers	A4 - Black & White	per sheet	£0.15		£0.00	0%
	A4 - Colour	per sheet	£0.30		£0.00	0%
Replacement Cards	Library Card Replacement or Provision of pin for Library Card	Item	£3.00		£0.00	0%
Reading Groups	Membership fee	per year	£20.00		£0.00	0%
Local Studies Camera Licence		per day	£5.00		£0.00	0%
Local Studies High Res Scanning		per image	£2.00		£0.00	0%
Fee for postal item lost notice		per letter	£1.00		£0.00	0%
Admin fee for lost/damaged stock		per item	£5.00		£0.00	0%

Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
LIBRARIES						
Overdue Charges	Toy - Small - Daily (To a max of 6.00)	Item	£0.15		£0.00	0%
	Toy - Large - Daily (To a max of 15.00)	Item	£0.40		£0.00	0%
Vocal Sets Service (RBC Residents)	Borrowing from Reading stock	Set	£5.00		£0.00	0%
	Overdue charges	Set	£5.00		£0.00	0%
Vocal Sets Service (Non-RBC Residents)	Borrowing from Reading stock	Set	£10.00		£0.00	0%
Orchestral Set Service	Booking fee	Set	£7.00		£0.00	0%
	Overdue charges	Set	£7.00		£0.00	0%
Drama Sets Service (Non-RBC Residents)	Borrowing from Reading stock	Set	£5.00		£0.00	0%
	Overdue charges	Set	As per Adult Book			
Book Club Service (RBC Residents)	Borrowing from Reading stock	Set	£0.00		£0.00	0%
	Overdue charges	Set	As per Adult Book			
Book Club Service (Non-RBC Residents)	Borrowing from Reading stock	Set	£7.50		£0.00	0%
	Overdue charges	Set	As per Adult Book			
Lost (in print items)	Full cost of replacement + £5 admin fee	Item	Full cost of replacement + £5 admin fee			
Lost (out of print items)	£15 + £5 Admin fee	Item	£20.00		£0.00	0%
Damaged Items	Varies by item	Item	Varies by item			
Withdrawn Stock	Varies by item	Item	Varies by item			
Photocopying (serviced)	A4 black and white	Sheet	£0.50		£0.00	0%
Photocopying (serviced)	A4 colour	Sheet	£0.50		£0.00	0%
	A3 black and white	Sheet	£0.50		£0.00	0%
	Service charge (does not include postage)	Transaction	£6.00		£1.00	20%
Printing from microform	A4 print	Sheet	£1.00		£0.50	100%
	A3 print	Sheet	£1.00		£0.50	100%
Printing from microform (serviced)	A4 print	Sheet	£1.00		£0.00	0%
	A3 print	Sheet	£1.00		£0.00	0%
	Service charge (does not include postage)	Film	£5.00		£0.00	0%
Copies of Local Studies Images	Email	Image	£3.00		£0.00	0%
	Printed - glossy paper	Image	£5.00		£0.00	0%
	Postage	Transaction				
Charges for publication of images						
Research for local history (more than 30 mins)						
Study Carrels	10:00-13:00	Session	£2.00		£0.00	0%
	13:00-closing time (17:00/19:00)	Session	£2.00		£0.00	0%
Library Display Panels		Booking	£6.00		£0.00	0%
Toy Library	Membership childminders/playgroups	Annual	£15.00		£0.00	0%
	Membership parents	Annual	£5.00		£0.00	0%
	Membership schools/nurseries/providers	Annual	£75.00		£0.00	0%
Hire Charges	Toy Small item	Item	£0.50		£0.00	0%
	Toy Large item	Item	£1.50		£0.00	0%
	Toy Large/Very large item	Item	£3.00		£0.00	0%
Libraries - gallery fee	Libraries	fortnight	£50.00		£0.00	0%
Libraries - room hire	Hire of a library space	Per Hour	£25.00		£5.00	25%

Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
PRIVATE SECTOR HOUSING						
Licence for house in multiple occupancy	Band A Licence Fee (Accredited Landlord)	per application	£690.00		£0.00	0%
	Band B Licence Fee (New HMOs only - proof required)	per application	£770.00		£0.00	0%
	Band C Licence Fee (All other applications)	per application	£1,485.00		£0.00	0%
	Charge per additional sleeping room over 5	per application	£25.00		£0.00	0%
	Band A Renewal Fee	per application	£395.00		£0.00	0%
	Band B Renewal Fee	per application	£475.00		£0.00	0%
	Band C Renewal Fee	per application	£815.00		£0.00	0%
Non Statutory Inspection Charge	Fee HMO inspection, report, drawing up plans and assisting with the completion of the licence application form	up to 6 hours	£456.00	£547.20	£0.00	0%
Non Statutory Inspection Charge	Fee for non statutory inspection to provide advice and a report. Charge for up to 2 hours and does not include drawing up plans or completing HMO licence application	up to 2 hours	£152.00	£182.40	£0.00	0%
Administration Charges	Fee for bounced cheque, copy of notices, copy of HMO licence, landlord information pack , HMO licence register	per transaction	£28.33	£34.00	£0.00	0%
Provision of Factual Statement	Factual Statement	per statement	£313.33	£376.00	£0.00	0%
Reading Rent with Confidence Scheme	inspection of each dwelling	per application	£180.00	£216.00	£0.00	0%
Non Statutory Inspection Charge	Inspection and schedule of works for empty homes	up to 4 hours	£304.00	£364.80	£0.00	0%

Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
LICENSING						
PREMISES LICENCES						
Gambling - Adult Gaming Centre Premises Licence	new	per licence	£1,391.00		£0.00	0%
	annual fee	per licence	£1,391.00		£0.00	0%
	variation	per licence	£988.00		£0.00	0%
	transfer	per licence	£1,200.00		£0.00	0%
	re-instatement	per licence	£1,000.00		£0.00	0%
	provisional statement	per statement	£1,350.00		£0.00	0%
	provisional statement - holder	per licence	£1,000.00		£0.00	0%
	copy of licence	per licence	£22.00		£0.00	0%
Gambling - Betting Premises licence	notification of change	per licence	£22.00		£0.00	0%
	new	per licence	£1,236.00		£0.00	0%
	annual fee	per licence	£494.00		£0.00	0%
	variation	per licence	£824.00		£0.00	0%
	transfer	per licence	£876.00		£0.00	0%
	re-instatement	per licence	£876.00		£0.00	0%
	provisional statement	per statement	£1,236.00		£0.00	0%
	provisional statement - holder	per licence	£824.00		£0.00	0%
Gambling - Bingo Premises licence	copy of licence	per licence	£22.00		£0.00	0%
	notification of change	per licence	£22.00		£0.00	0%
	new	per licence	£2,287.00		£0.00	0%
	annual fee	per licence	£876.00		£0.00	0%
	variation	per licence	£1,133.00		£0.00	0%
	transfer	per licence	£1,236.00		£0.00	0%
	re-instatement	per licence	£1,236.00		£0.00	0%
	provisional statement	per statement	£2,266.00		£0.00	0%
Gambling - Casino Premises licence	provisional statement - holder	per licence	£1,133.00		£0.00	0%
	copy of licence	per licence	£22.00		£0.00	0%
	notification of change	per licence	£22.00		£0.00	0%
	new	per licence	£1,183.00		£0.00	0%
	annual fee	per licence	£1,442.00		£0.00	0%
	variation	per licence	£1,545.00		£0.00	0%
	transfer	per licence	£1,350.00		£0.00	0%
	re-instatement	per licence	£1,300.00		£0.00	0%
Gambling - Family Entertainment Centre Premises Licence	copy of licence	per licence	£22.00		£0.00	0%
	notification of change	per licence	£22.00		£0.00	0%
	new	per licence	£1,751.00		£0.00	0%
	annual fee	per licence	£773.00		£0.00	0%
	variation	per licence	£876.00		£0.00	0%
	transfer	per licence	£876.00		£0.00	0%
	re-instatement	per licence	£876.00		£0.00	0%
	provisional statement	per statement	£1,854.00		£0.00	0%
	provisional statement - holder	per licence	£824.00		£0.00	0%
	copy of licence	per statement	£22.00		£0.00	0%
	notification of change	per statement	£22.00		£0.00	0%

Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
LICENSING						
Gambling - Track premises licence	new	per statement	£1,751.00		£0.00	0%
	annual fee	per statement	£1,030.00		£0.00	0%
	variation	per statement	£876.00		£0.00	0%
	transfer	per licence	£876.00		£0.00	0%
	re-instatement	per licence	£876.00		£0.00	0%
	provisional statement	per statement	£1,854.00		£0.00	0%
	provisional statement - holder	per licence	£824.00		£0.00	0%
	copy of licence	per licence	£22.00		£0.00	0%
	notification of change	per licence	£22.00		£0.00	0%
Sex Shop Licence	Grant/Renewal of Licence	per licence	£1,082.00		£0.00	0%
Sex Entertainment Licence (SEV)	Grant of Licence	per licence	£2,575.00		£0.00	0%
	Renewal of Licence	per licence	£1,947.00		£0.00	0%
	Variation	per licence	£1,011.00		£0.00	0%
	Transfer	per licence	£124.00		£0.00	0%
Film Classification	Film Classification (local film festivals)	per 15 mins or part thereof (of the film)	£15.00		£0.00	0%
Street Trading Outside Town Centre	OUT OF TOWN - Grant/ Renewal (Fast Food)	per stall/per application	£2,421.00		£0.00	0%
	OUT OF TOWN - Grant/Renewal (sandwich/Ice cream/retail food)	per stall/per application	£901.00		£0.00	0%
	OUT OF TOWN - Grant/Renewal (Non Food)	per stall/per application	£464.00		£0.00	0%
	OUT OF TOWN - Occasional (1-8 days per year) with alcohol/food trader up 3m (Trading dates listed on licence)	up to 3 x3 m single trader stall per day	£129.00		£0.00	0%
	OUT OF TOWN - Occasional (1-8 days per year) no alcohol/food trader up 3m (Trading dates listed on licence)	up to 3 x3 m single trader stall per day	£98.00		£0.00	0%
	OUT OF TOWN - Occasional (1-8 days per year) with alcohol/food trader up to 6 m (Trading dates listed on licence)	up to 6 x6 m single trader stall per day	£206.00		£0.00	0%
	OUT OF TOWN - Occasional (1-8 days per year) no alcohol/food trader up to 6 m (Trading dates listed on licence)	up to 6 x6 m single trader stall per day	£144.00		£0.00	0%
	OUT OF TOWN - Occasional (9-14 days per year) (Trading dates listed on licence)	Single trader	£26.00		£0.00	0%
	OUT OF TOWN - Occasional (15-45 days per year) (Trading dates listed on licence)	Single trader	£15.00		£0.00	0%
	OUT OF TOWN - Occasional (46-60 days per year) (Trading dates listed on licence)	Single trader	£8.00		£0.00	0%

Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
LICENSING						
Street Trading Town Centre	Town Centre - Grant/ Renewal (Broad Street)	per stall	£6,129.00		£0.00	0%
	Town Centre - Grant/ Renewal (Bridge Street)	per stall	£6,129.00		£0.00	0%
	Town Centre - Grant/ Renewal (Reading Station)	per stall	£6,129.00		£0.00	0%
	Town Centre - Market not under charter 1-14 days per yr	up to 3 x3 m single trader stall per day	£12.00		£0.00	0%
	Town Centre - Market not under charter 15-60 days per yr	up to 3 x3 m single trader stall per day	£4.00		£0.00	0%
	Town Centre - Market not under charter 1-14 days per yr	>over3x3m single trader stall per day	£15.00		£0.00	0%
	Town Centre - Market not under charter 15-60 days per yr	>over3x3m single trader stall per day	£6.00		£0.00	0%
	All Street Traders - Variation	per stall	£247.00		£0.00	0%
	All Street Traders - Additional Street Trading Assistant	per assistant	£15.00		£0.00	0%
	All Street Traders - fee for paying by direct debit - no other instalment system allowed	per application	£52.00		£0.00	0%
Scrap Metal	Site Licence - new/renewal	per 3 year licence	£876.00		£0.00	0%
	Collectors Licence -new/renewal	per 3 year licence	£577.00		£0.00	0%
	Variation of Site Licence /Collectors Licence	per licence	£260.00		£0.00	0%
	Simple Variation (ie. admin changes) for site Licence or Collector	per licence	£76.00		£0.00	0%
	Replacement Licence or badge for collector	per licence	£15.00		£0.00	0%
Pavement Café	Town Centre/Out of Town - Initial Charge	per annum	£268.00		£0.00	0%
	Town Centre - Plus payment per table	per annum	£77.00		£0.00	0%
	Out of Town - Plus payment per table	per annum	£39.00		£0.00	0%
Caravan Site Licence	Grant	per site	£714.00		£0.00	0%
	Transfer	per site	£328.00		£0.00	0%
	Variation	per site	£489.00		£0.00	0%
	Annual Fee (less than 10 units)	per site	£258.00		£0.00	0%
	Annual fee (less than 30 units)	per site	£288.00		£0.00	0%
	Annual fee (more than 30 Units)	per site	£1,298.00		£980.00	308%
	copies of site licence	per site	£15.00		£0.00	0%
Other Fees	Check & Submit Service	Each	£98.00		£0.00	0%
	Pre-application advice and site visit	Each	£157.00		£0.00	0%
	DBS Standard	per person	£32.00		£0.00	0%
	Door Safe log Book	per book	£15.00		£0.00	0%

Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
LICENSING						
TRANSPORT LICENCES						
Hackney Carriage	Hackney carriage Vehicle grant or renewal	per operator	£360.00	£400.00	-£40.00	(10%)
	3 Year Hackney carriage driver new/ renewal (not including disclosure fee)	per operator	£328.00	£328.00	£0.00	0%
Private Hire Operators - 1 Year Grant	Each additional applicant	per operator	£245.00		£0.00	0%
	1 -3 Vehicles	per operator	£806.00		£0.00	0%
	4-10 Vehicles	per operator	£1,292.00		£0.00	0%
	11-40 Vehicles	per operator	£2,572.00		£0.00	0%
	41-100 Vehicles	per operator	£4,314.00		£0.00	0%
	101+ Vehicles	per operator	£5,181.00		£0.00	0%
Private Hire Operators - 1 Year Renewal	Each additional applicant	per operator	£185.00		£0.00	0%
	1 -3 Vehicles	per operator	£561.00		£0.00	0%
	4-10 Vehicles	per operator	£892.00		£0.00	0%
	11-40 Vehicles	per operator	£1,977.00		£0.00	0%
	41-100 Vehicles	per operator	£3,583.00		£0.00	0%
Private Hire Operators - 5 Year Grant	Each additional applicant	per operator	£245.00		£0.00	0%
	1 -3 Vehicles	per operator	£2,125.00		£0.00	0%
	4-10 Vehicles	per operator	£3,150.00		£0.00	0%
	11-40 Vehicles	per operator	£8,020.00		£0.00	0%
	41-100 Vehicles	per operator	£15,241.00		£0.00	0%
Private Hire Operators - 5 Year Renewal	Each additional applicant	per operator	£185.00		£0.00	0%
	1 -3 Vehicles	per operator	£2,065.00		£0.00	0%
	4-10 Vehicles	per operator	£3,092.00		£0.00	0%
	11-40 Vehicles	per operator	£7,917.00		£0.00	0%
	41-100 Vehicles	per operator	£15,191.00		£0.00	0%
Private Hire Vehicle and Driver	Private Hire Vehicle grant or renewal	per application	£315.00		£8.00	3%
	Executive vehicle grant or renewal	per application	£352.00		£9.00	3%
	3 Year driver new/renewal (not including disclosure fee)	per application	£319.00		£0.00	0%
	School Transport	per application	£100.00		£2.00	2%
	3 year ST driver grant/renewal (not incl disclosure fee)	per application	£240.00		£0.00	0%
School Transport - 1 Year Grant	Each additional applicant	per operator	£245.00		£0.00	0%
	1 -3 Vehicles	per operator	£445.00		£0.00	0%
	4-10 Vehicles	per operator	£836.00		£0.00	0%
	11-40 Vehicles	per operator	£1,727.00		£0.00	0%
	41-100 Vehicles	per operator	£2,251.00		£0.00	0%
School Transport - 1 Year Renewal	Each additional applicant	per operator	£145.00		£0.00	0%
	1 -3 Vehicles	per operator	£345.00		£0.00	0%
	4-10 Vehicles	per operator	£570.00		£0.00	0%
	11-40 Vehicles	per operator	£1,132.00		£0.00	0%
	41-100 Vehicles	per operator	£1,513.00		£0.00	0%
School Transport - 5 Year Grant	Each additional applicant	per operator	£245.00		£0.00	0%
	1 -3 Vehicles	per operator	£1,245.00		£0.00	0%
	4-10 Vehicles	per operator	£2,324.00		£0.00	0%
	11-40 Vehicles	per operator	£4,955.00		£0.00	0%
	41-100 Vehicles	per operator	£6,763.00		£0.00	0%
School Transport - 5 Year Renewal	Each additional applicant	per operator	£245.00		£0.00	0%
	1 -3 Vehicles	per operator	£1,245.00		£0.00	0%
	4-10 Vehicles	per operator	£2,324.00		£0.00	0%
	11-40 Vehicles	per operator	£4,955.00		£0.00	0%
	41-100 Vehicles	per operator	£6,763.00		£0.00	0%

Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
LICENSING						
TRANSPORT LICENCES						
School Transport - 5 Year Renewal	Each additional applicant	per operator	£145.00		£0.00	0%
	1 -3 Vehicles	per operator	£1,145.00		£0.00	0%
	4-10 Vehicles	per operator	£2,058.00		£0.00	0%
	11-40 Vehicles	per operator	£4,620.00		£0.00	0%
	41-100 Vehicles	per operator	£6,333.00		£0.00	0%
	101+ Vehicles	per operator	£9,890.00		£0.00	0%
Other Charges - Vehicle	Vehicle Transfer of ownership -(admin only + issue licence)	per application	£48.00		£0.00	0%
	Replace vehicle plate (4 new tags+plate+30 mins)	per vehicle	£58.00		£0.00	0%
	temporary replacement Hackney Carriage or Private Hire Vehicle Plate	per application	£47.00		£0.00	0%
	HC Taxi livery design + 1 vehicle	per application	£136.00		£0.00	0%
	HC Livery - Additional vehicle check	per vehicle	£38.00		£0.00	0%
	HC Taxi livery renewal +1 vehicle	per application	£89.00		£0.00	0%
	<3 YEAR COMPLIANCE TEST - PH, EXEC, HC OR ST	per application	£35.00		£0.00	0%
	AGED VEHICLE CHECK - PH, ST or Executive Vehicles over age 10 years +	per vehicle	£35.00		£0.00	0%
	ULEV VEHICLE	per vehicle	25% of Standard fee for a HC, PH, EXEC, ST vehicle as appropriate			
	100% ELECTRIC VEHICLE	per vehicle	50% of Standard fee for a HC, PH, EXEC, ST vehicle as appropriate			
	Other Charges - Driver	Driver knowledge test	per driver	£43.00		£0.00
Rescheduled new driver interview/ (no shows)		per driver	£15.00		£0.00	0%
Change of Application HC to PH or PH to HC		per application	£33.00		£0.00	0%
Replacement badge or licence (incl change of address)		per driver	£15.00		£0.00	0%
Basic DBS (PHO, STO)		per	£34.40		£0.00	0%
DBS Enhanced (HC, PH, ST driver)		per driver	£52.40		£2.40	5%
Driver - Visa Expiry (2 Badges, 1 cert+admin fee)		per driver	£77.00		£0.00	0%
Other Charges - Operator	Operator logbook	Per logbook	£3.50		£0.00	0%
	Admin charge + copy of the licence	per operator	£48.00		£0.00	0%
	Copy of the licence	Per Operator	£15.00		£0.00	0%
Other Charges - General	Bounced Cheque	Each	£33.00		£0.00	0%
	Admin Charge	Each	£33.00		£0.00	0%
	Factual Statement	Each	£140.00		£0.00	0%
	Check and submit taxi application form	Each	£98.00		£0.00	0%

Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
FOOD & SAFETY						
Courses	Level 2 Food Safety & Hygiene Course (One day)	per candidate	£72.00		£0.00	0%
	Level 2 Food Safety in Catering Exam- re-sit fee	per candidate	£41.00		£0.00	0%
	Level 2 Food Safety - replacement certificate	Each	£84.00		£0.00	0%
	Level 2 Food Safety & Hygiene Course - on clients premises	Each	£803.00		£0.00	0%
	Level 2 Food Safety & Hygiene Course - on clients premises	Each	£1,044.00		£0.00	0%
	Additional candidates for level 2 Course on clients premises	Each	£80.00		£0.00	0%
	Level 3 Supervising food hygiene & safety (min 6 candidates)	Each	£324.00		£0.00	0%
	Level 3 Supervising food hygiene & safety (2 or more candidates)	Each	£292.00		£0.00	0%
	Level 3 Supervising food hygiene & safety (up to 10 candidates)	Each	£2,575.00		£0.00	0%
	Preparation & delivery of bespoke Training	Each	£148.00		£0.00	0%
	Food Hygiene Visits	Fee for missed Food Hygiene premises inspection visit where appointment made	Each	£37.00	£44.40	£0.00
Food Hygiene Rating Scheme re-inspection		Each	£170.00	£204.00	£0.00	0%
Food Hygiene Miscellaneous	Fishery Product Inspections per tonne (set by statute) - 1 Euro/ £0.90	Each	£0.90		£0.00	0%
	Approved Cold Store inspection per hour per Officer	Each	£78.00		£0.00	0%
	Export Food Certificate + additional fee based on hourly rate for food inspection	Each	£165.00		£0.00	0%
	Fridge/Freezer thermometer	Each	£3.00		£0.00	0%
	Condemned Food Certificate	Each	£138.00		£0.00	0%
	Administration Fee/Cancellation Fee	Each	£33.00		£0.00	0%
	Factual Statement to solicitors & others	Each	£157.00		£0.00	0%
Special treatments	Additional documents	Each	£103.00		£0.00	0%
	Single treatment Premises (premises +1 operator) One Off payment. (Fee for each treatment - cosmetic piercing, tattooist, acupuncture, electrolysis, cosmetic micro pigmentation)	per premises +1 operator	£268.00		£0.00	0%
	Single treatment Operator (Fee for each treatment - cosmetic piercing, tattooist, acupuncture, electrolysis, cosmetic micro pigmentation)	per operator - One Off payment	£46.00		£0.00	0%
	Special Treatment Operator/premises Replacement Certificate (no changes)	per certificate	£31.00		£0.00	0%
Safety at Sports Ground	Issue of Safety of Sports Grounds Safety Certificate/amendment to safety certificate/issue of Special Safety Certificate + newspaper advert cost + additional fee for risk based system checks. Fee invoiced quarterly.	certificate	£206.00	£247.20	£0.00	0%

Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
PRIMARY AUTHORITY AND BUSINESS ADVICE						
Primary Authority Business Advice	Commercial property search		£74.00		£0.00	0%
	Mini Primary Authority fee / minimum annual PA fee	less than 3 hours advice per year	£500.00		£0.00	0%
	Medi Primary Authority Fee	less than 25 hours advice per year	£1,700.00		£0.00	0%
	Pay as You Go standing charge (PAYG)	per profession	£1,500.00		£0.00	0%
	Primary Authority Advice (Admin Officer)	per hour	£64.00		£0.00	0%
	Primary Authority Partnership advice (EHO, TSO, Lice Officer)	per hour	£72.00		£0.00	0%
	Primary Authority Set up fee	per business	£250.00		£0.00	0%
	Additional Services outside RBC (ie Wales, Fire)	per service	£145.00		£0.00	0%
	Emergency Primary Authority Advice	per hour	£120.00		£0.00	0%
Business Advice - Regulation Services	Start Up advisory /Reg Services Health Check (Option 2)	per premises	£152.00		£0.00	0%
	Bespoke Service (Option 3) then hourly rate	per business	£800.00		£0.00	0%
Business Advice	Outside a Primary Authority Partnership	per hour	£76.00		£0.00	0%
TRADING STANDARDS & Coroners						
Petroleum Spirits (set by statute)	Up to 2500 litres	per licence	£44.00		£0.00	0%
	2500-50,000 litres	per licence	£60.00		£0.00	0%
	Over 50,000 litres	per licence	£125.00		£0.00	0%
	Transfer of Licence	per licence	£8.00		£0.00	0%
	Petroleum Search	per search	£74.00		£0.00	0%
Weights and Measures Verification Fees	Technical Officer Hourly Rate	Per Hour	£36.74		£0.00	0%
	Weights and Measures Inspector Hourly Rate	Per Hour	£61.32		£0.00	0%
Explosives (Set by statute)	Licence to store explosives no min separation					
	1 year	per Licence	£109.00		£0.00	0%
	2 year	per Licence	£141.00		£0.00	0%
	3 Year	per Licence	£173.00		£0.00	0%
	4 Year	per Licence	£206.00		£0.00	0%
	5 Year	per Licence	£238.00		£0.00	0%
	Renewal to store explosives no minimum separation					
	1 Year	per Licence	£54.00		£0.00	0%
	2 Year	per Licence	£86.00		£0.00	0%
	3 Year	per Licence	£120.00		£0.00	0%
	4 Year	per Licence	£152.00		£0.00	0%
	5 Year	per Licence	£185.00		£0.00	0%
	Licence to store explosives with min separation					
	1 Year	per Licence	£185.00		£0.00	0%
	2 Year	per Licence	£243.00		£0.00	0%
	3 Year	per Licence	£304.00		£0.00	0%
	4 Year	per Licence	£374.00		£0.00	0%
	5 Year	per Licence	£423.00		£0.00	0%
	Renewal to store explosives with minimum separation					
	1 Year	per Licence	£86.00		£0.00	0%
2 Year	per Licence	£147.00		£0.00	0%	
3 Year	per Licence	£206.00		£0.00	0%	
4 Year	per Licence	£266.00		£0.00	0%	
5 Year	per Licence	£326.00		£0.00	0%	
Variation/Transfer/Replacement	per Licence	£36.00		£0.00	0%	
Year round to sell fireworks	per Licence	£500.00		£0.00	0%	
Courses British Institute of Inn keeping Awarding Body Courses		per person	£75.00		£0.00	0%

Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
TRADING STANDARDS & Coroners						
Coroner (Set by Statute)	Paper copy of document under 10 pages	First 10	£5.00		£0.00	0%
	Additional pages	Each	£0.50		£0.00	0%
	Document other than email or paper	Each	£5.00		£0.00	0%
	Inquest transcript of not more than 360 words	Each	£6.20		£0.00	0%
	for a copy of 361 to 1440 words	Each	£13.10		£0.00	0%
	for a of the first 1440 of a document exceeding 1440 words	Each	£13.10		£0.00	0%
	for each 72 words after the first 1440 words or part thereof	Each	£0.70		£0.00	0%
ENVIRONMENTAL PROTECTION						
Environmental Protection & Nuisance Team	Contaminated Land/Environmental Information Request (Residents)	per hour	£42.92	£51.50	£0.00	0%
	Contaminated Land/Environmental Information Request (Commercial)	per hour	£61.83	£74.20	£0.00	0%
	Sound check consultancy	per hour	£61.83	£74.20	£0.00	0%
	Officer charge	per hour	£61.83	£74.20	£0.00	0%
Dog Warden	Statutory Stray Fee	Each	£25.00		£0.00	0%
	Dog picked up but not kennelled	Each	£62.00		£10.50	20%
	Up to One day in Kennels	Period	£153.00		£39.67	35%
	Up to two days in kennels	Period	£176.00		£43.50	33%
	Up to three days in kennels	Period	£199.00		£48.00	32%
	Up to four days in kennels	Period	£222.00		£52.00	31%
	Up to five days in kennels	Period	£245.00		£56.17	30%
	Up to six days in kennels	Period	£268.00		£60.25	29%
	Up to seven days in kennels	Period	£291.00		£64.33	28%
	Up to eight days in kennels	Period	£314.00		£68.50	28%
	Additional days over 8	Each	£18.92	£22.70	£0.00	0%
		Veterinary fees will be charged on a cost basis	Fee	At cost		
Animal Establishments	Animal Boarding annual licence (exclusive of vets' fees) Catteries and Kennels	Per Licence	£350.00	£420.00	£0.00	0%
	Pet Shop small annual licence (exclusive of vets' fees)	Per Licence	£168.33	£202.00	£0.00	0%
	Pet Shop large (exclusive of vets' fees) - more than 75m2	Per Licence	£473.00	£567.60	£0.00	0%
	Pet shop/boarding/breeding licence amendment	Per Licence	£99.75	£119.70	£0.00	0%
	small home boarder (annual fee)	Per Licence	£91.50	£109.80	£0.00	0%
	medium home boarder (annual fee)	Per Licence	£121.92	£146.30	£0.00	0%
	larger home boarder (annual fee)	Per Licence	£195.67	£234.80	£0.00	0%
	small home boarder (min fee)	Per Licence	£51.92	£62.30	£0.00	0%
	medium home boarder (min fee)	Per Licence	£69.25	£83.10	£0.00	0%
	larger home boarder (min fee)	Per Licence	£109.58	£131.50	£0.00	0%
	small home boarder (Pro rata fee)	Per Licence	£7.42	£8.90	£0.00	0%
	medium home boarder (pro rata fee)	Per Licence	£9.92	£11.90	£0.00	0%
	larger home boarder (pro rata fee)	Per Licence	£15.67	£18.80	£0.00	0%
	small home boarder (late payment fee)	Per Licence	£105.50	£126.60	£0.00	0%
	medium home boarder (late payment fee)	Per Licence	£139.25	£167.10	£0.00	0%
	larger home boarder (late payment fee)	Per Licence	£205.17	£246.20	£0.00	0%
	Animal Breeding Establishments (exclusive of vets' fees)	Per Licence	£288.42	£346.10	£0.00	0%
	Horse Riding Establishment Licence	Per Licence	£335.42	£402.50	£0.00	0%
	Dangerous Wild Animals Licence or Zoo Licence	Per Licence	£370.83	£445.00	£0.00	0%
	Performing Animals Registration	Per Licence	£463.50	£556.20	£0.00	0%
Performing Animals Licence	Per Animal Licence	£41.17	£49.40	£0.00	0%	

Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %	
LOCAL AIR POLLUTION PREVENTION AND CONTROL (LAPPC)							
Annual Subsistence Charge	Standard process Low	per Licence	£772.00	£772.00	£0.00	0%	
	Standard process Medium	per Licence	£1,161.00	£1,161.00	£0.00	0%	
	Standard process High	per Licence	£1,747.00	£1,747.00	£0.00	0%	
	Permit for Vapour Recovery Part I and Dry Cleaners L	per Licence	£79.00	£79.00	£0.00	0%	
	Permit for Vapour Recovery Part I and Dry Cleaners M	per Licence	£158.00	£158.00	£0.00	0%	
	Permit for Vapour Recovery Part I and Dry Cleaners H	per Licence	£237.00	£237.00	£0.00	0%	
	Permit for Vapour Recovery Part I & II combined L	per Licence	£113.00	£113.00	£0.00	0%	
	Permit for Vapour Recovery Part I & II combined M	per Licence	£226.00	£226.00	£0.00	0%	
	Permit for Vapour Recovery Part I & II combined H	per Licence	£341.00	£341.00	£0.00	0%	
	Vapour Recovery and other Reduced Fees L	per Licence	£228.00	£228.00	£0.00	0%	
	Vapour Recovery and other Reduced Fees M	per Licence	£365.00	£365.00	£0.00	0%	
	Vapour Recovery and other Reduced Fees H	per Licence	£548.00	£548.00	£0.00	0%	
	PLANNING						
PLANNING - PRE APPLICATION FEES							
Level 1	Householders advice on house extensions	Each	£145.00	£174.00	-£12.30	(8%)	
	Follow up Meetings	Each	£85.00	£102.00	-£5.75	(6%)	
	Small business and developers: advice on building works and change of use where the floor area involved is up to 200sqm.	Each	£145.00	£174.00	£0.00	0%	
	Follow up Meetings	Each	£85.00	£102.00	£0.00	0%	
	Proposals for community uses - (Free of charge for up to 200sqm)	Each	£145.00	£174.00	£0.00	0%	
	Follow up Meetings	Each	£85.00	£102.00	£0.00	0%	
	Advertisements	Each	£250.00	£300.00	£0.00	0%	
	Follow up Meetings	Each	£90.00	£108.00	£5.00	6%	
	Telecommunication installations	Each	£150.00	£180.00	£5.00	3%	
	Follow up Meetings	Each	£90.00	£108.00	£5.00	6%	
	Listed Building consent /conservation area consent.	Each	£145.00	£174.00	£0.00	0%	
	Follow up Meetings	Each	£90.00	£108.00	£5.00	6%	
	Trees and Landscaping	Each	£145.00	£174.00	£0.00	0%	
	Follow up Meetings	Each	£90.00	£108.00	£5.00	6%	
	Works to trees covered by tree preservation orders.	Each	£145.00	£174.00	£0.00	0%	
	Follow up Meetings	Each	£90.00	£108.00	£5.00	6%	
	Level 2	201 - 499sqm	Each	£360.00	£420.00	£10.00	3%
500 - 1000sqm		Each	£670.00	£804.00	£10.00	2%	
Business, commercial or other development of 201 sqm to 1000 or up to 19 dwellings.		1 - 3 dwellings	Each	£360.00	£420.00	£10.00	3%
		4 - 9 dwellings	Each	£510.00	£612.00	£10.00	2%
		10 - 15 dwellings	Each	£835.00	£1,002.00	£10.00	1%
		15 - 19 dwellings	Each	£1,100.00	£1,320.00	£100.00	10%
One Meeting included in above fee, additional Meetings charged by hour.	Each	£115.00	£138.00	£5.00	5%		
Level 3	Introductory Meeting fee	Each	£230.00	£276.00	£10.00	5%	
Development > 1,001 sqm or 20+ dwellings or other proposals	Additional Meetings and advice thereafter by negotiation.	Each	By negotiation				
Responses to Enquiries Involving Research	e.g. enquiries about legal status of land or property, enforcement notices, planning history, etc., by negotiation based on an estimate of the time needed.	Each	By negotiation based on an estimate of the time needed				

Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
PLANNING ADMINISTRATION CHARGES						
Planning History Search	Where more complicated or several addresses	per application	£25.00		£2.08	9%
Copies of Section 106 Agreements	per agreement	per application	£25.00		£2.08	9%
Copies of Planning Decision Notices	A list given of decision notices required	per application	£12.50		£1.67	15%
	One decision notice from Microfiche slide	per application	£12.50		£1.67	15%
	One decision notice from Microfiche slide plus plans (all on One slide)	per application	£25.00		£2.08	9%
	Scanning more than One slide	per application	£25.00		£2.08	9%
	Plans and documents for an application that need redacting	per application	£12.50		£1.67	15%
Enquiries for evidence that conditions have been discharged (statutory Fee)	Householders	per application	£34.00		-£3.40	(9%)
	All others	per application	£116.00		-£11.60	(9%)
S106 and Community Infrastructure Levy obligation enquiries		per application	£25.00		£2.10	9%
Returning Invalid	Refunds processed and advice given	per application	10% - 20%			
Tree Preservation Order Documents		per application	£25.00		£2.08	9%
PUBLIC CONVENIENCES						
	charge for entry to automated toilets	Each	£0.40		£0.00	0%
COMMUNITY SAFETY						
Town Safe Radio Membership daytime		Annual membership	£450.00	£540.00	£0.00	0%
Town Safe Associate member		Annual membership	£225.00	£270.00	£0.00	0%
Town Safe External member		Annual membership	£250.00	£300.00	£0.00	0%
Town Safe Night-time full membership		Annual membership	£400.00	£480.00	£0.00	0%
Internal partners		Annual membership	£250.00	£250.00	£0.00	0%

Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
Leisure						
Swimming						
Pool	Adult (Peak / Off Peak)	Session	£4.17	£5.00	£0.00	0%
	Adult Your Reading Passport General	Session	£3.67	£4.40	£0.00	0%
	Adult Your Reading Passport Concession	Session	£2.71	£3.25	£0.00	0%
	Adult Your Reading Passport Concession Off Peak	Session	£0.00	£0.00	£0.00	0%
	Junior / Student	Session	£2.50	£3.00	£0.00	0%
	Junior / Student Your Reading Passport General	Session	£2.17	£2.60	£0.00	0%
	Junior / Student Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0%
	Under 3 all pools	Session	£0.00	£0.00	£0.00	0%
	Holiday Swim Activity	Session	£0.83	£1.00	£0.00	0%
	Family Swim Activity	Session	£9.92	£11.90	£0.00	0%
Pool Hire - Sports/community use	Meadway Pool	Per Hour	£70.38	£84.45	£0.00	0%
	South Reading Leisure Centre (Whole Pool)	Per Hour	£70.42	£84.50	£0.00	0%
	South Reading Leisure Centre (Per lane)	Per Hour	£12.50	£15.00	£0.00	0%
Membership Charges	Bronze Gym	per person	£14.17	£17.00	£0.00	0%
	Bronze Gym Your Reading Passport	per person	£13.33	£16.00	£0.00	0%
	Bronze Gym Pathway	per person	£13.33	£16.00	£0.00	0%
	Silver Swim & Gym	per person	£18.75	£22.50	£0.00	0%
	Silver Swim & Gym Your Reading Passport	per person	£17.08	£20.50	£0.00	0%
	Silver Swim & Gym Pathway	per person	£17.08	£20.50	£0.00	0%
	Silver Swim & Class	per person	£18.75	£22.50	£0.00	0%
	Silver Swim & Class Your Reading Passport	per person	£17.08	£20.50	£0.00	0%
	Silver Swim & Class Pathway	per person	£17.08	£20.50	£0.00	0%
	Silver Gym & Class	per person	£18.75	£22.50	£0.00	0%
	Silver Gym & Class Your Reading Passport	per person	£17.08	£20.50	£0.00	0%
	Silver Gym & Class Pathway	per person	£17.08	£20.50	£0.00	0%
	Gold Swim, Gym & Class	per person	£24.17	£29.00	£0.00	0%
	Gold Swim, Gym & Class Your Reading Passport	per person	£22.08	£26.50	£0.00	0%
	Gold Swim, Gym & Class Pathway	per person	£22.08	£26.50	£0.00	0%
	Plat All facilities	per person	£29.17	£35.00	£0.00	0%
	Plat All facilities Your Reading Passport	per person	£26.67	£32.00	£0.00	0%
Plat All facilities Pathway	per person	£26.67	£32.00	£0.00	0%	
Replacement	Single fee	per person	£4.17	£5.00	£0.00	0%
Badminton	Adult	Session	£10.33	£12.40	£0.00	0%
	Adult Your Reading Passport General	Session	£8.83	£10.60	£0.00	0%
	Adult Your Reading Passport Concession	Session	£6.13	£7.35	£0.00	0%
	Adult/Junior weekdays 9.00am - 5.00pm Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0%
	Junior	Session	£5.13	£6.15	£0.00	0%
	Junior Your Reading Passport General	Session	£4.46	£5.35	£0.00	0%
	Junior Your Reading Passport Concession	Session	£3.13	£3.75	£0.00	0%
Table Tennis	Adult	Session	£9.33	£11.20	£0.00	0%
	Adult Your Reading Passport General	Session	£7.17	£8.60	£0.00	0%
	Adult Your Reading Passport Concession	Session	£5.13	£6.15	£0.00	0%
	Adult/Junior weekdays 9.00am - 5.00pm Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0%
	Junior	Session	£4.17	£5.00	£0.00	0%
	Junior Your Reading Passport General	Session	£3.58	£4.30	£0.00	0%
	Junior Your Reading Passport Concession	Session	£2.50	£3.00	£0.00	0%
Squash 40 minutes	Adult	Session	£9.33	£11.20	£0.00	0%
	Adult Your Reading Passport General	Session	£7.17	£8.60	£0.00	0%
	Adult Your Reading Passport Concession	Session	£5.13	£6.15	£0.00	0%
	Adult/Junior weekdays 9.00am - 5.00pm Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0%
	Junior	Session	£4.17	£5.00	£0.00	0%
	Junior Your Reading Passport General	Session	£3.58	£4.30	£0.00	0%
	Junior Your Reading Passport Concession	Session	£2.50	£3.00	£0.00	0%

Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
Leisure						
Area Hire - Sports community use	Meadway Hall Hire - Sporting booking	Per Hour	£48.08	£57.70	£0.00	0%
	Meadway / South Reading Leisure Centre Hall Hire - Non - Sporting Events	Per Hour	£81.83	£98.20	£0.00	0%
	Meadway Sports 1/2 Hall	Per Hour	£19.21	£23.05	£0.00	0%
	South Reading Leisure Centre Hall Hire	Per Hour	£40.00	£48.00	£0.00	0%
	South Reading Leisure Centre 1/2 Hall	Per Hour	£20.00	£24.00	£0.00	0%
	Meadway Studio Hire	Per Hour	£12.83	£15.40	£0.00	0%
	South Reading Leisure Centre Studio Hire	Per Hour	£29.58	£35.50	£0.00	0%
	Palmer Studio Hire	Per Hour	£29.75	£35.70	£0.00	0%
	Palmer Track/Cycle Hire	Per Hour	£39.17	£47.00	£0.00	0%
	Palmer Stadium Pitch Lights	Per Hour	£259.00	£310.80	£0.00	0%
	Palmer Stadium pitch without lights	Per Match	£171.25	£205.50	£0.00	0%
	Palmer event cycling / Athletics per additional out of hours	Per Match	£76.75	£92.10	£0.00	0%
	Palmer Adult RBC Athletics Meet	Per Hour	£60.08	£72.10	£0.00	0%
	Palmer Junior RBC Athletics Meet	Per Hour	£30.63	£36.75	£0.00	0%
	Palmer Adult Athletics Meet	Per Hour	£65.96	£79.15	£0.00	0%
Palmer Junior Athletics Meet	Per Hour	£34.17	£41.00	£0.00	0%	
Cycling / Athletics	Adult Cycling	Session	£4.92	£5.90	£0.00	0%
	Adult Athletics	Session	£4.92	£5.90	£0.00	0%
	Adult Your Reading Passport General	Session	£4.08	£4.90	£0.00	0%
	Adult Your Reading Passport Concession	Session	£2.71	£3.25	£0.00	0%
	Junior Athletic	Session	£2.25	£2.70	£0.00	0%
	Junior Cycling	Session	£3.08	£3.70	£0.00	0%
	Junior Your Reading Passport General	Session	£2.00	£2.40	£0.00	0%
	Junior Your Reading Passport Concession	Session	£1.46	£1.75	£0.00	0%
	Adult Tuesday & Thursday Cycling	Session	£5.00	£6.00	£0.00	0%
	Junior Tuesday & Thursday Cycling	Session	£2.38	£2.85	£0.00	0%
	Cycle Racing	Session	£3.33	£4.00	£0.00	0%
	Wheelie Fun	Session	£2.58	£3.10	£0.00	0%
	Everybody Active Cycling	Session	£2.92	£3.50	£0.00	0%
	Cycling for health	Session	£2.50	£3.00	£0.00	0%
Cricket - Weekend	Adult One Off Game	Session	£131.08	£157.30	£0.00	0%
	Adult Block 10+ Games	Session	£111.75	£134.10	£0.00	0%
	Junior One Off Game	Session	£65.67	£78.80	£0.00	0%
	Junior Block 10+ Games	Session	£56.08	£67.30	£0.00	0%
Tennis	Adult Standard	Session	£5.13	£6.15	£0.00	0%
	Adult Your Reading Passport General	Session	£4.08	£4.90	£0.00	0%
	Adult Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0%
	Junior Standard	Session	£2.58	£3.10	£0.00	0%
	Junior Your Reading Passport General	Session	£2.17	£2.60	£0.00	0%
	Junior Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0%
Tennis (Artificial-turf)	Adult Standard	Session	£7.33	£8.80	£0.00	0%
	Adult Your Reading Passport General	Session	£5.83	£7.00	£0.00	0%
	Adult Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0%
	Junior Standard	Session	£3.67	£4.40	£0.00	0%
	Junior Your Reading Passport General	Session	£2.92	£3.50	£0.00	0%
	Junior Your Reading Passport Concession	Session	£0.00	£0.00	£0.00	0%
Bowls	Adult Standard	Session	£3.92	£4.70	£0.00	0%
	Adult Your Reading Passport General	Session	£2.67	£3.20	£0.00	0%
	Adult Your Reading Passport Concession	Session	£1.96	£2.35	£0.00	0%
	Junior Standard	Session	£1.96	£2.35	£0.00	0%
	Junior Your Reading Passport General	Session	£1.38	£1.65	£0.00	0%
	Junior Your Reading Passport Concession	Session	£1.13	£1.35	£0.00	0%
	Hire of woods and mats	Session	£3.17	£3.80	£0.00	0%

Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %	
Leisure							
Football	Adult One Off Game Standard	Match	£98.42	£118.10	£0.00	0%	
	Adult Block 10+ Games Standard	Match	£83.83	£100.60	£0.00	0%	
	Adult Block 5+ Teams Standard	Match	£75.13	£90.15	£0.00	0%	
	Senior League discounts	Match	£20.46	£24.55	£0.00	0%	
	Senior League discounts	Match	£15.38	£18.45	£0.01	0%	
	Senior League discounts	Match	£10.25	£12.30	£0.00	0%	
	Junior One Off Game Standard	Match	£53.63	£64.35	£0.01	0%	
	Junior Block 10+ Games Standard	Match	£38.96	£46.75	£0.00	0%	
	Junior Block 5+ Teams standard	Match	£34.04	£40.85	£0.00	0%	
	Mini Soccer per Game	Match	£16.04	£19.25	£0.00	0%	
	Mini Soccer 10+ Games	Match	£13.67	£16.40	£0.00	0%	
	Mini Soccer 5+ Teams	Match	£12.21	£14.65	£0.00	0%	
Australian Rules & Gaelic	One Off	Match	£88.00	£105.60	£0.00	0%	
	Block 10+ Games	Match	£73.33	£88.00	£0.00	0%	
5-a-side football	Adult Peak - single	Per Hour	£45.17	£54.20	£0.00	0%	
	Adult Peak - Block	Per Hour	£37.64	£45.17	£0.00	0%	
	Junior Peak - single	Per Hour	£23.79	£28.55	£0.00	0%	
	Junior Peak - Block	Per Hour	£19.83	£23.79	£0.00	0%	
Casual Fitness	Adult - Peak Training	Session	£6.67	£8.00	£0.00	0%	
	Adult - Peak Training Your Reading Passport General	Session	£5.83	£7.00	£0.00	0%	
	Adult - Peak Training Your Reading Passport Concession	Session	£4.33	£5.20	£0.00	0%	
	Junior/Student - Peak Training	Session	£3.33	£4.00	£0.00	0%	
	Junior/Student - Peak Training Your Reading Passport General	Session	£2.92	£3.50	£0.00	0%	
	Junior/Student - Peak Training Your Reading Passport Concession	Session	£2.17	£2.60	£0.00	0%	
	Junior/Student Fitness Session	Session	£3.33	£4.00	£0.00	0%	
Courses	Junior Swimming 30 mins	Per Lesson	£5.38	£6.45	£0.00	0%	
	Junior Swimming 30 mins Your Reading Passport General	Per Lesson	£5.17	£6.20	£0.00	0%	
	Adult Swimming 30 mins	Per Lesson	£6.25	£7.50	£0.00	0%	
	Adult Swimming 30 mins Your Reading Passport General	Per Lesson	£6.00	£7.20	£0.00	0%	
	Trampolining 1hr	Per Lesson	£5.96	£7.15	£0.00	0%	
	Trampolining 1hr Your Reading Passport General	Per Lesson	£5.54	£6.65	£0.00	0%	
	Gymnastics 1hr	Per Lesson	£5.96	£7.15	£0.00	0%	
	Gymnastics 1hr Your Reading Passport General	Per Lesson	£5.54	£6.65	£0.00	0%	
	Gymnastics (Pre School) 45mins	Per Lesson	£5.00	£6.00	£0.00	0%	
	Badminton	Per Lesson	£5.63	£6.75	£0.00	0%	
	Badminton Your Reading Passport General	Per Session	£5.29	£6.35	£0.00	0%	
	Cardio Care 1hr General	Per Session	£3.75	£4.50	£0.00	0%	
	Cardio Care 1hr Your Reading Passport	Per Session	£3.50	£4.20	£0.00	0%	
	Cardio Care Course 6wk	Per Session	£21.08	£25.30	£0.00	0%	
	Cardio Care Course 6 wk Your Reading Passport	Per Session	£20.75	£24.90	£0.00	0%	
	Cardio Care Course 5wk	Per Session	£17.58	£21.10	£0.00	0%	
	Cardio Care Course 5 wk Your Reading Passport	Per Session	£17.29	£20.75	£0.00	0%	
	Administration charge for registration on to Courses Direct Debit	One Off	£3.58	£4.29	£0.00	0%	
	Group Training Sessions	Class A	Session	£6.25	£7.50	£0.00	0%
		Class B	Session	£5.46	£6.55	£0.00	0%
Class C		Session	£4.71	£5.65	£0.00	0%	
Class D		Session	£4.46	£5.35	£0.00	0%	
Class E		Session	£3.75	£4.50	£0.00	0%	
Class F		Session	£3.13	£3.75	£0.00	0%	
Pool Party		Session	£71.67	£86.00	£0.00	0%	
Tots		Session	£55.00	£66.00	£0.00	0%	
Disco		Session	£59.58	£71.50	£0.00	0%	
Cycling		Session	£91.67	£110.00	£0.00	0%	

Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
Leisure						
3G Hire	South Reading Leisure Centre 3G pitch (full)	Per Hour	£140.00	£168.00	£0.00	0%
	South Reading Leisure Centre 3G pitch (half)	Per Hour	£70.00	£84.00	£0.00	0%
	South Reading Leisure Centre 3G Pitch (quarter)	Per Hour	£35.00	£42.00	£0.00	0%
Tennis	South Reading Leisure Centre	Per Hour	£5.00	£6.00	£0.00	0%
Parties	Soft Play	Session	£66.67	£80.00	£0.00	0%
	Bouncy Castle (Half Hall)	Session	£66.67	£80.00	£0.00	0%
	Sporty	Session	£100.00	£120.00	£0.00	0%
	Pool Inflatable	Session	£108.33	£130.00	£0.00	0%
	Traditional Pool	Session	£66.67	£80.00	£0.00	0%
Club Charges	Reading Athletics Club	Session	£35.00	£42.00	£0.00	0%
	Reading Road Runners Friday	Session	£27.79	£33.35	£0.00	0%
	Reading Road Runners Wednesday	Session	£47.58	£57.10	£0.00	0%
	Reading Track Cycle	Session	£32.33	£38.80	£0.00	0%
	Palmer Park Velo Club Use	Session	£17.00	£20.40	£0.00	0%
	Palmer Park Velo Club Event	Session	£23.33	£28.00	£0.00	0%
	Aikido	Session	£18.88	£22.65	£0.00	0%
MUSEUM						
School Sessions	(Session, loan, membership, talk etc)	per event	£149.00	£178.80	£0.00	0%
Welcome and wow talks	(Session, loan, membership, talk etc)	per event	£35.00	£42.00	£0.00	0%
Membership 5 boxes RBC non academy		membership	£385.00	£462.00	£0.00	0%
Membership 3 boxes RBC non academy		membership	£330.00	£396.00	£0.00	0%
Membership 5 boxes academy schools		membership	£412.00	£494.40	£0.00	0%
Membership 3 boxes RBC academy		membership	£357.00	£428.40	£0.00	0%
Membership 5 boxes non RBC schools		membership	£459.00	£550.80	£0.00	0%
Membership 3 boxes non rbc schools		membership	£409.00	£490.80	£0.00	0%
Individual box loan		per box	£45.00	£54.00	£0.00	0%
Curious curator packs and welcome and wow talks		per occasion	£35.00	£42.00	£0.00	0%
Reminiscence		membership	£90.00	£102.00	£5.00	6%
Museum introduction		per occasion	£45.00	£54.00	£0.00	0%
Talks - Booked privately		per talk	£75.00	£90.00	£0.00	0%
Long talks - booked privately		per talk	£150.00	£180.00	£0.00	0%
photography/filming		per image/hour				
Archaeology		per deposit	From £110	From £132	£0.00	0%
Corporate loans		membership	£1,000.00	£1,200.00	£0.00	0%
Family activities		per event	From 50p		£0.00	0%
Talks - Public		per event	£5.00		£0.00	0%
BERKSHIRE ARCHEOLOGY						
Charges for provision of Historic Environment Record data to commercial users	Berkshire Archaeology, DENS	Per Hour	£45.00	£52.80	£1.00	2%
ARTS VENUES						
Reading Arts - per transaction postage fee for ticket bookings	Across all price points for tickets available from Reading Arts and Venues	Per Transaction	£1.46	£1.75	£0.00	0%
Reading Arts - Membership scheme for The Hexagon	Charged at the discretion of customers, and along the booking pathway.	Per Transaction	£25.00	£30.00	£0.00	0%

Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
BUSINESS DEVELOPMENT						
Lamp Column Banner Advertising (Broad Street West)	Single (3 months)	each	£750.00	£900.00	£0.00	0%
	Renewal (additional 3 months)	each	£650.00	£780.00	£0.00	0%
	Pair (3 Months)	each	£1,300.00	£1,560.00	£0.00	0%
	Renewal (additional 3 months)	each	£1,000.00	£1,200.00	£0.00	0%
	Single (6 months)	each	£1,300.00	£1,560.00	£0.00	0%
	Renewal (additional 6 months)	each	£1,000.00	£1,200.00	£0.00	0%
	Pair (6 months)	each	£2,300.00	£2,760.00	£0.00	0%
	Renewal (additional 6 months)	each	£2,000.00	£2,400.00	£0.00	0%
Roundabout Advertising	Imperial Way - A33	each	£6,000.00	£7,200.00	£0.00	0%
	Castle Street - IDR	each	£6,000.00	£7,200.00	£0.00	0%
	Caversham Road - Richfield Ave	each	£5,200.00	£6,240.00	£0.00	0%
	Chatham Street - IDR	each	£8,000.00	£9,600.00	£0.00	0%
	Forbury Reservation	each	£2,000.00	£2,400.00	£0.00	0%
	Forbury / Kenavon Drive	each	£4,500.00	£5,400.00	£0.00	0%
	Hartland / Northumberland	each	£4,000.00	£4,800.00	£0.00	0%
	Honiton / Northumberland	each	£2,000.00	£2,400.00	£0.00	0%
	Norcot / Oxford Road	each	£8,000.00	£9,600.00	£0.00	0%
	Liebenrood / Tilehurst Rd	each	£3,600.00	£4,320.00	£0.00	0%
	Queens Road reservation	each	£2,000.00	£2,400.00	£0.00	0%
	Vastern / Caversham road	each	£3,600.00	£4,320.00	£0.00	0%
	Vastern / Forbury Road	each	£4,500.00	£5,400.00	£0.00	0%
	Vastern / George Street	each	£8,000.00	£9,600.00	£0.00	0%
	Whitley / Christchurch	each	£4,000.00	£4,800.00	£0.00	0%
	Whitley Wood Lane/Road	each	£4,000.00	£4,800.00	£0.00	0%
	Circuit / Southcote Lane	each	£2,000.00	£2,400.00	£0.00	0%
	Southcote Lane / Virginia Way	each	£3,000.00	£3,600.00	£0.00	0%
	Gillette Way / Rosekiln	each	£4,000.00	£4,800.00	£0.00	0%
		Discretionary discount <25%				
Welcome to Reading Signage	Single 12 months	each	£1,200.00	£1,440.00	£0.00	0%
	Single 6 months	each	£800.00	£960.00	£0.00	0%
	All 6 months	each	£3,600.00	£4,320.00	£0.00	0%
	All 12 months	each	£6,000.00	£7,200.00	£0.00	0%
TOWN HALL						
Reading Arts - per transaction postage fee for ticket bookings	Across all price points for tickets available from Reading Arts and Venues	Per Transaction	£1.46	£1.75	£0.00	0%
Reading Arts - Membership scheme for The Hexagon	Charged at the discretion of customers, and along the booking pathway.	Per Transaction	£25.00	£30.00	£0.00	0%
Concert Hall Room Hire	Room Hire	Day	From £2,245	From £2,694	£170.00	8%
Concert Hall plus Tech package	Room Hire & Equipment	Day	£3,475.00	£4,170.00	£225.00	7%
Victoria Hall Room Hire	Room Hire	Half Day/Day	From £510	From £612	£40.00	9%
Waterhouse Chamber Hire	Room Hire	Half Day/Day	From £215	From £258	£15.00	8%
Soane Space	Room Hire	Half Day/Day	From £185	From £222	£10.00	6%
Jane Austen/Oscar Wilde	Room Hire	Half Day/Day	From £90	From £108	£10.00	13%
Marcus Adams	Room Hire	Day	From £85	From £102	£10.00	13%
Concert Hall Daily Delegate Rate	Catering & room Hire	Day	From £45	From £54	£4.00	10%

Proposed Fees and Charges from 1st April 2020 - Directorate of Economic Growth and Neighbourhood Services

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
TOWN HALL						
Victoria Hall Daily Delegate Rate	Catering & room Hire	Half Day/Day	From £25	From £30	£4.00	19%
Waterhouse Daily Delegate Rate	Catering & room Hire	Half Day/Day	From £30	From £36	£3.00	11%
Jane Austen/Oscar Wilde Daily Delegate Rate	Catering & room Hire	Half Day/Day	From £30	From £36	£5.00	20%
Soane Space Daily Delegate Rate	Catering & room Hire	Half Day/Day	From £24	From £28.20	£0.00	0%
Lectern PA Hire	Equipment	Day	£85.00	£102.00	£5.00	6%
PA Hire	Equipment	Day	£60.00	£72.00	£5.00	9%
Microphone Hire	Equipment	Day	£65.00	£78.00	£3.00	5%
Tech time	Equipment	Per hour	£30.00	£36.00	£4.00	15%
Monitor Hire	Equipment	Day	£40.00	£48.00	£5.00	14%
Additional Projector Screen	Equipment	Day	£18.00	£21.60	£3.00	20%
LCD Projector	Equipment	Day	£60.00	£72.00	£5.00	9%
Laptop Hire	Equipment	Day	£60.00	£72.00	£5.00	9%
Piano Hire	Equipment	Day	£60.00	£72.00	£5.00	9%
Piano Tuned	Equipment	Day	£100.00	£120.00	£20.00	25%
Lectern Hire	Equipment	Day	£15.00	£18.00	£0.00	0%
Flip Chart	Equipment	Each	£16.00	£19.20	£0.00	0%
Speaker phone	Equipment	Day	£33.00	£39.60	£1.50	5%
Display Board	Equipment	Day	£30.00	£36.00	£0.00	0%
Dance Floor	Equipment	Day	£75.00	£90.00	£20.00	36%
Pads & Pens	Equipment	Per person	£3.50	£4.20	£0.25	8%
Photocopies	Equipment	Each	£0.12	£0.14	£0.00	0%
Late Bar	Equipment	Event	£125.00	£150.00	£20.00	19%
Serving Staff	Equipment	Per hour	£19.00	£22.80	£1.00	6%
Security Staff	Equipment	Per hour	£20.00	£24.00	£0.00	0%
DJ	Equipment	Per event	£425.00	£510.00	£0.00	0%
Stage - Victoria Hall	Equipment	Day	From £85	From £102	£5.00	6%
BERKSHIRE RECORDS OFFICE						
Copy certificates (baptism, burial, pre 1837 marriage)		Each	£11.67	£14.00	£0.00	0%
Copy certificates (post 1837 marriage)		Each	£8.33	£10.00	£0.00	0%
Reprographics		Each	£0.83	£1.00	-£0.84	(50%)
Self Service Photos		Each	£0.83	£1.00	-£0.84	(50%)
Self-Service Printouts		Each	£0.42	£0.50	-£0.41	(49%)
Digital Photos		Each	£8.33	£10.00	£0.00	0%
Restoration Service		Half Hour	£11.67	£14.00	-£1.66	(12%)
Research		Half Hour	£11.67	£14.00	-£1.66	(12%)
Research		Per Hour	£23.33	£28.00	-£3.34	(13%)
MODERN RECORDS						
Records Storage	Storage of records by box	Per Box	£9.00	£10.80	£0.00	0%
PLAY SERVICES						
School Support	1:1 Support Session	Per hour	£31.52		£0.62	2%
	Lunchtime Support Session	Per hour	£23.11		£0.45	2%
	STEPS - Travel Project	Per hour	£52.53		£1.03	2%
Hire	Equipment Hire - Large	per Session	£105.06		£2.06	2%
	Equipment Hire - Medium	per Session	£84.05		£1.65	2%
	Equipment Hire - Small	per Session	£52.53		£1.03	2%
Staff Support	0-5 Staff Support	Per hour	£16.18		£0.32	2%
Events	Play in the Park	per Session	£3.15		£0.06	2%
	Mini Kickers	Per hour	£2.10		£0.04	2%
	Walking Football	Per hour	£4.20		£0.08	2%
	Holiday Events	per Session	£6.30		£0.12	2%
Discretionary	Archery for over 50's	per Session	£6.83		£0.14	2%
	Team building	per Session	£68.29		£1.34	2%
Holiday Clubs Age range 4- 12	8:30am to 1pm	per Session	£9.17	£11.00	£0.00	0%
	1pm to 5:30pm	per Session	£9.17	£11.00	£0.00	0%
	9am to 3:30pm	per Session	£14.17	£17.00	£0.00	0%
	8:30am to 5:30pm	per Session	£18.22	£22.00	£0.00	0%
After School Club	Regular Session (single)	per child	£9.17	£11.00	£0.00	0%
	Regular Session (siblings)	per child	£7.33	£8.80	£0.00	0%
	Short Session (single)	per child	£6.67	£8.00	£0.00	0%
	Short Session (siblings)	per child	£5.33	£6.40	£0.00	0%

Proposed Fees and Charges from 1st April 2020 - Directorate of Resources

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
BEREAVEMENT SERVICES						
Reading Crematorium						
Cremation Fee Cremation of the remains of:	Stillborn child or child under 18 years of age (includes use of chapel, strewing of any cremated remains or the provision of a container and medical referees)	Each	£0.00		£0.00	0.00%
	A person aged 18 years and over (includes strewing of cremated remains or the provision of a container and medical referee's fee). Including Environmental Levy 30min service, 45 min time slot	Each	£830.00		£20.00	2.47%
Cremation Fee	A person aged 18 years and over (includes strewing of cremated remains or the provision of a container and medical referee's fee). Including Environmental Levy 20 min service, 30 time slot	Each	£630.00		£15.00	2.44%
	Cremation Fee without service including environmental levy (DIRECT Crem)	Each	£300.00		-£205.00	(40.59%)
	Memorial service or service of double length in addition to usual cremation or interment fee	Each	£410.00		£106.00	34.87%
	Witness Direct Cremation	Each	£420.00		New Fee - April 2020	
	Saturday Surcharge	Each	£415.00		£80.00	23.88%
	Sunday/ Bank Holiday Surcharge	Each	£600.00		New Fee - April 2020	
	Public Health Cremation Fee including environmental levy	Each	£600.00		£20.00	3.45%

Proposed Fees and Charges from 1st April 2020 - Directorate of Resources

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease) %	Increase/ (decrease) %
BEREAVEMENT SERVICES						
Reading Crematorium						
Strewing of cremated remains	Remains received from another Crematorium	Each	£92.50		£4.00	4.52%
	Retention of remains on temporary deposit per month after the first month for a maximum of three months	Each	£85.00		£2.50	3.03%
	To witness the strewing of	Each	£43.50		£1.50	3.57%
	Unwitnessed strewing of remains	Each	£43.50		£1.50	3.57%
Certified extract from register		Each	£38.50		£1.50	4.05%
Book of remembrance	Two-line entry	Each	£65.83	£79.00	£2.50	3.95%
	Five-line entry	Each	£109.58	£131.50	£4.58	4.36%
	Five-line entry with illuminated capital	Each	£165.83	£199.00	£5.83	3.64%
	Five-line entry with floral motif, service badge etc.	Each	£185.83	£223.00	£6.83	3.82%
	Eight-line entry	Each	£148.33	£178.00	£5.41	3.79%
	Eight-line entry with illuminated capital	Each	£207.08	£248.50	£7.50	3.76%
	Eight-line entry with floral motif, service badge etc.	Each	£268.33	£322.00	£8.33	3.20%
	Full coat of arms 5-8 lines	Each	£342.50	£411.00	£10.42	3.14%
	Extra Lines upto a maximum of 11	Each	£24.58	£29.50	£1.00	4.24%
Remembrance card	Copy of a two-line entry	Each	£40.42	£48.50	£1.25	3.19%
	Copy of a five-line entry	Each	£68.33	£82.00	£2.08	3.14%
	Copy of a five-line entry with any type of motif	Each	£133.33	£160.00	£4.16	3.22%
	Copy of an eight-line entry	Each	£95.83	£115.00	£3.33	3.60%
	Copy of an eight-line entry with any type of motif	Each	£149.00	£178.80	£4.00	2.76%
Memorial vase and tablet	Purchase of vase and tablet	Each	£227.50	£273.00	£6.50	2.94%
	Renewal for period of 10 years	Each	£294.00	£294.00	£9.00	3.16%
Memorial plaques	Replacement single plaque	Each	£82.92	£99.50	£2.67	3.33%
	Replacement single plaque with motif	Each	£99.17	£119.00	£2.92	3.03%
	Lease of single plaque space for 10 years *Fees are doubled in the case of a 12" x 4" double plaque	Each	£191.00		£6.00	3.24%
	Renewal of lease for baby plaque	Each	£23.00		£0.80	3.60%
	Photo Cameo on Plaque additional cost (added to normal plaque cost)	Each	£80.83	£97.00	£2.16	2.75%

Proposed Fees and Charges from 1st April 2020 - Directorate of Resources

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease) %	Increase/ (decrease) %
BEREAVEMENT SERVICES						
Reading Crematorium						
Hall of Memory Tree Leaf	Lease for 5 years renewal	Each	£70.50		£2.50	3.68%
	Replacement leaf	Each	£58.75	£70.50	£2.08	3.67%
Memorial Tree	Provision of Tree, Surround and stem plaque	Each	£404.17	£485.00	£14.17	3.63%
	Lease for 10 years	Each	£608.00		£18.00	3.05%
Memorial bench	Replacement Bench	Each	£591.67	£710.00	£16.67	2.90%
	Lease for a 10 years	Each	£685.00		£19.00	2.85%
	Replacement plaque for tree or bench	Each	£125.83	£151.00	£3.75	3.07%
Wall Plaque	Purchase of memorial granite wall plaque	Each	£139.58	£167.50	£8.58	6.55%
	Lease of space for memorial granite wall plaque	Each	£294.00		£9.00	3.16%
	Moving of Memorial Plaque to new location	Each	£51.67	£62.00	£1.67	3.34%
Administrative	Administration Fee	Each	£51.67	£62.00	£1.67	3.34%
Memorial Bed Garden	Replacement plaque and surround	Each	£404.17	£485.00	£14.17	3.63%
	Lease fee for 10 years	Each	£608.00		£18.00	3.05%
Birdbath Memorial Plaques	Replacement Plaque (row 1)	Each	£92.50	£111.00	£2.50	2.78%
	Replacement Plaque (row 2)	Each	£132.92	£159.50	£3.92	3.04%
	Replacement Plaque (row 3)	Each	£185.42	£222.50	£5.42	3.01%
	Replacement Plaque (row 4)	Each	£253.33	£304.00	£7.33	2.98%
	Replacement Plaque (row 5)	Each	£319.17	£383.00	£9.17	2.96%
	Renewal of Lease (10 years)	Each	£294.00		£9.00	3.16%
Sanctums	Granite Tablet (no motif)	Each	£360.00	£432.00	£0.00	0.00%
	Lease for further 25 years	Each	£670.00		£0.00	0.00%
Baby Grave Galvanised Sculpture	Plaque for baby grave	Each	£112.08	£134.50	£0.00	0.00%
	Replacement plaque	Each	£67.08	£80.50	£0.00	0.00%
Reading Cemetery						
Henley Road, Reading Cemetery, Caversham Cemetery - Exclusive rights of burial in earth graves (including certificates of grant)	For the exclusive right of burial for 75 years in an earth grave 9 feet by 4 feet:					
	Section B	Each	£2,340.00		£70.00	3.08%
	Section D	Each	£1,870.00		£56.00	3.09%
	Section G & Mayfield Traditional	Each	£1,445.00		£45.00	3.21%
	* For details of the locations of Sections B, D and G please call at the Cemetery office to see the plan					
	b) The lawn or park Cemetery in an earth grave 9 feet by 4 feet	Each	£1,045.00		£35.00	3.47%
	d) Desk Vase Tablet cremated remains plot for 2 set of ashes	Each	£553.00		£17.00	3.17%
	e) Grave purchased/ reserved for future use	Each	£525.00		£20.00	3.96%
* Please note the charges payable for exclusive right of burial in any grave or vault will be trebled in the case of any person who was not an inhabitant of the Borough at the time of their death						

Proposed Fees and Charges from 1st April 2020 - Directorate of Resources

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
BEREAVEMENT SERVICES						
Reading Cemetery						
Henley Road, Reading Cemetery, Caversham Cemetery - Exclusive rights of burial in earth graves (including certificates of grant)	*Extension to lease for exclusive rights of burial for 10yrs period on lawn graves	Each	£210.00		New Fee - April 2020	
	*Extension to lease for exclusive rights of burial for 15 yrs period on lawn graves	Each	£270.00		New Fee - April 2020	
	*Extension to lease for exclusive rights of burial for 25yrs period on lawn graves	Each	£410.00		£35.00	9.33%
	*Extension to lease for exclusive rights of burial for 10 yrs period on traditioanl graves	Each	£280.00		New Fee - April 2020	
	*Extension to lease for exclusive rights of burial for 15 yrs period on traditional graves	Each	£350.00		New Fee - April 2020	
	*Extension to lease for exclusive rights of burial for 25yrs period on traditioanl graves	Each	£575.00		£60.00	11.65%
Vaulted or walled graves	Charges to be individually agreed with the Cemeteries Manager according to size and depth of graves where an exclusive right of burial has been purchased for 75 years					
Burials	Dig Fee to be claimed from Children's Funeral Fund (CFF) for interment of Stillborn to <5 years old.	Each	120.00		New Fee - April 2020	
	Dig Fee to be claimed from CFF for interment of a child aged 5-17yrs old	Each	260.00		New Fee - April 2020	
	c) If the body is that of a person aged 18 years or over	Each	£815.00		£25.00	3.16%
	d) Cremated remains in an existing grave or a cremated remains plot	Each	£140.00		£5.00	3.70%
	Dig Fee to be claimed from CFF for interment of cremated remains stillborn to <5 years old	Each	£15.00		New Fee - April 2020	
	Dig Fee to be claimed from CFF for interment of cremated remains of a child aged 5-17yrs old	Each	£32.00		£1.00	3.23%
	f) Cremated Remains returned from elsewhere for Burial	Each	£49.00		£2.00	4.26%
	g) For any burial below 6 feet in depth an additional charge will be made per burial	Each	£288.00		£8.00	2.86%
	Additional depth for child under 18	Each	£182.00		£6.00	3.41%

Proposed Fees and Charges from 1st April 2020 - Directorate of Resources

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
BEREAVEMENT SERVICES						
Reading Cemetery						
Common grave	In a grave where an exclusive right of burial has not been granted:					
	a) If the body is that of a stillborn child or under 5 years old	Each	£0.00		£0.00	0.00%
	b) If the body is that of a person over 5 years old	Each	£140.00		£5.00	3.70%
	c) If the body is that of a person aged 18 years or over (Public Health)	Each	£815.00		£35.00	4.49%
* The charge payable for burials in any grave where no exclusive right of burial has been granted will be doubled in the case of any person who was not an inhabitant of the Borough						
Monuments, Gravestones, Tablets and Stone kerbs	For the right to erect any gravestone or monument on a grave space:					
	a) Traditional	Each	£282.00		£9.00	3.30%
	b) Lawn, Park and Mayfield Cemetery	Each	£196.00		£6.00	3.16%
	c) Park cremated remains section flat stone & DVT's	Each	£72.50		£2.50	3.57%
	f) Cremated Remains Headstone Section	Each	£72.50		£2.50	3.57%
Other fees and charges	Transfer of grant of exclusive right of burial	Each	£75.00	£90.00	£8.33	12.49%
	Search Fee - up to 4 records per enquiry	Each	£13.33	£16.00	£0.83	6.64%
	Search Fee - for 1 record		£3.96	£4.75	£0.21	5.60%
	Exhumation of Cremated Remains	Each	£258.00		£8.00	3.20%
	Use of chapel prior to burial for stillborn child or a child under 18 years old	Each	£65.00		£3.00	4.84%
	Chapel Fee Prior to a Burial for person over 18 years old	Each	£420.00		£116.00	38.16%
	Administration Fee for Public Health Funeral	Each	£225.00	£260.00	£0.00	0.00%
	Charge for provision of a Quran grave	Each	£815.00		£25.00	3.16%
	Bench Maintenance (Powerwash and treatment with teak oil)	Each	£68.75	£82.50	£2.08	3.12%
	Removal of trees from plots	Each	£68.75	£82.50	£2.08	3.12%
	Grave Maintenance	Each	£68.75	£82.50	£2.08	3.12%
Webcast Services	Live Webcast (upto 20 viewers)	Each	£29.17	£35.00	£1.67	6.07%
	Live+On-Demand Webcast for up to 28 days and downloadable	Each	£40.83	£49.00	£1.50	3.16%
	Physical copy of Webcast recording on DVD, blu-ray or USB memory stick and audio cd	Each	£45.42	£54.50	£2.00	3.82%
	Additional Physical copy CD, DVD, Blu-ray or USB	Each	£21.67	£26.00	£1.01	4.03%

Proposed Fees and Charges from 1st April 2020 - Directorate of Resources

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease) %	Increase/ (decrease) %	
BEREAVEMENT SERVICES							
Reading Cemetery							
Visual Tributes	Single Photo	Each	£11.25	£13.50	£0.50	3.88%	
	Slideshow (up to 25)	Each	£34.58	£41.50	£1.50	3.75%	
	Photo Tribute (up to 25)	Each	£62.08	£74.50	£2.50	3.47%	
	Additional 25 photos	Each	£20.83	£25.00	£0.00	0.00%	
	Photos & Video Tribute (up to 2 minutes)	Each	£80.83	£97.00	£3.00	3.19%	
	Self Build Checking	Each	£18.33	£22.00	£1.99	9.96%	
	Additional Time for tributes etc:						
	DVD of Pro Photo tribute only	Each	£21.67	£26.00	£1.01	4.03%	
	Physical Copy of Webcast recording including the Pro Photo Tribute on DVD, Memory Stick, Blu-ray	Each	£65.00	£78.00	£0.50	0.65%	
	Downloadable copy of Pro Photo tribute	Each	£10.83	£13.00	£0.00	0.00%	
Extra Work required on tributes	Each	£21.67	£26.00	£1.01	4.03%		
Reading Cemetery	*NO NEW GRAVE SPACE AVAILABLE. Charges for burials into existing graves and all other fees and charges are the same as for Henley Road Cemetery.						
Caversham Cemetery	*NO NEW GRAVE SPACES AVAILABLE. Charges for burials into existing graves and all other fees and charges are the same as for Henley Road Cemetery.						
REGISTRATION SERVICE							
Registration Service	Notice of marriage or partnership	Per Person	£35.00		£0.00	0.00%	
Registration Service (Twice monthly - Tuesday Am only)	Registrar's attendance at Register Office marriage or civil partnership	Per couple	£46.00		£0.00	0.00%	
Registration Service	Registrar's attendance at outside church	Per couple	£90.00		£0.00	0.00%	
Registration Service	Attendance at place of detention or house for notice of marriage or partnership	Per couple	£300.00		£0.00	0.00%	
Certificates	Registration Certificate at first time of registering the event	Per Certificate	£11.00		£0.00	0.00%	
	Express Service Replacement Certificate	Per Certificate	£35.00		£0.00	0.00%	
	Replacement certificate Closed Register -Postal/Telephone/web Incl. admin fee	Per Certificate	£11.00		£0.00	0.00%	

Proposed Fees and Charges from 1st April 2020 - Directorate of Resources

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
REGISTRATION SERVICE						
Correction Fee	Correction completed by Register office	Per correction	£75.00			New Fee - April 2020
	Correction referred to GRO		£90.00			New Fee - April 2020
	Amendment to birth record with 12 months of registration		£40.00			New Fee - April 2020
Foreign Divorce admin fee	The administration of foreign divorces when giving notice of marriage or CP.	Per Person	£75.00			New Fee - April 2020
Citizenship Ceremonies	Individual Citizenship Ceremony at Yeomanry House (up to max of 30 people)	Per Person	£95.83	£115.00	£3.00	2.68%
	Friday & Saturday Individual Citizenship Ceremony at Yeomanry House (up to max of 30 people)	Per Person	£132.50	£159.00	£4.00	2.58%
Approved Premises Marriages - (9am to 5pm)	Monday to Thursday (9am to 5pm)	Per Couple	£325.00	£390.00	£3.00	0.78%
	Friday & Saturday (9am to 5pm)	Per Couple	£375.00	£450.00	£0.00	0.00%
	Sunday & Bank Hols (9am to 5pm)	Per Couple	£404.17	£485.00	£0.00	0.00%
Approved Premises Marriages - After 5pm	Venue: Monday to Thursday	Per Couple	£325.00	£390.00	£0.00	0.00%
	Venue: Friday & Saturday	Per Couple	£380.00	£456.00	£0.00	0.00%
	Venue: Sunday & Bank Hols	Per couple	£412.50	£495.00	£0.00	0.00%
New Ceremony Room: Reading Museum & Town Hall	Monday to Thursday	Per Couple	£133.33	£160.00	£6.00	3.90%
	Friday & Saturday	Per Couple	£222.50	£267.00	£7.00	2.69%
	Sunday & Bank Hols	Per Couple	£404.17	£485.00	£0.00	0.00%
Renewal of Vows & Baby Naming	Monday to Thursday	Per Ceremony	£130.00	£156.00	£2.00	1.30%
	Friday & Saturday	Per Ceremony	£157.50	£189.00	£3.00	1.61%
	Sunday & Bank Hols	Per Ceremony	£183.33	£220.00	£4.00	1.85%
Approval of venues for marriages or Civil Partnerships (up to 2 rooms)	Renewal of marriage or Civil Partnership licence	Per Venue	£1,416.67	£1,700.00	£0.00	0.00%
Administrative fee	For services offered on a Saturday such as Notices of Marriage	Per Person	£18.75	£22.50	£0.50	2.29%
	Changes to booking	Per Person	£18.75	£22.50	£0.50	2.29%

Proposed Fees and Charges from 1st April 2020 - Directorate of Resources

Service	Category	Charge Unit	New Fee Proposed from April 2020	New Fee including VAT	Increase/ (decrease)	Increase/ (decrease) %
GIS - MAPPING						
Street Naming & Numbering	New addresses	Each	£46.00	£55.20	£0.00	0.00%
	New streets	Each	£264.00	£316.80	£0.00	0.00%
LEGAL SERVICES						
Right to Buy	Engrossment Fee (Freehold)	Per Transfer	£65.00	£78.00	£0.00	0.00%
	Engrossment Fee (Leasehold)	Per Lease	£75.00	£90.00	£0.00	0.00%
Requisition (LLC1) Postal	Search using LLC1 form only	per search	£30.00	£36.00	£0.00	0.00%
***Standard Enquiries (CON29) Postal	Search using CON29 form only	per search	£83.00	£99.60	£0.00	0.00%
Full Search LLC1 and CON29	Search using LLC1 and CON29 form	per search	£113.00	£135.60	£0.00	0.00%
Copy documents	Copy document	per request	£25.00	£30.00	£0.00	0.00%
INCOME & RECOVERY						
Council Tax Summons Cost		Per summons issued	£114.00		£0.00	0.00%
Business Rates Summons Cost		Per summons issued	£160.00		£0.00	0.00%
Civil Penalties Housing Benefits		per case identified	£50.00		£0.00	0.00%
Civil Penalties Council Tax		per case identified	£70.00		£0.00	0.00%
DEMOCRATIC SERVICES						
Admission Appeals - Charge per appeal		per admission appeal heard	£200.00	£240.00	£0.00	0.00%
School Exclusion Review Hearing		per review heard	£650.00	£780.00	£0.00	0.00%
CUSTOMER SERVICES						
Blue Badges (New & Renewals)	Disabled Parking Badge	Each	£10.00		£0.00	0.00%
COMMUNICATIONS						
Event pitch fee	Charity	Per event	£20.00	£24.00	£0.00	0.00%
Event pitch fee	Charity with 10% early bird discount	Per event	£18.00	£21.60	£0.00	0.00%
Event pitch fee	RBC affiliated charity	Per event	£10.00	£12.00	£0.00	0.00%
Event pitch fee	RBC affiliated charity with 10% early bird discount	Per event	£9.00	£10.80	£0.00	0.00%
Event pitch fee	Community	Per event	£30.00	£36.00	£0.00	0.00%
Event pitch fee	Community with 10% early bird discount	Per event	£27.00	£32.40	£0.00	0.00%
Event pitch fee	Commercial	Per event	£100.00	£120.00	£0.00	0.00%
Event pitch fee	Commercial with 10% early bird discount	Per event	£90.00	£108.00	£0.00	0.00%
Event pitch fee	Food trader	Per event	£150.00	£180.00	£0.00	0.00%
KENNET DAY NURSERY						
Over 2 yrs - RBC		Daily rate (2 sessions)	April 2020 fees still to be agreed			
Under 2yrs - RBC		Daily rate (2 sessions)				
Over 2 yrs - Non RBC		Daily rate (2 sessions)				
Under 2yrs - Non RBC		Daily rate (2 sessions)				
* AM or PM sessions are charged at half the daily rate.						
* Siblings are entitled to a £2 per day reduction						
* Grant Funding available for children a term after their 3rd birthday						
LEARNING AND WORKFORCE DEVELOPMENT						
Training	Places on training for school staff (1 day)	per place	£66.00		£0.00	0.00%
	Places on training for PVI sector	per place	£33.00		£0.00	0.00%

Equality Impact Assessment

Name of proposal/activity/policy to be assessed

2020/21 Provisional Budget and Three-Year Medium Term Financial Strategy

Directorate: RESOURCES

Service: Council-wide

Name and job title of person doing the assessment

Name: Clare Muir

Job Title: Policy and Voluntary Sector Manager

Date of assessment: 20th November 2019

What is the aim of your policy or new service?

Full Council approved a revenue budget for 2019/20 including a three-year Medium Term Financial Strategy [MTFS] in February 2019. That budget was balanced over the three years and did not rely on the use of reserves.

In building an updated detailed budget for 2020/21 and MTFS for 2020/21 to 22/23 the need to re-validate the assumptions around the next two years and look to changes required by incorporating a further new year is required.

In monitoring and reporting on progress to deliver the existing planned three year savings through the savings tracker process, a number of individual proposals have been identified as being undeliverable in the manner in which they had originally been proposed. As a consequence, a number of savings are proposed to be removed (or deferred to later years) which sees £3,025k of savings removed over the existing three-year MTFS period.

In addition to the above requested removal or re-profiling of existing agreed savings, a further £1,850k have been re-profiled into the fourth year 2022/23 which was not previously included in currently agreed MTFS but becomes part of the new planning horizon when setting the next MTFS.

Who will benefit from this proposal and how?

Residents and service users will benefit from the Council setting a balanced and affordable budget that ensures the Council's finances are sustainable. The budget is underpinned by funding service areas to meet the Council's wider priorities and service delivery themes set out in its Corporate Plan of:

- Securing the economic success of Reading;
- Improving access to decent housing to meet local needs;

Appendix 8

- Protecting and enhancing the life outcomes of vulnerable adults and children.
- Keeping Reading's environment clean, green and safe.
- Promoting great education, leisure and cultural opportunities for people in reading;
- Ensuring the Council is Fit for the Future

Who are the main stakeholders and what do they want?

Residents, businesses, councillors and council staff in Reading.

Our Citizens Panel has told us that the things that are the most important in making somewhere a good place to live are: level of crime, health services, public transport, clean streets and good schools and the things they believed most needed improving are: roads and pavement repairs, the level of traffic congestion, clean streets, the level of crime and affordable decent housing.

Assessment of Relevance and Impact

The draft budget proposes 77 new business cases for change set out in (Appendices 1-3). The Equality duty has been considered for each of these proposed savings. For 58 of these the Equality Duty is not relevant to the changes proposed or no negative impact is identified under the Equality Duty.

For 19 of the proposed changes an Equality Impact Assessment will be required as the proposals are developed. These are:

Appendix 8

Ref	Change Proposal	Reason for Equality Impact Assessment
DOR-2021-03 & 06	New Customer Services Strategy Making the Customer Service and Corp Improvement function more efficient	Improvements to Complaints and Information Governance will lead to enhanced service offering to customers. This proposal is likely to affect around 120 staff. The proposals for the changes in the operating model will be consulted on as per the organisations staff consultation process.
DEGNS-2021-04	Review of Rents on Garages and Shops	Increased costs for some tenants/leaseholders. May impact on accessibility and sustainability of local shops and may negatively impact some equality groups.
DEGNS-2021-07	Food waste and smaller bins	Possible that some (racial, disability, age and religious belief) groups may be affected differently than others
DEGNS-2021-13	Fundamental Service review of Highways	The review aims to identify potential positive outcomes that can be implemented for external and internal stakeholders. But these have yet to be determined as the FSR has only just commenced.
DEGNS-2021-16	Cultural Services - internal reconfiguration and transformation	Action plan and route map being drawn up by mid November 2019 for implementation
DEGNS-2021-22	Borough wide Car Parking and Air Quality Management Strategy (BCAMS)	Aims to ensure the potential schemes are delivered and the aspirations of the Council's declared Climate Emergency and LTP are addressed. Statutory consultation will take place in December 2020.
DEGNS-2021-26	Fundamental Service Review - Parking	The review aims to identify potential positive outcomes that can be implemented for external and internal stakeholders. But these have yet to be determined as the FSR has only just commenced.
DEGNS-2021-33	Fundamental Service Review - Business Support (Planning, Building Control & Regulatory Services)	A reduction in business support staff across the three service areas of 4 FTE as a result of improved service delivery mechanisms such as automation.
DEGNS-2021-34	FM/Building Cleaning Fundamental Service Review (FSR)	The review aims to identify potential positive outcomes that can be implemented. But these have yet to be determined as the FSR has not yet commenced.
DEGNS-2021-35	Parks and Cleansing Fundamental Service Review	The review aims to realise efficiency savings and improved outcomes for service users but

Appendix 8

Ref	Change Proposal	Reason for Equality Impact Assessment
		these have yet to be determined as the FSR has not yet commenced.
DEGNS-2021-40	Fundamental Service Review - Housing	The review aims to identify potential positive outcomes that can be implemented but these have yet to be determined as the FSR has not yet commenced.
DACHS-2021-11	Asset Review	Service users and carers will be impacted as the new models may result in a move of service whilst more improved accommodation is sought. Providers may be impacted depending on the model of service chosen (e.g. increase or decrease of services purchased externally). Staff may be impacted depending on the chosen service delivery models.
DACHS-2021-16	Review of Public Health Expenditure	Public health investment in leisure services is being made to ensure all residents benefit from the improvement to health increasing physical activity levels can bring. Mitigation plans will be developed to avoid potential impacts on other areas, however, some residents may potentially experience a reduction in the availability of other services, in particular: access to residential alcohol rehabilitation placements (from 3 per annum to 1), capacity to treat opioid/non-opioid users (a 5% reduction) and access to contraceptive services.
DACHS-2021-19	Supporting young people into adulthood	<p>The proposed change would ideally have only positive impacts on service users and their families, although the shift away from a long-term care to short-term intensive work focused on maximising independence could represent a culture shift in some cases that would require considered care planning and careful communication.</p> <p>The proposed change would impact on current staff in Adult Social Care and Brighter Futures for Children who currently support transitions clients. Consideration would also need to be given to how the proposed new service could be best situated to ensure that it receives a strategic direction from Education and Health as well as BFFC and ASC, and whether it would be disadvantageous for the team to form part of the Locality Team Workforce Review.</p>

Appendix 8

Ref	Change Proposal	Reason for Equality Impact Assessment
DACHS-2021-20	Adult Social Care Day Service Reconfiguration	<p>Any changes to the way day services are configured would impact on service users who use the services, their families / carers who may be reliant on it for respite and the day service providers themselves who may already be struggling in the current economic climate. As such the project will need to include intensive consultation with stakeholders to ensure that any proposals are co-produced.</p> <p>Depending on the option approved there may be implications for internal teams, for example Direct Payments or internal day services having more (or less) placements.</p>
DACHS-2021-21	Outcomes-Based Service Delivery	<p>Service users and their families could experience a shift from a "cared for" environment to a "supported to" environment; the rationale for and benefits of this approach will need to be discussed and agreed in the course of care planning sessions, progressing only if all parties agree that this is in the service user's best interest. Locality Team staff may (if the pilot is successful) face a culture change in moving away from the current "cared for" style of care planning to a more "supported to" style of care planning. This will require preparatory communications and case studies to demonstrate the value of this change (gathered from the Pilot phase). Workforce and Finance Teams will need to be consulted in the event that a decision is made to implement this approach to care planning across the directorate, as the shift will likely require additional wide scale training.</p>
DACHS-2021-22	Additional DACHS Staffing Efficiencies	<p>Whilst the intention remains to ensure that external customers receive a streamlined service depending on the changes required there may be impacts in how people access the DACHS services.</p> <p>Staff within the Directorate will be impacted by these changes and therefore formal consultation will be undertaken.</p>
DACHS-2021-23	Enhanced Reablement for Mental Health & Learning Disability Service Users	<p>Depending on the model chosen the way service users receive services may change for people with Mental Health issues or a Learning Disability.</p> <p>Staff will be required to work differently and</p>

Appendix 8

Ref	Change Proposal	Reason for Equality Impact Assessment
		will need to be trained accordingly.

Equality Impact Assessments will be undertaken and the outcomes reported back for consideration by the relevant committee as proposals are developed.

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