

Summons and Agenda 25 June 2019

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



Reading
Borough Council
Working better with you

Peter Sloman
CHIEF EXECUTIVE

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To: All Members of the Council

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17 June 2019

Your contact is: Michael Popham - Democratic Services Manager

Dear Sir/Madam

You are hereby summoned to attend a meeting of the Reading Borough Council to be held at **Council Chamber, Civic Offices, Reading**, on **Tuesday, 25 June 2019 at 6.30 pm**, when it is proposed to transact the business specified in the Agenda enclosed herewith.

Yours faithfully

CHIEF EXECUTIVE

A G E N D A

1. MAYOR'S ANNOUNCEMENTS

To receive Mayor's Announcements.

2. DECLARATIONS OF INTEREST

To receive any declarations of interest.

3. MINUTES

9 - 26

The Mayor to sign the Minutes of the proceedings of the previous Council Meeting.

4. PETITIONS

27 - 28

To receive petitions in accordance with Standing Order 8.

5. QUESTIONS FROM MEMBERS OF THE PUBLIC

29 - 40

Questions in accordance with Standing Order 9.

6. QUESTIONS FROM COUNCILLORS

41 - 48

Questions in accordance with Standing Order 10.

REPORTS AND RECOMMENDATIONS FROM COMMITTEES

7. COUNCILLORS' ALLOWANCES SCHEME 2019/20 - 2022/23

49 - 72

Report by Director of Resources

8. SHAPING READING'S FUTURE: OUR CORPORATE PLAN 2018-21 ANNUAL REFRESH

73 - 100

Report by Chief Executive

9. DRAFT CAPITAL STRATEGY

101 - 124

Report by Director of Resources

MOTIONS

10. TACKLING SINGLE USE PLASTICS

Councillor Eden to move:

This Council notes:

- Worldwide, roughly 300 million tons of plastic is manufactured each year and half of it is disposable and ends up in our rivers and in the sea.
- In England, re-usable plastic products including an estimated 4.7bn plastic straws, 316m plastic stirrers and 1.8bn plastic-stemmed cotton buds are used each year.

- The oceans are expected to contain one tonne of plastic for every three tonnes of fish by 2025, and by 2050, more plastics than fish by weight according to the Ellen McArthur Foundation.
- Plastics in the environment can release toxic chemical as they decompose which pose a danger to marine life and, through the food chain, ultimately humans.
- The Government has announced a plan to control sale of a small number of single-use plastic products from April 2020 but not all avoidable single-use plastics. Environmental groups including the Marine Conservation Society and the Campaign to Protect Rural England have called for the government to do more.
- Some single-use plastic products are essential for providing care and support or to enable groups such as older people, people with disabilities and autistic people to live their daily lives.

This Council welcomes:

- Our waste management partnership RE3's introduction last year of recycling plastic trays, pots and tubs in addition to plastic bottles.
- The announcement that Reading Festival will be free of single-use plastics by 2021.
- Community initiatives like Refill Reading which aims to reduce the number of disposable coffee cups going to landfill by encouraging people in our town to use reusable cups in cafes.

This Council resolves to:

- Ensure that, wherever possible, single use plastic is eliminated from use within the Council as soon as this can be achieved.
- Wherever possible, phase out the purchase and procurement of single-use plastic products through services commissioned by the Council as soon as it is practicable.
- Bring reports to future meetings of the appropriate committees that describes the Council's plans to eliminate single-use plastic from the organisation, including a timetable for doing so.
- To actively work with Reading's businesses, community groups and residents to share advice, ideas and best practice to help them transition from single-use plastic products to sustainable alternatives.
- Work with schools to support the aspiration of Reading's young people to eliminate plastic waste from our environment.
- Seek to work with neighbouring authorities through RE3 and other links to tackle single use plastic use across the wider Berkshire area.

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Members of the public who participate in the meeting will be able to speak at an on-camera or off-camera microphone, according to their preference.

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

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Present: Councillor Edwards (Mayor);

Councillors David Absolom, Debs Absolom, Ayub, Ballsdon, Barnett-Ward, Brock, Carnell, Challenger, Davies, Duveen, Eden, Emberson, Ennis, Gittings, Grashoff, Hacker, Hoskin, James, Jones, Khan, Leng, Lovelock, Manghnani, Maskell, McEwan, McGonigle, McKenna, O'Connell, Page, Pearce, Robinson, Rowland, D Singh, R Singh, Sokale, Stanford-Beale, Stevens, Terry, Warman, White, Whitham, J Williams, R Williams and Woodward.

Apologies: Councillor Skeats.

1. ELECTION OF MAYOR

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

"That Councillor Woodward be elected Mayor of this Borough."

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

2. APPOINTMENT OF DEPUTY MAYOR

It was moved by Councillor Stanford-Beale and seconded by Councillor Robinson and CARRIED:

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

3. ADDRESS BY MAYOR

Councillor Woodward addressed the Council.

4. MINUTES

The Minutes of the meeting held on 26 March 2019 were confirmed as a correct record and signed by the Mayor.

5. VOTE OF THANKS TO COUNCILLOR EDWARDS AND MR A EDWARDS

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

"That the Council record their sincere appreciation of the ability, courtesy and diligence with which Councillor Edwards has discharged her duties attached to the office of Mayor since 23 May 2018. They also record their grateful thanks to Mr A Edwards for the support and assistance he rendered in the capacity of Mayor's escort throughout his term of office."

6. ADDRESS BY RETIRING MAYOR

Councillor D Edwards addressed the Council.

COUNCIL MEETING MINUTES - 22 MAY 2019

7. REPORT ON THE RESULTS OF THE MUNICIPAL ELECTIONS

The Monitoring Officer submitted a report on the results of the Municipal Elections held on 2 May 2019. He also reported that all those elected had signed the Declaration of Acceptance of Office.

8. APPOINTMENT OF LEADER OF THE COUNCIL

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

"That Councillor Brock be appointed Leader of the Council for the Municipal Year 2019/20."

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

The Monitoring Officer submitted a report making recommendations for the Municipal Year 2019/20 to:

- (1) appoint the Committees of the Council: the allocation of seats between Groups has to be calculated in accordance with Sections 15-17 of the Local Government and Housing Act 1989 and details have been circulated to Group Leaders before the meeting;
- (2) appoint a local Standards Committee for the authority;
- (3) agree the powers and duties of committees, sub-committees, partnerships and consultative Working Parties (Appendices A, B and C);
- (4) agree changes to the Constitution
 - Part 4 - Officer Employment Procedure Rules (Appendix D)
 - Part 5 - Planning Code of Conduct (Appendix E)
- (5) agree the general dispensation granted to all Members as set out in para. 2.17 below.
- (6) amend the Council's scheme of Councillors' Allowances, and confirm those Councillors who meet the definition of Members having significant responsibilities in relation to the discharge of the Council's functions in terms of entitlement to Special Responsibility Allowance at Tier 3 for the remainder of the financial year 2019/20;
- (7) re-establish the Remuneration Panel for the Municipal Year 2019/20.

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

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

A. Constitution

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

B. General Reservation of Powers to the Council

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

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

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

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

COUNCIL MEETING MINUTES - 22 MAY 2019

under Section 86 of the Local Government and Public Involvement in Health Act 2007;

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

C. Powers and Duties of Committees

2.3 Subject to the Schemes of Delegation to Officers,

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

D. Constitution of Committees

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

Standing Committees

Policy Committee

Adult Social Care, Children's Services & Education Committee

Housing, Neighbourhoods & Leisure Committee

Strategic Environment, Planning & Transport Committee

Regulatory and Other Committees

Audit and Governance Committee

Health & Wellbeing Board

Licensing Applications Committee

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Personnel Committee
Planning Applications Committee

New Committees related to the Employment Procedure Rules
Investigating and Disciplinary Committee
Appeal Committee
Independent Panel

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

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

E. Codes and Protocols

2.5 That a local Standards Committee be appointed for the Municipal Year 2019/20 with unchanged terms of reference, standing orders and Rules of Procedure; that the Committee will consist of Councillors and at least one Co-opted Member; that Mrs T Barnes be re-appointed as a Co-opted Member for the 2019/20 Municipal Year; and that Mr D Comben be re-appointed as the Independent Person for 2019/20.

F. Constitution of Sub-Committees

2.6 That for the Municipal Year 2019/20 a Traffic Management Sub-Committee will be appointed by the Strategic Environment, Planning & Transport Committee; The Mapledurham Playing Fields Trustees Sub-Committee will be appointed by the Policy Committee; and the Licensing Applications Committee will establish a number of sub-committees (See Meetings of Committees, item (c) later on the agenda).

G. Establishment of Appeal, Review and Complaints Panels

2.7 That for the Municipal Year 2019/20, the following bodies be set up to handle appeals against decisions made by or on behalf of the authority:

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- a) an Appeals Panel from which trained Councillors will be drawn to hear appeals on matters considered by the following bodies, as required by regulation:
 - Curriculum Complaints Panel
 - Removal of Early Years Providers Appeals Panel
- b) an Education Appeals Panel to deal with schools admission and school exclusion reviews in line with the provisions of the School Standards Framework Act, 1998, to which Councillors may not be appointed.
- c) a Social Services Complaints Review Panel to hear individual complaints which reach the third stage of the Council's Social Services Complaints process, to which Councillors may not be appointed.
- d) a Secure Accommodation Panel.

H. Partnership Bodies

- 2.8 That, for the Municipal Year 2019/20, the Authority will continue to participate in the following joint consultative partnership bodies:
- Community Safety Partnership
 - Cultural Partnership Board
 - Community Learning & Skills Advisory Board
 - Safer Reading Neighbourhood Forum

I. Education Bodies

- 2.9 That for the Municipal Year 2019/20 the following Education bodies be set up:
- SACRE (Standing Advisory Council on Religious Education)
 - School Admission Forum

J. Safeguarding Bodies

- 2.10 That for the Municipal Year 2019/20 the following safeguarding bodies be set up:
- Adult Safeguarding Panel
 - Children's Safeguarding Panel
 - Parenting Panel

K. Advisory and Consultative Working Parties, Panels and Forums

- 2.11 That for the Municipal Year 2019/20, Councillors will be appointed to serve on the following advisory and consultative bodies, which may not meet formally, and which may operate as special interest groupings with whom partners and stakeholders may liaise and consult:

Equality Groups

- Access and Disabilities Working Group
- Alliance for Cohesion & Racial Equality

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- Older People's Working Group

Special Interest Groups

- Arts and Heritage Forum
- Cleaner Air & Safer Transport Forum (working title)
- Cycle Forum
- Town Twinning Group

L. Member:Officer Working Parties

- 2.12 That for the Municipal Year 2019/20 the following advisory Member:Officer consultative Working Parties be established, to report to the bodies set out below:

COUNCIL

- Civic Board

PERSONNEL COMMITTEE

- Local Joint Forum

PLANNING APPLICATIONS COMMITTEE

- Planning Management Panel

- 2.13 That the powers and duties of the above bodies listed in H-L above for the Municipal Year 2019/20 be as set out in Appendix C to this report.

M. The Council's Constitution

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

- Part 4 - Officer Employment Procedure Rules (Appendix D)
- Part 5 - Planning Code of Conduct (Appendix E)

N. Scheme of Members' Allowances for the Financial Year 2019/20

- 2.15 That, further to Minute 54 of the meeting of Council on 26 March 2019, the following persons shall be regarded as, or equivalent to, "other Councillors carrying out other activities in relation to the discharge of the authority's functions as require the commitment of equivalent time and effort as for other categories of activity which would qualify for Special Responsibility Allowance" at Tier 3 for the remainder of the financial year 2019/20 (and subject to no Councillor receiving more than one Special Responsibility Allowance):

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

- 2.16 That the Remuneration Panel be re-established for 2019/20 with the same terms of reference as agreed at Minute 51 of the Council meeting on 13

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November 2001; that its membership be Francis Connolly, Lady Audrey Durant, Linda Fort and Mick Pollek.

O. DELEGATIONS

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

- "(i) housing, where you are a tenant of your authority provided that those functions do not relate particularly to your tenancy or lease;
- (ii) school meals or school transport and travelling expenses, where you are a parent or guardian of a child in full time education, or are a parent governor of a school, unless it relates particularly to the school which the child attends;
- (iii) statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992, where you are in receipt of, or are entitled to the receipt of, such pay;
- (iv) an allowance, payment or indemnity given to members;
- (v) any ceremonial honour given to members; and
- (vi) setting Council Tax or a precept under the Local Government Finance Act 1992;
- (vii) any other business which might reasonably be regarded as affecting the financial position of the Member and/or his/her spouse or partner to a greater extent than the majority of other Council Tax payers, ratepayers or inhabitants of the electoral division or ward, as the case may be, affected by the decision";

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

2.18 That further to Minute 7 of the Personnel Committee held on 8 November 2018, which authorised the Chief Executive to implement a new senior management structure creating a number of new deputy and assistant director posts, whilst deleting six heads of service roles, the Monitoring Officer, in consultation with the Chief Executive (and other senior managers as appropriate), be authorised to make such changes as necessary to update the Constitution and Delegations Register to reflect the changes summarised above.

2.19 That further to Minute 29 of the Council held on 16 October 2018 (Minute 29 refers), which transferred the Council's Children and Education Services to Brighter Futures for Children Limited (BFfC), it be reconfirmed that the Monitoring Officer, in consultation with the Chief Executive and the Director of Children's Services be authorised to make the necessary amendments to the

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Council's Constitution and Scheme of Officer Delegation to reflect the establishment of and transfer of responsibilities to BFfC.

- 2.20 That, in the case of a complaint against a relevant officer (Head of Paid Service; Monitoring Officer and Chief Finance Officer), the decision whether to refer the matter to the Investigating and Disciplinary Committee (IDC) be delegated jointly to the Monitoring Officer and Chief Finance Officer in the case of a complaint against the Head of Paid Service, and delegated to the Head of Paid Service in the case of a complaint against the Monitoring Officer or the Chief Finance Officer.

That, in the event a decision be required as a matter of urgency on whether or not to suspend a relevant officer, the decision be delegated jointly to the Monitoring Officer and Chief Finance Officer in the case of a complaint against the Head of Paid Service, and delegated to the Head of Paid Service in the case of a complaint against the Monitoring Officer or the Chief Finance Office, subject to consultation with the Chair of the Investigation and Discipline Committee.

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

Resolved -

That recommendations 2.1 to 2.20 in the report by the Monitoring Officer be approved.

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

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

Resolved -

- (1) That Councillor Page be appointed the Deputy Leader of the Council for the Municipal Year 2019-20;
- (2) That for the Municipal Year 2019-20, the following Councillors be appointed as Lead Councillors for the services listed below:

Adult Social Care	Councillor Jones
Children	Councillor Terry
Corporate and Consumer Services	Councillor Emberson
Culture, Heritage & Recreation	Councillor Rowland
Education	Councillor Pearce
Health, Wellbeing & Sport	Councillor Hoskin
Housing	Councillor Ennis
Neighbourhoods & Communities	Councillor James
Strategic Environment, Planning & Transport	Councillor Page

11. APPOINTMENT OF COUNCIL COMMITTEES AND OTHER BODIES

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

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Resolved -

- (1) That, subject to the provisions of the Local Government and Housing Act, 1989, and Regulations made thereunder, the following Councillors be appointed to serve on Committees in the Municipal Year 2019/20:

Adult Social Care, Children's Services & Education Committee (10:3:1:1)

<u>Labour Councillors</u>	<u>Conservative Councillors</u>	<u>Liberal Democrat Councillor</u>	<u>Green Councillor</u>
David Absolom Challenger Hoskin Jones Khan McEwan McKenna Pearce Sokale Terry	Ballsdon Grashoff Robinson	O'Connell	White

Audit & Governance Committee (5:2:1)

<u>Labour Councillors</u>	<u>Conservative Councillors</u>	<u>Green Councillor</u>
Davies Edwards Emberson Gittings McKenna	Stevens Warman	Josh Williams

Health & Wellbeing Board

Leader of the Council

Lead Councillor for Health, Wellbeing and Sport

Lead Councillor for Adult Social Care

Lead Councillor for Children

Named Substitutes: Councillors David Absolom, McEwan and R Williams

Observers: Conservative and Liberal Democrat Group Spokespersons

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

<u>Labour Councillors</u>	<u>Conservative Councillors</u>	<u>Liberal Democrat Councillor</u>	<u>Green Councillor</u>
Davies Ennis Gittings Hacker Hoskin	Carnell Grashoff Manghnani R Singh	O'Connell	McGonigle

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James
Leng
Lovelock
Rowland
R Williams

Licensing Applications Committee (7:3)

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

Personnel Committee (4:1)

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

Investigating & Disciplinary Committee (4:1)

<u>Labour Councillors</u>	<u>Conservative Councillors</u>
Brock	Skeats
Emberson	
Page	
Terry	
(or nominees)	

Appeals Committee (4:1)

<u>Labour Councillors</u>	<u>Conservative Councillors</u>
Ayub	Stevens
Edwards	
Ennis	
Lovelock	
(or nominees)	

Planning Applications Committee (9:3:1:1)

<u>Labour Councillors</u>	<u>Conservative Councillors</u>	<u>Liberal Democrat Councillor</u>	<u>Green Councillor</u>
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Ennis	Carnell	Duveen	Josh Williams
Lovelock	Robinson		
McEwan	Stanford-Beale		
McKenna			
Page			
Rowland			
D Singh			
Sokale			
R Williams			

Policy Committee (10:4:1:1)

<u>Labour</u> <u>Councillors</u>	<u>Conservative</u> <u>Councillors</u>	<u>Liberal Democrat</u> <u>Councillor</u>	<u>Green</u> <u>Councillor</u>
Brock	Skeats	Duveen	White
Embersen	Stevens		
Ennis	Robinson		
Hoskin	Warman		
James			
Jones			
Rowland			
Page			
Pearce			
Terry			

Standards Committee (5:2)

<u>Labour Councillors</u>	<u>Conservative</u> <u>Councillors</u>
Ayub	R Singh
Edwards	Warman
Gittings	
Khan	
Lovelock	

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

Named Substitutes (1:1)

<u>Labour</u> <u>Councillors</u>	<u>Conservative</u> <u>Councillors</u>
Ennis	Skeats

Strategic Environment, Planning & Transport Committee (9:3:1:1)

<u>Labour</u> <u>Councillors</u>	<u>Conservative</u> <u>Councillors</u>	<u>Liberal Democrat</u> <u>Councillor</u>	<u>Green</u> <u>Councillor</u>
Debs Absolom	Carnell	Duveen	McGonigle
Ayub	Stanford-Beale		
Barnett-Ward	Robinson		
Challenger			

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Eden
Emberson
Maskell
Page
R Williams

- (2) That the following Councillors be appointed to serve on other bodies in the Municipal Year 2019/20:

Access and Disabilities Working Group (3:1)

<u>Labour</u> <u>Councillors</u>	<u>Conservative</u> <u>Councillor</u>
Eden Khan R Williams	Manghnani

Adult Safeguarding Panel (3:1:1)

<u>Labour</u> <u>Councillors</u>	<u>Conservative</u> <u>Councillor</u>	<u>Liberal Democrat</u> <u>Councillor</u>
Edwards Hoskin Jones	Manghnani	O'Connell

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

<u>Labour</u> <u>Councillor</u>	<u>Conservative</u> <u>Councillor</u>	<u>Liberal Democrat</u> <u>Councillor</u>	<u>Green</u> <u>Councillor</u>
James	R Singh	O'Connell	J Williams

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

<u>Labour Councillors</u>	<u>Conservative</u> <u>Councillor</u>	<u>Liberal Democrat</u> <u>Councillor</u>
Davies Eden Edwards Hoskin Khan Lovelock	Stanford-Beale Grashoff	O'Connell

Arts & Heritage Forum (5:2)

<u>Labour Councillors</u>	<u>Conservative</u> <u>Councillor</u>
Ayub Hacker	Grashoff Manghnani

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Rowland
R Williams
Challenger

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

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

Civic Board (6:3:1)

<u>Labour</u> <u>Councillors</u>	<u>Conservative</u> <u>Councillors</u>	<u>Liberal Democrat</u> <u>Councillor</u>
Brock Emberson Gittings Lovelock Page R Williams	Skeats Stanford-Beale Stevens	Duveen

Community Safety Partnership

Councillors Brock, James and Page

Observer: Councillor R Singh

Cultural Partnership Board

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

Cycle Forum (4:1:1:1)

<u>Labour</u> <u>Councillor</u>	<u>Conservative</u> <u>Councillor</u>	<u>Liberal Democrat</u> <u>Councillor</u>	<u>Green</u> <u>Councillor</u>
Debs Absolom Barnett-Ward Gittings Page	Stanford-Beale	O'Connell	Whitham

Community Learning and Skills Advisory Board

Leader of the Council, Lead Councillor Education and Councillor Eden

Conservative Group Spokesperson

Local Joint Forum (3:1)

COUNCIL MEETING MINUTES - 22 MAY 2019

Labour Councillors

Conservative Councillor

Brock
Emberson
Page

Stanford-Beale

(or nominees)

Older People's Working Group (5:1)

Labour Councillors

Conservative Councillor

Eden
Khan
Jones
Leng
R Williams

Manghnani

Parenting Panel (3:1:1)

Labour Councillors

Conservative Councillor

Liberal Democrat Councillor

David Absolom
Sokale
Terry

Robinson

O'Connell

Planning Management Panel (3:1:1)

Labour Councillors

Conservative Councillor

Liberal Democrat Councillor

McKenna
Rowland
Sokale

Stanford-Beale

Duveen

(or nominees)

SACRE (3:1:1)

Labour Councillors

Conservative Councillor

Liberal Democrat Councillor

Khan
Pearce
McKenna

R Singh

O'Connell

Safer Reading Neighbourhood Forum (3:1)

Labour Councillors

Conservative Councillor

James
Leng

R Singh

COUNCIL MEETING MINUTES - 22 MAY 2019

Rowland

School Admission Forum

Councillors David Absolom and Pearce

Observers - Councillors Grashoff and O'Connell

Secure Accommodation Panel

Councillor Edwards

Standing Deputy: Councillor D Singh

Town Twinning Group (2:1)

Labour Councillors

Brock
Rowland

Conservative Councillor

Manghnani

(Mayor - ex-officio)

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

Working Party etc

Access & Disabilities Working Group

Adult Safeguarding Panel

Arts & Heritage Forum

Children's Safeguarding Panel

Civic Board

Cleaner Air & Safer Transport Forum

Community Safety Partnership

Cultural Partnership Board

Cycle Forum

Community Learning & Skills Advisory
Board (formerly Lifelong Learning
Board)

Local Joint Forum

Older People's Working Group

Parenting Panel

Planning Management Panel

Chair/Vice Chair

Councillor Eden (Chair)

Councillor R Williams (Vice-Chair)

Councillor Jones (Chair)

Councillor Hacker (Chair)

Councillor R Williams (Vice-Chair)

Councillor Terry (Chair)

Councillor Page (Chair)

Councillor Barnett-Ward (Chair)

Councillor James (Vice-Chair)

Councillor Rowland (Chair)

Councillor Debs Absolom (Chair)

Councillor Pearce (Chair)

Councillor Emberson (Vice-Chair)

Councillor Khan (Chair)

Councillor Jones (Vice-Chair)

Councillor Terry (Chair)

Councillor David Absolom (Vice-
Chair)

Councillor McKenna (Chair)

COUNCIL MEETING MINUTES - 22 MAY 2019

SACRE
Safer Reading Neighbourhood Forum
School Admission Forum
Town Twinning Group

Non-Councillor
Councillor James (Chair)
Councillor Pearce (Chair)
The Mayor

12. APPOINTMENT OF CHAIRS/VICE CHAIRS OF COMMITTEES

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

Resolved -

That the following be appointed Chairs and Vice-Chairs of the following Committees for the Municipal Year 2019/20:

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

13. DATES OF COUNCIL MEETINGS FOR 2019/20

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

Resolved -

That, before the day of the Annual Meeting in 2019, meetings of the Council be held at half-past six o'clock in the afternoon on 25 June and 15 October 2019, and 28 January, 25 February and 24 March 2020, unless the Mayor shall specify some other date and time.

(The meeting closed at 7.40pm).

READING BOROUGH COUNCIL

COUNCIL MEETING

25 JUNE 2019

From Paul Goddard

Opposition to the Environment Agency's Flood Defence Proposals

We oppose the Environment Agency's (EA) flood defence proposals for Caversham.

There has been no reported property damage attributed to the River Thames flooding but the EA are proposing measures that will drastically affect the environment!

The proposed walls 4 to 5 kms in length will have no planting within 4 metres of them and this threatens all the hedges and trees at the north of Christchurch Meadow and anywhere else the wall is to be constructed.

The proposed Conveyance Channel will destroy the "Sandy" play park and as a culvert it will be a significant safety hazard close to a children's play area. It will also need the removal of most of the mature trees both sides of Reading Bridge as well as the removal of the iconic Poplar trees on George Street. The loss of ANY TREES supposedly has a detrimental effect in regard of pollution and should be avoided.

The proposals appear to be at odds with what is expected of the EA. You would think that they would want to protect the environment not destroy it.

Experts say that we can expect a net loss of water because of Global Warming and that water storage should be our main goal.

Finally, it is probable that the funding shortfall will be sought from Reading and Berkshire Councils and we urge that you oppose these EA proposals.

RESPONSE by Councillor Page (Lead Councillor for Strategic Environment, Planning & Transport):

I thank Mr Goddard for his petition and note the concerns expressed about the Environment Agency's proposals for flood defences in Caversham.

The Strategic Environment, Planning & Transport Committee includes consideration of matters concerning 'Flood Prevention' within its terms of reference and I am therefore going to refer this matter for consideration to the next meeting of the Committee on 9 July 2019 with a short covering report from officers.

I would invite Mr Goddard to attend that meeting and address the Committee in accordance with Procedure Rule 36B, which describes public participation at the Council's standing committees.

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(B) QUESTIONS FROM MEMBERS OF THE PUBLIC

1. Tony Warrell to ask the Lead Councillor for Housing: Housing Shortages

The whole country is affected by the current housing shortage especially the younger generation and the homeless, which applies to Reading especially.

Could the Council confirm the number of homeless in Reading in 2018 and in particular the number of children - giving the age groups and what improvements is the Council considering in the next five year period to resolve the situation?

Because Reading is not converting a large enough number of building sites for housing the value of homes increases disproportionately. Whereas other more rural councils like Wokingham use the green belt sites producing high value properties and miss what is considered affordability. Nevertheless, Frank Knight claims the figures are flat lining nationally and new builds nationally missed the 2018 target by 39%.

Would the Council Planning department consider a change in the type of construction methods available to reduce building costs and help hasten construction ?

It's apparent the country suffers from some materials shortage, necessitating the importation of bricks, cement and tiles etc; and the availability of the skilled tradesmen.

If so; I feel there are realistic opportunities open to a change to the planning norm.

If you analyse the large areas of commercial properties that have been developed over decades the 'grounded car parking' has taken over on a large scale. These properties have by design all the necessary attributes connected with housing needs also.

As an example, there is a large range of adaptable properties; retail and commercial in Reading that might be consulted, like the substantial supermarkets, car sales, even the college or hospital and schools. They have one thing in common; they languish in car parking facilities that are essential to their existence.

Increase and build - extend the parking; sub ground level or- up another level, adding further 50, 100 or 150.....homes. Constructing modern apartments above the parking, providing the essentials for 20 century living - I think is reasonable?

The expectation is the homes & apartments need to be 'modular' for expediency and probably imported; due to availability in the short term.

I suggest affordable rental property on a five year lease basis.

I quote from the Reading 'Banner', there has been a concerted effort by the Council during the local election period to stress the - 'Labour Council investing in Housing' but not enough.

In addition Cllr. Page on the 25.4.19 on Radio Berkshire stated that 'affordable housing was needed as much as possible in keeping with the extra need brought about by X Rail and a new School and the Council is looking for private enterprise to work with the Council'.

I realise the matter raises many questions as to the *viability of these ideas coming from a different aspect.

Could I ask the Council to give their considered thoughts on these proposals so that for many unfortunate people it may have hope for a better future ?

REPLY by Councillor Ennis Lead Councillor for Housing.

As a snapshot at the end of 2018/19 there were 200 homeless households living in temporary accommodation provided by the Council. 142 of these households were families including 289 children under the age of 18. All of the families were accommodated in self-contained accommodation. None were in bed and breakfast accommodation. A snapshot of the number of people sleeping rough in the borough as verified by the annual official headcount in November 2018 was 25.

The Council has a focused approach towards homelessness and assists people in a variety of ways which includes providing a wide range of advice and information to enable people to make informed decisions about their housing situation; preventing homelessness by supporting people to access housing and sustain their accommodation; improving the use and accessibility of the private rented sector and building new Council homes to help meet our local needs. In addition, following a local and national best practice review last year, the Council redesigned its single homelessness service provision and commissioned a new range of accommodation and support services with targeted interventions for people sleeping rough in the borough.

Homelessness is a complex area and the Council is always seeking to improve its response and as such will shortly be launching a consultation on priorities for a new Homelessness Strategy and an action plan for its Rough Sleeping Strategy.

In terms of delivery of all types and tenures of housing, whilst the number of new homes delivered nationally may fall well short of targets, this has not been the case in Reading in recent years. Reading's need for new homes has been assessed as 699 per annum up to 2036, but the number delivered has been in excess of this for each of the last four years, and for 2018-19 the total was 910.

The Council is at an advanced stage in producing its new Local Plan, which provides for 689 homes each year between 2013 and 2036. There is a small shortfall against the assessed need (totalling 230 homes over the entire period, arising in the second half of that period), which reflects the fact that Reading is a constrained, urban authority where land for new homes is limited. This shortfall is expected to be made up within neighbouring authorities, and the Council has signed a memorandum of understanding with West Berkshire District Council, Wokingham Borough Council and Bracknell Forest Borough Council which reflects this.

In producing the Local Plan, the Council considered a very extensive list of possible sites for new housing. This included development within Reading's commercial and industrial estates along with a wide variety of other sites. Some of those opportunities were considered appropriate for identification within the plan, and count towards the numbers we are planning for. Around 60 ha of current commercial land is identified for housing, or for mixed use developments including housing in the Local Plan. However, this must also be balanced against need for additional employment premises. Other sites were not considered suitable, or would not have been available or achievable within the plan period. Throughout this process, the Council needed to consider the effect on Reading's economy of any loss of commercial space, whether new residents would have satisfactory living conditions and whether private landowners would make a site available for development, along with a wide range of other factors.

For private developments, it is not appropriate for the Council's policies to be overly specific on construction methods and materials, as best practice will change over time, including as new technologies become available. Policies within the emerging Local Plan seek to ensure that construction methods and the design of the building achieve high levels of sustainability across the board, including expecting major new build housing developments of ten homes or more to meet 'zero carbon' standards. This is a vital part of the Council's response to the recently declared Climate Emergency, and forms part of delivering the Climate Change Strategy. The Council will be consulting on a Sustainable Design and Construction Supplementary Planning Document in the summer to help achieve this.

2. Philip Allen to ask the Lead Councillor for Strategic Environment, Planning and Transport:
Climate Crisis

Now the Council has declared we are in a Climate Crisis (after 300 years of boosting the profit for a few at the expense of the majority" by failing to apply "True Costings" or "the Polluter Pays" Principle) When will it begin to take Action to Stop Making the Crisis Worse? Creating taxi ranks; helping the DoT decrease air quality further below legal limits and to decrease Health & Safety by cutting verges more than once or twice a year in August or October; tarmacking over verges and building more roads or subsidizing the wasteful economy with rubbish collection & storage in landfill or dumping in the sea via "recycling as exports" instead of making the producers/sellers responsible are some of the ways the Council/its departments have made the climate worse in the 27 years since Councils were required to make up the shortfall in action from Governments. I know it is not easy for you as party politicians to solve problems especially when you choose to be dependent for funding on the whims of a bunch of crooks in London however you can always ask for help from schools; the public & those that are prepared to use evidence; logic; wisdom or principles to make good decisions.

REPLY by Councillor Page Lead Councillor for Strategic Environment Planning and Transport.

I thank Mr Allen for his question. Leaving aside the offensive descriptions towards the end of his question I will pick up on his more serious points.

While it is always the case that more can be done, and our efforts to improve performance will continue, it is important to note that Reading has led the way and performed well above average in the local government sector.

The Council launched its first climate change strategy in 2008/9 and since this time carbon dioxide emissions for services within its direct control have fallen by 53% and the wider borough's emissions, as reported in the government's latest statistics, have fallen by 42% between 2005 and 2016. Working closely with the Reading Climate Change Partnership the Council has ensured Reading continues to be amongst the best performers in reducing year-on-year green-house gas emissions in the UK.

The Council is proud of its record in this area but has showed further ambition this year by declaring a 'Climate Emergency' committing the Council to playing its full part in achieving a zero carbon Reading by 2030, some twenty years earlier than envisaged.

With respect to air quality, the Council's Air Quality Action Plan and Local Transport Plans have focussed on modal shift by supporting public transport services cycling and pedestrian travel over the private car usage. The Council's pollution monitoring network shows that nitrogen dioxide levels have been falling steadily over the last few years. Current projects to

further improve this include a £1.5 m investment in retrofitting 97 Reading Buses vehicles to meet the latest Euro 6 emissions standards.

The Council promotes re-use as the first priority, working with Sue Ryder, who sell unwanted items to help those in need. The Climate Change Partnership has also supported repair cafes and other community initiatives aimed at avoiding the disposal and replacement of products.

The Council has a statutory obligation to collect household waste and provide for its recycling. The waste management function is delivered through the re3 partnership between Bracknell Forest, Reading and Wokingham Boroughs. Re3 provides recycling and reuse facilities for a wide range of materials and, over the last year, re3 residents have increased the amount of plastic they recycle by 50% and composted over 20,000 tonnes of garden waste (some of which is turned into a peat-free compost).

The use of landfill is of particular concern in relation to the generation of greenhouse gases and the re3 contract has reduced the use of landfill from over 70% at commencement to less than 20% now.

There remains a global market in secondary materials (for recycling) and while the UK has insufficient manufacturing capacity to utilise all the recyclable material in the UK, there will need to be some exports. However, from the perspective of climate change, it is good news that over 90% of recycling from re3 is undertaken in the UK. Re3 publishes an Annual Environment Report every July and it lists the recycling suppliers we work with, and their locations. This can be obtained via <https://re3.fccenvironment.co.uk/wp-content/uploads/2019/01/re3-AER-17-18-Single-Pages.pdf>

The Parks Team currently manages approximately 36 hectares of conservation grassland and the Council is working with the Reading Climate Action Network and the University of Reading to plant verges and strips for pollinators. Other parkland areas are actively managed as wildlife corridors.

3. Jennifer Leach to ask the Lead Councillor for Neighbourhoods and Communities: Reading Festival

Taking into account the fact that Reading Borough Council has declared a Climate Emergency, what stringent action is the Council taking to ensure that Festival Republic and festival goers themselves clean up their act at Reading Festival this year ? In particular, what action is being taken to ensure that tens of thousands of abandoned tents, sleeping bags, chairs, camping detritus and uneaten food from Reading Festival 2019 will not end up in landfill ?

REPLY by Councillor James Lead Councillor for Neighbourhoods and Communities.

I would like to thank you for your question.

Festival Republic, who run Reading Festival, won the Outstanding Achievement prize at the Creative Green Awards last year and Reading Festival won the Best Festival award for its work around biofuels, tent salvaging and environmental communications. It's extremely welcome to have a festival on our doorsteps which is so focused on lowering its impact on the environment. It also, due to location and efforts around river, bus and rail transport, is one of the greener festivals for transportation.

A similar question was raised with the organisers of Reading Festival, Festival Republic in March. Festival Republic has been contacted for their comments on your question and has provided a detailed response. In summary:

- Festival Republic has signed the Festival Vision Pledge aiming for a 50% reduction in carbon emissions by 2025 and eliminating single use plastic by 2021.
- In 2018, the Festival recorded a recycling rate of 67%.
- Five material separation bins are being provided to promote Zero Waste campsites. Volunteers will encourage campers to become recycling champions and this is incentivised. A three bin system is being used elsewhere within the site, providing for recycling, compostable and general waste. The number of recycling points is being doubled for 2019.
- Changes are also being made to the standards required by onsite traders and catering, including soft drinks now being served from cans rather than plastic and decanted into paper cups in the arena.
- Greenpeace volunteers will be talking to festival goers about their plastic rivers campaign and encouraging action to reduce their own single use plastic use.
- As well as asking the festival goers to take their tent home on the website, ticket wallets, posters around the festival site and the big screens between the acts, the festival are running a 'Zero Waste Festival Goer' campaign giving festival goers the chance to feature on the main stage TV screens.
- This year the festival are supporting a new start up tent and camping equipment post back service called '[Festival Bag](#)'
- The festival run a salvaging operation post show and give access to charities and local organisations to rescue what they can. They welcomed 200 organisations last year from the local Scouts and Girl Guides, Sea Cadets, Help for Refugees, Lombok Earthquake Relief and Residents Associations such as WADRA. Previous years saved approximately 30 tonnes from going to landfill or incineration.

The Council will continue to support Festival Republic's messaging and education programme and work closely with them to assist in delivering their sustainability ambitions.

4. Jennifer Leach to ask the Lead Councillor for Strategic Environment, Planning and Transport:

Caversham Flood Alleviation Scheme

The Environment Agency is currently costing the proposed Flood Alleviation Scheme for Caversham at a cautious £35m, of which they will pay 'around £11m'. At a local meeting between the Environment Agency and concerned residents, the question was asked whether RBC would be expected to contribute to the cost of the scheme. The answer was 'most likely, yes'. Is RBC intending to contribute financially to the scheme if it goes ahead? If so, how much? And why? And if not, why is the scheme still being driven forward? Will RBC encourage the Environment Agency to drop the scheme if it is generally acknowledged to be a misguided concept taken too far?

REPLY by Councillor Page Lead Councillor for Strategic Environment, Planning and Transport:

I thank Ms Leach for her question.

The proposed Caversham Flood Alleviation Scheme is an Environment Agency (EA) led scheme that is seeking to reduce the impact of flooding to properties and infrastructure in Reading during any severe flood situation.

The Council is a consultee in the process and the final design proposals have not yet been submitted to the Council for formal response.

The Council is working with the EA and will continue to raise concerns that need to be addressed as part of the design process.

I am advised that the EA met with members of the public and CABFAS on 14th May 2019. During that meeting the EA discussed funding for this project and they explained that they currently have a funding allocation of £11M towards the project. This is a combination of Government Grant in Aid and Local Levy through the Regional Flood and Coastal Committee. It should be noted that the estimated £35M figure is for the full flood reduction scheme should it be brought forward in its entirety.

Funding for the remainder would still need to be secured and, as of yet, has not been determined. In relation to any financial contribution from Reading Borough Council the EA explained that the Council would be just one of the groups with whom they would discuss the funding requirements. Exactly what, if any, form the contribution would take has still to be agreed.

I should emphasise that the Council has not agreed any funding for this project in our current capital or revenue programmes.

The EA has already provided a presentation to the Strategic Environment, Planning & Transport Committee on 19th March 2019 outlining the scope of the scheme. The EA has been invited back to a future meeting to discuss the outcome of their consultations.

Any scheme will also require planning consent and a full consultation process will follow when the scheme is ready for submission.

It should be noted that the intention of the project is to deliver a reduced level of flood risk to residents of the Borough. I would also reiterate that the Council is committed to reducing the risk from flooding in Reading, as per our responsibilities under the Flood & Water Management Act 2010.

5. Eloise Jones to ask the Lead Councillor for Strategic Environment, Planning and Transport:

Climate Change

In 2013 Reading Borough Council produced its Climate Change Strategy of 2013 to 2020 in which it talks of the need to communicate to the public about climate change using '*positive framing*' and a range of '*long-term*' communication methods. Our knowledge of climate and ecological science has significantly changed since 2013 and we now know that we face a more imminent and dangerous situation than we had previously thought, and one which has been

described as an '*existential threat*'. We know that switching to energy saving light bulbs and changing our cotton buds is no longer going to cut the mustard.

On the 8th October 2018 we moved into a new era in our understanding of climate change following the IPCC report, in which scientists warned we have 12 years (now 11 years) to limit global temperature rise to 1.5 degrees. They highlighted in this report that an overall 2 degree temperature rise, the previous limit identified under the Paris agreement 2015, would significantly worsen the risks of drought, floods, extreme heat and poverty for hundreds of millions of people. This isn't 12 years to work out what we need to change, or 12 years to implement policies, it is 12 years to limit temperature rise and those that are aware of the science will understand that some temperature rise is already '*locked-in*'. This report stated that there is no ambiguity over the scientific research. The Executive Director of the United Nations Environment Program said '*It is like a deafening piercing smoke alarm going off in the kitchen, we have to put out the fire.*'

On February 26th of this year Reading Borough Council quite rightly declared a '*Climate Emergency*.' The nature of the climate and ecological crisis however is that it does not fit with what most of us would normally think of as an '*emergency situation*'. This is because it is not something we have become aware of overnight; we have learned more about the seriousness of our situation over a matter of decades.

I feel it is relevant to mention here the analogy of the boiling frog. When a frog is tipped into boiling water its reaction is immediately to jump out - but when a frog is put in lukewarm water which is gradually heated to boiling point, it has no idea what is going on and will sit in the water; the reflexes won't kick in until it is too late and it is then boiled to death. My point is the second situation is no less of an emergency situation for the frog.

According to the Reading Borough Council Emergency Plan Policy, an '*emergency*' is defined as '*events or situations which threaten serious damage to human welfare and/ or the environment*'. And an extract from the Cabinet office guidelines set out in this document states '*Local Authorities play a critical role in civil protection and must exercise a crucial community leadership role*'.

The objectives of the local authority as laid out in the emergency plan are, amongst others, to:-

- Prevent the escalation of an emergency
- Safeguard the environment
- Inform the public.

Further to this, the Civil Contingencies Act 2004 states the local authority has a duty to '*put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency.*'

I therefore wish to ask the council what it has done since February 26th to communicate the climate emergency to members of the public across the borough, particularly to hard to reach groups, and to many who are still unknowingly sleepwalking into a nightmare in just the next decade or two if we do not all act both collectively and individually to prevent this crisis?

If nothing has been done to communicate this emergency to our residents, how do the council intend to rectify this?

REPLY by Councillor Page Lead Councillor for Strategic Environment, Planning & Transport:

I thank Ms Jones for her question.

The Council's Emergency Plan is a "response" Plan. It sets out in detail how the Council will provide an immediate response to real time or imminent emergencies or major incidents such as flooding, fires, vehicle collisions, terrorism etc. By their nature these emergencies provide little or no warning.

A Climate Emergency is different and is the term which is associated with local, national and international campaigns to urgently tackle climate change. The Climate Emergency Declaration describes the urgent action needed to mitigate this process by reducing our emissions of greenhouse gases to zero as quickly as possible.

Bearing in mind the distinctions between "preparation" and "response" the mechanisms you outline within the Councils Emergency Response Plan for warning and informing the public have not been activated, however the Council will activate it if specific events warrant it. These events might be related to climate change.

I would bring your attention to the fact that the Council launched its first climate change strategy in 2008/9. Since then carbon dioxide emissions for services within its direct control have fallen by 53% and the wider borough's emissions, according to latest Government statistics, have fallen by 42% between 2005 and 2016. Working closely with the Reading Climate Change Partnership the Council has ensured Reading continues to be amongst the best performers in reducing year-on-year green-house gas emissions in the UK.

The Council is proud of its record in this area but has showed further ambition this year by declaring a 'Climate Emergency' committing the Council to playing its full part in achieving a zero carbon Reading by 2030, some twenty years earlier than envisaged. However, the Council is only one organisation - albeit an important one - in communicating the message about the need for action and change. Local businesses, the voluntary sector and concerned individuals all have a role.

The Council is already part of the Reading Climate Change Partnership, which is long established and wider than the Council. The partnership has representation from public sector organisations, businesses and community organisations. Whilst the members of the board of the Reading Climate Change Partnership are representative of their wider sectors, there is also a wider membership known as the Reading Climate Action Network (RCAN). To find out more about the partnership please visit: www.readingCAN.org.uk

You are probably aware that the Council hosted the Reading Climate Change Partnership event on June 13th and this was the launching point for the third Reading Climate Change Strategy (CCS). The Strategy will contain actions from the Councils' own action framework for Climate Emergency and this will include direct integration with a number of other Council strategies, policies and partnerships.

The Reading Climate Change Partnership has chosen a very interactive model to develop and deliver the CCS which is based on building 'communities of action' across each of the 6 themes of the strategy:

- 1) Energy and Low Carbon Development
- 2) Natural Environment
- 3) Sustainable Transport
- 4) Resources

- 5) Health
- 6) Water Supply and Flooding

These six groups will meet regularly to develop in the first instance the theme action plan for the strategy, and thereafter to discuss and report on its progress.

6. Michael Sage to ask the Lead Councillor for Strategic Environment, Planning and Transport:

Reading Climate Change Strategy 3

We support Reading Borough Council's (RBC's) commitment to ensure that Reading is carbon neutral by 2030. We are pleased that Reading Climate Change Strategy 3 (RCCS 3) will help to meet this objective and RBC policies are to be revised accordingly. Will intermediate targets be set, the policies revised and their effect monitored and audited using RCCS 3?

We are pleased that individuals and experts are being encouraged to contribute to the process of compiling RCCS 3. However, we would like to see what action will be taken to gain commitment and action from all citizens, companies and organisations of the town and we advocate the use of Citizen's Assemblies as a way of doing this. Will RBC establish a Citizens' Assembly (CA) to consider the elements of RCCS 3 and most importantly how it is to be implemented?

The CA must be properly resourced, follow best practice and its final report and recommendations published along with comments and commitments by RBC. We note that there are a number of CAs that have been set up in the UK in recent years, Oxford City Council's CA to help address the issue of climate change and consider the measures that should be taken in Oxford being an example.

REPLY by Councillor Page (Lead Councillor for Strategic Environment, Planning & Transport):

I thank Mr Sage for his question and for his support for the action that the Council has resolved to take to bring forward a more urgent response to climate change across Reading.

The Council is already part of the Reading Climate Change Partnership, which is long established and wider than the Council. The partnership has representation from public sector organisations, businesses and community organisations. Whilst the members of the board of the Reading Climate Change Partnership are representative of their wider sectors, there is also a wider membership known as the Reading Climate Action Network (RCAN). To find out more about the partnership please visit: www.readingCAN.org.uk

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2. Natural Environment
3. Sustainable Transport

4. Resources
5. Health
6. Water Supply and Flooding

These six groups will meet regularly to develop in the first instance the theme action plan for the strategy and thereafter to discuss and report on its progress.

We recognise that Citizens Assemblies are being adopted by a number of local authorities and we will keep this option under review. However, we feel that the structure which has already been established by the Reading Climate Change Partnership enables a greater level of engagement with the specific elements of climate change action that citizens might be interested in, whilst also providing a platform to keep them informed of overall progress and/or local events and activities.

We would welcome more residents and businesses in Reading participating in the RCAN.

7. Sigrid Teer to ask the Lead Councillor for Lead Councillor for Strategic Environment, Planning and Transport:
Air Quality in Caversham

In February 2019 Caversham Globe published an article "The silent killer on Caversham's busy roads-2018". At four different locations special test tubes were installed in Caversham to measure nitrogen dioxide levels and the results showed that the mean annual limit for nitrogen dioxide was exceeded regularly.

Furthermore RBC collected air quality measurements showing that three Caversham locations have exceeded the mean limit for the past **NINE YEARS**.

Air pollution is a serious concern in and around Reading and as a result Reading declared a climate emergency.

The traffic situation around Caversham has significantly worsened over the last few years and is not helped by housing developments in South Oxfordshire, in places such as Sonning Common, whose residents use their cars to get to Reading via Emmer Green and Caversham.

Could you please explain the exact measures the Council intends to take to reduce air pollution north of Reading?

REPLY by Councillor Page Lead Councillor for Strategic Environment, Planning & Transport:

I thank Ms Teer for her question on the important issue of improving air quality which, as you rightly state, is an issue without boundaries and which needs local and national action to be successful.

As part of the Council's commitment to tackling the Climate Change emergency, we identified a number of actions which required significant policy change by Government, including:

- more support for electric vehicle infrastructure and ownership, whilst incentivising the scrappage of older polluting vehicles and
- more national investment in cycling and walking policies and the expansion of public transport and car clubs using the latest zero carbon technology.

In your question, you note the significant contribution to the increase in traffic in Caversham of out of Borough housing developments. The Council continues to try and work with South Oxfordshire District Council and Oxfordshire County Council to persuade them of the importance of developing plans for park and ride sites to the north of Caversham and a third Thames Crossing between the A3290 Thames Valley Park Drive and the A4155 Henley Road. These schemes, along with appropriate traffic and environmental mitigation measures, would provide alternative travel options which would help to manage and reduce congestion and thereby result in improved air quality in Caversham, central Reading and the two existing river crossings.

The Council continues to work closely with undertakers of road works and with developers so that these necessary works can be conducted in such a way to minimise their impact.

Last year the Council carried out a feasibility study across the Borough which identified 4 road links that were predicted to exceed nationally set nitrogen dioxide values after 2020. As a result of this study the Council was awarded a grant of £1.5m to retrofit all the buses using those links (a total of 97) to EURO6, this work will be completed by the end of 2019. This is the measure that was predicted to have the biggest impact at reducing NO₂ levels. Although none of the road links predicted to exceed target values after 2020 fall within Caversham, the retrofitted buses travel throughout the borough, consequently this measure will have a positive impact in reducing air pollution in Caversham.

Another albeit longer term project which will help to improve air quality in Caversham involves installing electric vehicle charge points to serve residential areas without off street parking. The purpose of the project is to encourage the uptake of electric vehicles and reduce CO₂ emissions. Caversham is one of the areas that fits the brief of the project and officers are examining the suitability of locations which I have detailed in response to another question this evening.

The Council are in the process of renewing the Local Transport Plan and will be reviewing the Air Quality Action Plan (AQAP) later this year. The two documents will be closely linked, both will look to introduce measures to improve air quality through reducing congestion and in the case of the action plan, other non-transport related measures. Both plans will be open for public consultation which I would encourage you to get involved with so that any ideas can be considered for inclusion in them.

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(C) QUESTIONS FROM COUNCILLORS

1. Councillor Duveen to ask the Leader of the Council: Final Annual Accounts for 2016-17

Can the Leader of the Council please explain why the final annual accounts for 2016-17 have not yet been published despite repeated assertions that they will be published soon and can he also:

- Update members on the state of the accounts for 2017-18 and when these will be published;
- Inform members how much money has been spent on consultants sorting out the accounts for 2016-17 and for 2017-18.

REPLY by Councillor Brock Leader of the Council.

The Council's 16/17 accounts have been under final review with our external auditors since 20th May and I'm pleased to say this is nearing conclusion. EY have completed an internal peer review of their audit work and proposed opinion on the accounts. However, as the re-casting of the PFI and asset valuations has had to be performed over more than a ten year period, the closing Balance Sheet figures for 2015/16 have been re-stated which has necessitated a number of Prior Period Adjustments in the 2016/17 Accounts. EY's technical team are in the process of completing their review of these notes. The Public Sector Audit Appointments body will thereafter need to be formally consulted by EY, as their contract was awarded under the PSAA framework agreement. Having spoken to EY we expect this process to be completed and the 2016/17 accounts to be signed off in the next two to three weeks.

Preparation of the 2017/18 accounts are nearing completion and has incorporated the lessons learned and system improvements arising from the 2016/17 accounts process. We are expecting to be able to issue these accounts for public consultation imminently, following the formal sign-off of the 2016/17 accounts.

In finalising the 2016/17 accounts, considerable re-calculation of technical asset valuation methodologies has had to be performed - this has necessarily required additional one-off resource to work through all these changes. The cost of consultants employed during this period has been £534,000. Not all of that cost is directly attributable solely to closing the 2016/17 accounts, but also includes recalculation of up to ten years of certain balances; work on the 2017/18 accounts; and implementing process improvements.

2. Councillor Josh Williams to ask the Leader of the Council: KPMG Refund

In February, the ex-Leader of the Council admitted that the costs of failing to file the Council's accounts had risen to around half a million pounds, meaning more financial pressure on stretched public services. Councillor Lovelock put the blame for the Council's failings squarely on the previous auditors, saying, "the entire committee feel strongly that the historic issues the current auditors EY have required the Council to deal with should have been identified by the previous auditors, KPMG." Can the new Leader of the Council tell us how much money Reading Borough Council has asked KPMG to refund for its inadequate work, to offset these spiralling costs ?

REPLY by Councillor Brock Leader of the Council.

The responsibility for preparing accounts that comply with International Financial Reporting Standards and other accounting regulations sits solely with the Council.

External auditors have a duty to apply due diligence to the work they undertake in forming their overall opinion that the accounts contain no material mis-statements. This is predicated on their assessment of the adequacy of internal controls which affects their materiality threshold when performing audit testing.

I share concerns expressed by the previous Leader - although it must be noted that Cllr Lovelock has never placed blame for the Council's issues 'squarely on the previous auditors' - and the Council is still considering its position. After the 2016/17 accounts have been signed off I will discuss the matter with my colleagues and with the Chair of the Audit and Governance Committee, being mindful of the need to ensure value for public money.

3. Councillor Duveen to ask the Lead Councillor for Neighbourhoods and Communities: Recycling

Given the latest survey of recycling where Reading was placed 308 out of 353 councils for recycling their waste, can the Lead Councillor explain why the recycling rate in Reading is so poor and will she admit that our current rate of 30.7% is unacceptable and that unless we finally start to recycle food waste, which makes up around 1/3 of what goes in to our grey bins, we do not have a chance of meeting the national target of 50% anytime soon.

REPLY by Councillor James Lead Councillor for Neighbourhoods and Communities.

Reading currently sends 20% of its municipal waste to landfill with 79% being recycled, composted or sent to Energy from Waste. The Council is committed to aiming for the EU Directive target recycling rate of 50% by 2020 and recognises that the current recycling rate of 30.7% is too low but that increasing it represents a considerable challenge for the Council.

Reading has 27,000 communal properties out of a total of 70,000 properties, many with communal bin facilities - that's 4 out of 10 properties. As is the case nationally, recycling from communal properties can prove to be challenging and this adversely affects the recycling rate.

The Council recognises that it needs to commit extra resource to increasing the recycling rate and the enforcement of environmental crime. This will be achieved by establishing a Recycling and Environmental Enforcement team with the target of increasing recycling by 4% per annum. In addition, its aims will be to reduce contamination in recycling and carrying out enforcement action against fly-tippers and businesses who do not manage their waste correctly.

The team will be supported by a comprehensive communications and education campaign which will highlight the environmental and economic benefits of recycling and support the Council's recent declaration of a Climate Emergency.

The collection of Pots, Tubs and Trays at the kerbside was introduced by the re3 waste disposal partnership in 2018, expanding the range of materials that can be recycled at the kerbside.

Against the backdrop of austerity the Government published its Resources and Waste Strategy in December 2018 and it is currently consulting on 6 proposals 3 of which relate to waste collection, all of which are likely to change the way waste is collected and recycled in the future. One of the key proposals of the Strategy is to introduce compulsory kerbside food waste collections from 2023.

‘Adding a food waste collection to the current service offers the potential to increase recycling and reduce emissions from landfill with the waste being processed via anaerobic digestion. There is also a cost involved to introduce and maintain a food collection service and, critically, a change in behaviour to separate out waste streams to ensure that our investment delivers the full environmental benefits.

There is a lot to consider. Introducing a food waste service is being evaluated at present to see if such an initiative is both affordable and effective. I anticipate future reports on this matter in the Autumn.

4. Councillor McGonigle to ask the Lead Councillor for Strategic Environment, Planning and Transport:
Engine Idling

Rule 23 of the Highway Code states ‘You must not leave a vehicle’s engine running unnecessarily while that vehicle is stationary’.

Despite signs at Taxi Ranks around the railway station informing drivers that engine idling can incur a fine, I have observed an average 6-12 taxis idling at any one time. I have spoken to many of these drivers who know they should not be idling but say they want to be ready to move off quickly, even though some of them are out of their vehicles talking with other drivers.

And confronting drivers of taxis idling in residential streets across the town, the most popular response is that they are waiting for a fare, even if that wait is 10 minutes.

Can we know if the Council is monitoring this issue at all, and what, if any, reductions in idling have been observed and recorded ?

REPLY by Councillor Page Lead Councillor for Strategic Environment, Planning and Transport.

I thank Cllr McGonigle for her question.

In 2017 the Council agreed a campaign to inform and communicate with taxi drivers on the harm caused by idling. Since then officers have repeated this same message to the trade organisations and many drivers appear to have taken the message on board. However a minority have not.

Taxi Licencing Enforcement Officers routinely ask taxi drivers to turn off their engines when they visit the ranks. The drafting of the legislation requires that officers provide a warning to drivers and if they comply a fixed penalty notice cannot be issued.

It is now time that further and more formal action is taken with drivers and the trade to try to change the culture around idling. As I made clear at the full Licensing Committee on 11th June, when representatives of both of Reading’s trade associations were present, officers are now actively issuing fixed penalty notices for unnecessary idling at a rank where relevant signage is in place.

5. Councillor Whitham to ask the Lead Councillor for Strategic Environment Planning and Transport:

Electric Vehicle Charging from Lampposts

Previously when I was a Councillor I suggested that the Council should look into electric vehicle charging from lampposts in areas of terraced housing where people don't have drives. This could help tackle air pollution problems in Reading as well as cutting the town's carbon emissions. I understand the Council has now done some work on this. Please can I get an update on when electric vehicle charging from lampposts will be rolled out and to what areas?

REPLY by Councillor Page Lead Councillor for Strategic Environment, Planning and Transport.

I thank Cllr Whitham for his question and the opportunity to update on some important work.

The Council has now carried out some detailed investigations following a successful bid for a £100,000 air quality grant to fund the project. The proposal was based on carrying out a residents' survey and then installing lamp column charge points in the areas where demand was identified.

The residents' survey was carried out and received 140 responses. The responses were subsequently surveyed for suitability of the locations.

The surveys ruled out a large number of locations and resulted in a re-evaluation of how best to deliver the project. This is due to the following reasons:

- Lamp columns at the rear of the pavement or old cast iron lamp columns are unsuitable for lamp column chargers to be installed directly.
- Satellite pillars could be used, but these add to street clutter, taking up valuable space on already narrow pavements. A minimum of 1.45m is required for disabled access and on some roads satellite pillars reduce space to below this minimum.
- The supply would also need to be replaced on some of the older columns.
- The service and back office maintenance contracts become expensive when installing a large number of lamp column chargers (estimated at £291 each per annum).

Due to these difficulties it has been decided, at this first stage, to install lamp column Electric Vehicle Charge Points where they can go directly into the lamp column. This has resulted in the number of lamp column charge points being scaled back to 15 in the following locations:

- 2 in St Bartholomews Road
- 2 in Manchester Road
- 3 in Coventry Road
- 1 in Filey Road
- 2 in Caversham Road
- 2 in Anstey Road
- 3 in Wantage Road

These charge points have been ordered and are scheduled for installation in the autumn.

In addition to this, DEFRA has granted the Council permission to widen the scope of the project to include installing fast or rapid charge points on Council-owned assets near to the residential areas where demand has been evidenced.

Car parks provide ideal locations for the installation of charge points although the chosen sites must fulfil the aim of the project, namely to make provision for residents living on streets with no off-street parking.

Potential sites which require surveying for their suitability for the project include:

- Chester Street, Caversham
- Kensington Road
- Hills Meadow
- Palmer Park
- Recreation Road, Tilehurst
- Civic B, Town Centre
- Thames Side Promenade, Richfield Avenue

A further update on this project will be provided to the SEPT Committee in November.

6. Councillor Josh Williams to ask the Lead Councillor for Strategic Environment, Planning and Transport:
Sustainable Transport Solutions

In 2017 the Lead Councillor for Transport voted against a proposal from Green Councillors to investigate a potential workplace parking levy in Reading, saying it was simplistic, childlike and arbitrary. With the Council conducting a wide-ranging business parking survey; is he now investigating a potential workplace parking levy in Reading ?

REPLY by Councillor Page Lead Councillor for Strategic Environment, Planning and Transport.

I thank Cllr Williams for his question.

Demand for new homes and jobs in Reading is increasing, and the town also remains a key shopping and leisure destination in the region. However, like many successful towns and cities, Reading suffers from significant levels of traffic congestion, and poor air quality is having a real effect on the health and wellbeing of our residents. In addition, earlier this year the Council declared a Climate Change emergency with ambitious plans to make Reading carbon neutral by 2030.

In order to find solutions to these issues the Council will very shortly be launching a consultation to help inform development of a new Local Transport Plan. By launching a broad consultation on the challenges our town faces, we want to hear from residents, businesses and visitors about their ideas for transport solutions to help manage levels of congestion and improve air quality, whilst accommodating the significant levels of planned growth. The consultation will also focus on how we can improve the quality of life and health of residents in the Borough, alongside reducing carbon emissions in line with our updated Climate Change objectives.

The parking survey sits alongside this consultation. All data and feedback received from these combined exercises will then be used to help inform Reading Borough Council's new Local Transport Plan.

Subject to the outcome of the LTP consultation, the following options could be applied within Reading borough to meet the transport and air quality challenges that Reading faces:

1. A Clean Air Zone/Low Emission Zone
2. Road user charging
3. A Workplace Parking Levy

No decisions will be made on any scheme or schemes, until the results of the consultations have been assessed.

All councillors are encouraged to play an active role in the consultations, and help shape the transport strategy for Reading for the next 20 to 30 years.

7. Councillor R Singh to ask the Lead Councillor for Strategic Environment, Planning & Transport:

Contravention of Parking Restrictions

Dangerous parking can reduce visibility, particularly at the junctions, affecting the safety of motorists, pedestrians and cyclists. We are seeing a pattern of increased parking contraventions specifically on the double yellow lines near the schools or on the side roads, At least in my ward (Kentwood) that is the case.

Can the Lead Councillor for Strategic Environment, Planning and Transport confirm the average overall parking compliance throughout Reading currently stands at and how many PCNs issued for contravention of parking on the double yellow lines or red route this year compared to the last year and also how the income is reinvested?"

REPLY by Councillor Page Lead Councillor for Strategic Environment, Planning & Transport:

I thank Councillor Singh for his question.

The Civil Enforcement Officers (CEOs) patrol the Borough on a regular basis and Penalty Charge Notices (PCNs) are issued to any vehicle in contravention of the restriction in place. There are various types of parking restrictions in Reading but in particular our CEO's will focus on areas where dangerous parking exists, such as on 'keep clear' markings near schools and on double yellow lines at junctions.

I have asked officers to ensure the areas Councillor Singh has mentioned in Kentwood be investigated further. In addition, the Council has an online reporting form to report illegally parked vehicles. The reports are sent to the CEOs' office and when there is a CEO in the area they can be directed to investigate the issue. The online tool can be found here:
<http://www.reading.gov.uk/parking>

It is important to note that our CEOs are charged with covering the whole of the Borough which is a relatively large and busy area. Of course it is not possible for the CEOs to be in any specific location at all times nor is it practical or viable for them to wait at a particular place in case a contravention may occur.

In 2017-2018 the Council's Annual Parking Report (which is a public document always available on the website) shows that 5,646 PCNs were issued to vehicles in contravention of double yellow lines. The comparison of data between 2017/18 and 2018/19 will be available later this year when the 2018/19 parking report is published. This Annual Report is reported through the Traffic Management Sub Committee each year.

The net income from parking enforcement activities during 2017-2018 was £3.5m, and this was reinvested in the following areas:

Supported bus services	70,233
Discretionary concessionary fares	514,034
Adult Social Care in house transport	328,602
Road safety schemes & CCTV	732,364
Structural Maintenance (principal roads)	766,100
Structural Maintenance (Other roads)	639,000
Expenditure on Bridges	348,400
Road Safety	62,500
Street Lighting	74,000
Total	3,535,233

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READING BOROUGH COUNCIL

REPORT BY DIRECTOR OF RESOURCES

TO:	COUNCIL		
DATE:	25 JUNE 2019		
TITLE:	COUNCILLORS' ALLOWANCES SCHEME 2019/20 - 2022/23		
LEAD COUNCILLOR:	COUNCILLOR BROCK	PORTFOLIO:	LEADER OF THE COUNCIL
SERVICE:	COUNCILLOR SERVICES	WARDS:	BOROUGHWIDE
LEAD OFFICER:	CHRIS BROOKS	TEL:	0118 937 2602
JOB TITLE:	ASSISTANT DIRECTOR, LEGAL AND DEMOCRATIC SERVICES	E-MAIL:	Chris.brooks@reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 Further to Minutes 54 and 9 of the Council's meetings held on 26 March and 22 May 2019 respectively, this report recommends that the Council consider the findings of the Independent Remuneration Panel to amend the scheme of Councillors' Allowances for the financial year 2019/20.
- 1.2 The Independent Remuneration Panel considers a scheme of allowances and makes recommendations to Council. This year the Panel made an interim recommendation to the Council in March 2019, to retain the existing scheme, pending completion of its full review.
- 1.3 The Remuneration Panel's full review has now been completed and their report and findings are attached for consideration.

2. RECOMMENDED ACTION

- 2.1 A motion will be moved at the meeting.

3. POLICY CONTEXT

- 3.1 The Council on 26 March 2019 (Minute 54 refers) agreed an interim scheme for Councillors' Allowances for 2019/20, with the following features:
 - (i) The total amount to be spent on Councillors' Allowances be £448,597;
 - (ii) The level of basic allowance to be paid to each councillor be £8,220 per annum.
 - (iii) That the remaining £70,477 be spent on special responsibility allowances (SRA) to be paid at the following levels to the office holders as specified below:

Office Holder	Level of SRA pa
Leader of the Council	£7,004
Deputy Leader of the Council	£5,722
Tier 1 to be paid to the Lead Councillors and to the Leader of the main opposition Group	£3,816
Tier 2 to be paid to the Chairs of Committees and the Leader of the other political groups	£2,147
Tier 3 to be paid to Vice-Chairs of Committees and to other councillors carrying out other activities in relation to the discharge of the authority's functions as require the commitment of equivalent time and effort as for other categories of activity which would qualify for Special Responsibility Allowance under Paragraph 5(1)(i) of the Local Authorities (Members' Allowances) (England) Regulations 2003 and to the independent person appointed in accordance with Section 28 of the Localism Act 2011 to carry out the functions specified in that Act in relation to the Members' Code of Conduct and Local Standards Committee	£1,074

- (iv) Councillors may claim for the cost of a carer to look after children or disabled or elderly dependent relatives whilst undertaking approved duties on behalf of the Council as follows:

- Up to £8.75 per hour for childcare, up to 15 hours per week;
- Up to £8.75 per hour for the carer of a disabled or elderly dependent relative (including a disabled child), up to 15 hours per week;

and provided that the above claims were supported by a signed receipt from the carer confirming the hours and amount claimed and that the carer was not a close relative. These allowances are taxable.

- (v) An approved duty is defined as follows:

- a meeting of the executive
- a meeting of a committee of the executive
- a meeting of the authority
- a meeting of a committee or sub-committee of the authority
- a meeting of some other body to which the authority makes appointments or nominations
- a meeting of a committee or sub-committee of a body to which the authority makes appointments or nominations
- a meeting which has both been authorised by the authority, a committee, or sub-committee of the authority or a joint committee of the authority and one or more authorities, or a sub-committee of a joint committee and to which representatives of more than one political group have been invited (if the authority is divided into several political groups) or to which two or more councillors have been invited (if the authority is not divided into political groups)
- a meeting of a local authority association of which the authority is a member
- duties undertaken on behalf of the authority in pursuance of any standing order requiring a member or members to be present while tender documents are opened

- duties undertaken on behalf of the authority in connection with the discharge of any function of the authority conferred by or under any enactment and empowering or requiring the authority to inspect or authorise the inspection of premises
- duties undertaken on behalf of the authority in connection with arrangements made by the authority for the attendance of pupils at a school approved for the purposes of section 342 of the Education Act 1996
- any other duty approved by the authority in connection with discharging the duties of the authority or its committees or sub-committees.

3.3 The Council, on 13 November 2001, set up an independent Remuneration Panel to review annually the Council's scheme for Councillors' Allowances and to make recommendations for a scheme of allowances to include:

- i) the amount of basic allowance to be paid to all Councillors;
- ii) the duties in respect of which Councillors should receive a special responsibility allowance, and the amount of such an allowance;
- iii) allowances for the care of children or dependants.

3.4 The Remuneration Panel was set up to include at least three and no more than five independent members appointed to represent stakeholders of the Council. Its current membership is:

- Francis Connolly - member with experience of the local voluntary sector and local business
- Linda Fort - member with experience of the local media
- Mick Pollek - member with experience of the local trade union movement
- Lady Audrey Durant - member with experience of the local voluntary sector

4. THE PROPOSAL

4.1 The Panel has conducted a full review of the Councillors Allowances Scheme and the Panel's report setting out their findings is attached to the report.

Pensions

4.2 The changes made by the Government to the Local Government Pension Scheme (LGPS) for Councillors excluded any new membership from 1 April 2014 and access for existing Councillors ended with their current fixed term of office. All membership to the Local Government Pension Scheme by Councillors expired in May 2016.

Information Commissioners Office (ICO)

4.3 The Information Commissioners Office (ICO) wrote to all Councils explicitly asking that all Councillors checked and understood their obligations under the Data Protection Act, as the ICO felt there was a potential personal risk exposure for many Councillors of inadequate registration in context with information held at home from carrying out their role as a representative of the residents in a ward or as an independent councillor not affiliated with any political party that would not be covered by existing Council or Political Registrations.

4.4 Since May/June 2015 the Council has operated a bulk registration of all Councillors with the ICO on an 'opt out basis' rather than 'opt in'.

5. CONTRIBUTION TO STRATEGIC AIMS

- 5.1 The provision for the payment of allowances to Councillors gives local authorities the scope to set allowances schemes to suit local needs and to help ensure that Councillors are not financially disadvantaged in serving as elected Members.
- 5.2 Ensuring Councillors are recompensed fairly for their services will help to attract candidates of high calibre and help to retain them, thereby enhancing the stability and experience of Reading's elected Councillors.

6. COMMUNITY ENGAGEMENT AND INFORMATION

- 6.1 South East Employers conducts an annual survey of members' allowances that provides benchmarking data and this has been used to compare the level of allowances in Reading with other Berkshire authorities (as set out in the table below). The Leader's SRAs ranged from £18,865 in West Berkshire to £28,954 in Bracknell; Deputy Leader's SRAs ranged from £11,319 in West Berkshire to £17,372 in Bracknell; and Lead Councillors' SRA ranged from £9,433 in West Berkshire to £15,926 in Bracknell. The average SRA allowances received across the Berkshire authorities (excluding Reading) are £11,695 for a Lead Councillor role and £22,414 for the Leader.

The basic Councillor allowance in Reading is broadly comparable at £8,220 with those of other Berkshire authorities, being just over £600 above the lowest (West Berkshire) and just under £500 below the highest figure (Bracknell).

	Basic Allowance	Leader's SRA	Deputy Leader's SRA	Lead Councillor's SRA
Bracknell Forest Council	£8,687	£28,954	£17,372	£15,926
Reading Borough Council	£8,220	£7,004	£5,722	£3,816
Royal Borough of Windsor and Maidenhead	£8,143	£24,428	£13,434	£12,215
Slough Borough Council	£7,626	£19,827	£13,878	£10,905
West Berkshire Council	£7,546	£18,865	£11,319	£9,433
Wokingham Borough Council	£7,784	£20,000	-	£10,000

7. EQUALITY IMPACT ASSESSMENT

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

8. LEGAL IMPLICATIONS

- 8.1 The Local Government Act 2000 requires local authorities to set up and maintain an independent Remuneration Panel to make recommendations to the authority concerning the allowances to be paid to elected members.
- 8.2 The relevant regulations governing the payment of allowances to elected members are:
- The Local Authorities (Members' Allowances) Regulations 1991 No. 351
 - The Local Authorities (Members' Allowances) (Amendment) Regulations 1995 No. 553
 - The Local Authorities (Members' Allowances) (Miscellaneous Provisions) Regulations 2001
 - Local Authorities (Members' Allowances) (England) Regulations 2001
 - The Local Authorities (Members' Allowances) (England) Regulations 2003
 - The Local Authorities (Members' Allowances) (England) (Amendment) Regulations 2003
 - The Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014.
- 8.3 The Local Government Act 2000 (Commencement No 6), made on 15 February 2001, brought into force from 19 February 2001 all the provisions of the Local Government Act 2000 which relate to allowances except the abolition of attendance allowance which was abolished from 28 July 2001.
- 8.4 The relevant regulations came into force on 4 May 2001 and from that date local authorities have been under a duty to set up an independent Remuneration Panel. Any decision to amend, revoke or replace an allowances scheme will have to be taken having regard to the recommendations of the Panel. This will apply to the Council's current scheme, which will expire on 31 March 2018.
- 8.5 Under Regulation 2(5) of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, the adoption of the Councillors' Allowances scheme may not be the responsibility of the executive of the authority. Regulation 2(7) goes further and states that the Council may not delegate this function to a Committee or to an officer. The Council has to take all decisions relating to the adoption of its Scheme of Councillors' Allowances.

9. FINANCIAL IMPLICATIONS

- 9.1 The 2019/20 budget for Members' Allowances is £461,600.
- 9.2 If members choose to follow all the Remuneration Panel's recommendations to the scheme, the approximate cost will £561,000 for the full financial year.
- 9.3 The MTFS included a provision to the base budget of £100,000 on an ongoing basis, assuming that their salaries could be inflated by 2% per year, backdated from 2010/11.
- 9.4 These costs will be reviewed annually as part of the Council's budget setting process.

10. BACKGROUND PAPERS

- 10.1 The Local Authorities (Members' Allowances) (England) Regulations 2003
The Local Authorities (Members' Allowances) (England) (Amendment) Regulations 2003
The Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014

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REPORT OF THE INDEPENDENT REMUNERATION PANEL

**TO READING BOROUGH COUNCIL ON 25
JUNE 2019**

**ON AMENDMENTS TO THE
COUNCILLORS' ALLOWANCES SCHEME**

Introduction

1. Councillors are entitled to receive allowances as set out in the councillors' allowances scheme. The Council's current scheme came into force on 1 April 2019, following consideration of the Independent Remuneration Panel's interim recommendations at the Council meeting held on 26 March 2019 (Minute 54 refers). The scheme is set out on the Council's website and detailed in the Minutes of the Council meeting where the scheme was agreed.
2. The Independent Remuneration Panel's report to Council on 26 March 2019 made it clear that the scheme being put to that meeting was an interim finding pending the completion of their more thorough review, which was still ongoing at the time of the Council meeting in March.

Legal framework

3. The recommendations set out in the report have been made in accordance with the Local Government and Housing Act 1989, the Local Government Act 2000, and The Local Authorities (Members' Allowances) (England) Regulations 2003.
4. The Regulations state that councils have a duty to consider the findings of an independent remuneration panel before determining the councillors' allowances scheme. The regulations place a statutory obligation on the Council to establish and maintain an independent remuneration panel to look at councillors' allowances and report its views to the council. There is a statutory obligation for a panel of at least three members, none of whom is also a member of the council or is a member of a committee or sub-committee of the council, nor disqualified from being an elected member of the council (s.80 of the Local Government Act 1972, and s.79 of the Local Government Act 2000).
5. In addition to the regulations, the Government has issued guidance to councils on councillors' allowances. This guidance deals with the types of allowances which can be paid and what the allowances cover, the setting up, appointment and work of independent remuneration panels, and the making and publication of allowances schemes.

The Council's Independent Remuneration Panel

6. On 22 May 2019, Council re-appointed independent members to its Independent Remuneration Panel until May 2020. The current panel consists of four members:

Francis Connolly - member with experience of the local voluntary sector and local business

Lady Audrey Durant - member with experience of the local voluntary sector

Linda Fort - member with experience of the local media

Mick Pollek - member with experience of the local trade union movement

Methodology

7. During the Municipal Year 2018-19, the Panel met to review the councillors' allowances scheme. To assist in its deliberations the panel had regard to the following information:
 - the Local Government and Housing Act 1989
 - the Local Government Act 2000
 - the Local Authorities (Members' Allowances) (England) Regulations 2003 (and subsequent amendment regulations)
 - Guidance on Members' Allowances for Local Authorities in England
 - Details of the Council's governance arrangements, which include the operation of a Committee system arrangements, which were agreed by Council in May 2013
 - Details of councillors' allowances paid by other councils, including geographical unitary neighbours in Berkshire and 'statistical' neighbours throughout England
 - Details of inflation rates and the staff pay increase.
8. All councillors were advised of the review of the scheme and were invited to submit their comments in writing via a questionnaire (Appendix A). Twenty three councillors responded. The panel also interviewed the Leader of the Council and the leaders of the Conservative and Green groups as well as the Lead Councillor for Children. This enabled the panel to gather information on councillors' roles on council business, views on the current scheme, comparisons with other authorities, the cost of the scheme to the council, and comments on what activities and roles warrant a special responsibility allowance.
9. The aim of the councillors' allowances scheme is to recognise the different roles and responsibilities to be undertaken by councillors within the Council's decision making structure. The allowances scheme should aim to compensate councillors fairly and equitably for their time and effort they need, or can be expected, to devote to their work as elected members of the council. Whilst the Panel recognises that some element of a councillor's time should be voluntary, this must be balanced against the need to ensure councillors do not suffer financial loss, that local people are encouraged to come forward as elected members, and that their service to the community is retained.
10. A common theme in the responses to the questionnaire was that although councillors were seldom put off by the level of allowances from becoming a councillor there was often a reluctance to take on more leading roles due to the time commitment this would entail. The time that lead councillors and other councillors had to commit when taking on additional responsibilities was regularly cited as limiting career prospects, which could create affordability issues and reduce the talent pool for the more senior councillor roles at the Council.

11. The current allowances scheme was introduced in April 2019 as an interim measure. The Panel recognise that the councillors' allowances scheme is now in urgent need of review and amendment, with the last adjustment to the scheme being made on 25 May 2010, where it was agreed to reduce Councillors' Special Responsibility Allowances by 10%. The scheme has remained unchanged since that decision to lower SRAs, including not making any inflation-related adjustments or up-rating in line with the national pay award for Council employees.
12. However, the issue of low allowances had persisted prior to 2010. Since the new governance arrangements set out in the Local Government Act 2000 came into effect in September 2001, members' allowances in Reading have remained pretty much static. This is especially true for those councillors in receipt of Special Responsibility Allowances. The scheme agreed for 2002/03, gave the Leader a SRA of £6,721 and in the 17 years that have passed since then this figure has risen to just £7,004. Similarly the Deputy Leader and Lead Councillors' allowances have risen from £5,491 and £3,661 respectively in 2002/03 to £5,722 and £3,816 today.
13. The Panel has also compared the allowances of councillors at Reading with those of other similar councils in England, with a particular focus on the other unitary authorities in Berkshire, and concluded that Special Responsibility Allowances in Reading had fallen massively behind the other Berkshire councils due to years of being frozen and were now far too low for the level of responsibility attached to them.
14. By way of comparison in 2018/19, Leader's SRAs ranged from £18,300 in West Berkshire to £28,954 in Bracknell; Deputy Leader's SRAs ranged from £9,155 in West Berkshire to £17,372 in Bracknell; and Lead Councillors' SRA ranged from £9,155 in West Berkshire to £15,926 in Bracknell. The average SRA allowances received across the Berkshire authorities (excluding Reading) are £11,653 for a Lead Councillor role and £22,337 for the Leader.
15. These figures demonstrate that there is now a considerable discrepancy in the allowances scheme in relation to SRAs compared with the neighbouring Berkshire authorities. Therefore, this year provided a timely opportunity to review Reading's scheme to reflect the level of commitment and time required by particularly those councillors performing leadership roles, which attract SRAs.
16. There are other sources of information available on members' allowances, which include the Local Government Association; the Local Government Information Unit; and a recent independent report on Councillors' remuneration in London. These sources also demonstrate that Reading's SRAs are comparatively low, including with other unitary authorities of similar size and demographic.

17. The Panel also considered that introducing an index by which Members' Allowances are increased each year would be a positive development. A contributory factor to the comparatively low SRA level in Reading has been the fact that Councillors have to decide at full Council each year whether or not to award themselves an increase in allowances. These decisions were taken partly to demonstrate budgetary restraint in financially difficult times for Reading and local authorities generally, resulting in a reluctance to approve increases even in some circumstances where previous Remuneration Panels had recommended them. Introducing incremental increases would also guard against Reading's allowances scheme falling so far behind comparable local authorities in the future. The possibility of linking future increases to the national pay awards for staff would be in line with the practice in some other Berkshire authorities.

Basic allowance

18. The basic allowance is a flat rate allowance payable to each councillor to recognise their time and commitment to the Council. It covers all meetings of the authority, meetings with officers, meetings with electors/residents, political group meetings, and travel time to and from those meetings. It also covers incidental costs of a councillor using their home or working away from council premises, for example telephone, computer use, paper, and printing costs.

19. The Panel took account of the basic Councillor allowance in Reading being broadly comparable at £8,220 with other Berkshire authorities. The basic allowance in Reading was just over £700 above the lowest (West Berkshire) and just under £500 below the highest figure (Bracknell). The average basic allowance for Berkshire is £8,001, slightly below Reading's figure.

The 2018/19 comparative figures are set out below:

	Basic Allowance
Bracknell Forest Council	£8,687
Reading Borough Council	£8,220
Royal Borough of Windsor and Maidenhead	£8,143
Slough Borough Council	£7,626
West Berkshire Council	£7,546
Wokingham Borough Council	£7,784
Berkshire Average	£8,001

20. An assessment of the overall picture also shows that Reading has the lowest overall budget for Councillors Allowances and the lowest cost per councillor of the Berkshire Unitaries, which have provided data:

	No. of Councillors	Average cost per Councillor	Total Budget
Bracknell Forest Council	42	£13,683	£574,680
Reading Borough Council	46	£9,752	£448,597

Royal Borough of Windsor and Maidenhead	57	-	-
Slough Borough Council	42	£11,276	£473,600
West Berkshire Council	52	£10,890	£566,290
Wokingham Borough Council	54	£11,273	£608,740

RECOMMENDATION

That the total sum provided for the payment of Basic Allowance to all councillors remain at £378,125; and the Basic Allowance paid to individual councillors remain the same at £8,220 a year, in recognition of the current amount being slightly above the Berkshire average. The allowance would be up-rated in line with the Local Government Pay Settlement in future years to prevent the current level of allowance slipping behind other Berkshire authorities over the duration of the scheme.

Special responsibility allowances

21. The councillors' allowances scheme can include the payment of special responsibility allowances to councillors who have significant responsibilities above basic allowance responsibilities. The Panel considered in detail which roles should receive a special responsibility allowance, basing its recommendations on the level of responsibility, and comparisons between different roles.

The Councillors currently in receipt of SRAs are as follows:

- The Leader and Deputy Leader;
- Tier 1 to be paid to the Lead Councillors and to the Leader of the main opposition Group;
- Tier 2 to be paid to the Chairs of Committees and the Leader of the other political groups; and
- Tier 3 to be paid to Vice-Chairs of Committees.

22. The comparative figures for 2018/19 are set out below:

	Leader's SRA	Deputy Leader's SRA	Lead Councillor's SRA
Bracknell Forest	£28,954	£17,372	£15,926
Reading	£7,004	£5,722	£3,816
Royal Borough of Windsor and Maidenhead	£24,428	£13,434	£12,215
Slough Borough Council	£19,827	£13,878	£10,905
West Berkshire Council	£18,865	£11,319	£9,433
Wokingham Borough Council	£20,000	-	£10,000

23. The current scheme states that where a councillor is entitled to more than one special responsibility allowance, only the higher or highest allowance shall be paid. The Panel has retained this in the recommended scheme.

24. The Panel believes that the existing special responsibility allowances should be subject to a cost of living increase in future years and recommends an increase in line with the Local Government Pay Settlement. This should be applied to all special responsibility allowances.

25. The special responsibility allowance for the Leader of the Council is currently £7,004 per annum. The Panel compared this with other unitary authorities in Berkshire and statistical neighbours in particular and considers the current allowance to be too low. The Panel considers that this allowance should be increased significantly due to the high level of responsibility of this role. The Panel recommends an increase of 183 per cent, meaning the new allowance should be £19,846 per annum.

26. In addition to the Leader, there are nine Lead Councillors one of whom is also the Deputy Leader. The Deputy Leader and Lead Councillors are awarded a special responsibility allowance, which the Panel considers is also too low for the level of responsibility required to fulfil these roles. It is therefore recommended that the Deputy Leader and Lead Councillors should receive £12,000 and £10,799 respectively.

27. The Panel reviewed the special responsibility allowance for chairs of the various Committees. The Panel was particularly concerned at the allowances paid to the Chairs of the main regulatory committees, dealing with planning and licensing matters. Consequently, it is recommended that the Chairs of the Planning Applications Committee and Licensing Applications Committee should receive £6,076 to recognise the number of meetings and other responsibilities that needed to be carried out by these members.

28. The Panel also considered other Committee Chairs and believed that they should also receive an increase in allowance due to the level of responsibility of these roles and the relatively low amount in comparison to the other Berkshire unitary authorities and statistical neighbours. The Panel therefore recommended an increase in SRA to £3,039.
29. The Panel reviewed whether Vice-Chairs should receive a SRA for their roles. The Panel was of the view that the Vice-Chairs of Planning Applications and Licensing Applications Committees should receive these additional payments due to the heavy workload of these committees. In the case of Licensing Applications Committee, it was recommended that the Council should consider appointing two Vice-Chairs to this Committee as a means to spread the workload more widely due to the high number of Sub-Committees that needed to be populated by councillors drawn from the main Licensing Applications Committee. The Panel therefore recommended an increase in SRA to £3,039 for the Vice-Chairs of Planning Applications and Licensing Applications Committees.
30. The Panel agreed that the Council should continue to pay special responsibility allowances to opposition group leaders to recognise their additional responsibility and recommended continuing this practice on the basis of the Leader of the main opposition group receiving Tier 2 payment and other group leaders being in receipt of Tier 3.
31. In relation to other vice-chairs and councillors carrying out other activities and functions requiring the commitment of equivalent time and effort which could qualify for Special Responsibility Allowance, the Panel was content for the Council to decide which other councillors should qualify for an SRA. The Panel created a fourth tier of SRA at £1,074 to be payable to the Independent Person, which would be largely consistent with the other Berkshire authorities, and also allow the Council to identify any other councillors that it considers should receive it.

RECOMMENDATION

- (1) That the Special Responsibility Allowances payments be amended to the amounts set out, as follows:
- (a) the amount paid to the Leader to be £19,846 (an increase of £12,842);
 - (b) the amount paid to the Deputy Leader to be £12,000 (an increase of £6,278);
 - (c) the amount paid to SRA Tier 1 to be £10,799 (an increase of £6,983 per Lead Councillor);
 - (d) the amount paid to SRA Tier 2 to be £6,076;
 - (e) the amount paid to SRA Tier 3 to be £3,039;

(f) the amount paid to SRA Tier 4 to be £1,074.

No councillor shall receive more than one Special Responsibility Allowance;

(2) That the existing categorisation of tiers should be amended, as follows:

- Tier 1 to be paid to the Lead Councillors;
- Tier 2 to be paid to the Chairs of the Planning Applications and Licensing Applications Committees and the Leader of the main opposition group;
- Tier 3 to be paid to the Chairs of the Committees, Vice-Chairs of Planning and Licensing Applications Committees and Leaders of the other political groups;
- Tier 4 (NEW) other councillors carrying out other activities in relation to the discharge of the authority's functions as require the commitment of equivalent time and effort as for other categories of activity which would qualify for Special Responsibility Allowance under Paragraph 5(1)(i) of the Local Authorities (Members' Allowances) (England) Regulations 2003 and to the independent person appointed in accordance with Section 28 of the Localism Act 2011 to carry out the functions specified in that Act in relation to the Members' Code of Conduct and Local Standards Committee.

Travel and subsistence allowances

32. Travel and subsistence allowances are intended to reimburse councillors for expenditure incurred when undertaking the approved duties. The Panel considers that the Council should continue to pay these allowances at the same level as paid to officers.

33. The Panel received a representation from a councillor suggesting that Councillors could be offered parking permits for any parking zones in the ward for which they had been elected. This was particularly relevant where the Councillor did not live in the Ward which he or she represented. The Panel decided to include this suggestion in its recommendations as a low cost solution to assist councillors' ward presence, whilst accepting that other forms of transport to the private car would be preferable where they were a viable alternative.

RECOMMENDATION

(1) That the level of travel allowances be set as the same as officers receive, as follows:

- Travel by councillor's own motor vehicle - 45 pence per mile
- Travel by councillor's own bicycle - 37 pence per mile
- Travel by councillor's own motorcycle - 40.9 pence per mile
- Bus travel - cost of the ordinary fare, cheap fare or portion of any weekly ticket;

- (2) That Councillors be offered parking permits for any parking zones in the ward for which they had been elected;
- (3) That, subject to (4) below, the level of subsistence allowances, with the exception of overnight subsistence, remain the same as officers receive. The allowances are currently:
- **Subsistence**
 - Breakfast allowance £8.26
 - Lunch allowance £11.41
 - Tea allowance £4.52
 - Evening meal allowance £14.13
 - Overnight subsistence £82.21 a day outside London
£93.77 a day in London or at LGA Annual Conferences
- (4) That the subsistence limits referred to in (3) above be exceeded in exceptional circumstances at the discretion of the Monitoring Officer, e.g. to enable a Councillor and an officer attending a conference to stay at the same accommodation, subject to there being sufficient budget provision.

Childcare allowance and dependant carer's allowance

34. The childcare allowance and dependants' carers' allowance are payable to councillors who incur expenditure on the care of their children or dependant relatives whilst the councillor is undertaking approved duties, which are set out in Appendix C. The panel recognises that it is important to offer these allowances to councillors so they are not discouraged from carrying out council work by their personal responsibilities.

RECOMMENDATION

That the 2019-20 arrangements for the payment of Dependant Carers' Allowance be raised by a cost of living increase of 2.8%, paid in line with the 'real' living wage, as follows:

- (a) Up to £9 per hour for childcare for up to 15 hours a week
- (b) Up to £9 per hour towards the cost of a care attendant for an elderly or disabled relative (including a disabled child) for up to 15 hours a week

The person providing the care may not be a close relative defined as spouse, partner (opposite or same sex cohabitees), parents, children, brothers, sisters, grandparents and grandchildren. The paid care attendant must sign a receipt to show that they have cared for the dependant during the hours claimed for.

Annual adjustments and amendments

35. The allowances payable under the scheme are normally adjusted at the beginning of each financial year. The panel considers that these allowances should increase in line with the Local Government Pay Settlement for the subsequent three years. This would act to prevent councillors' allowances in Reading falling behind other comparable authorities in the future.

RECOMMENDATION

That the basic allowance and the Special Responsibility Allowances set out in the Councillors' Allowances scheme be increased at the beginning of each new financial year from April 2020 in accordance with the Local Government Pay Settlement for the remaining period of the scheme (ie the subsequent three years until 2022).

Conclusions and Recommendations

36. The Panel found that Special Responsibility Allowances in Reading had fallen far behind those paid to councillors in the other Berkshire unitary authorities and its comparable group 'statistical neighbours'. The Panel does not believe that Reading's councillors are worth less than their counterparts in other parts of the county. The Panel was of the view that it was time to redress historic political decisions taken by different parties over the years, which have meant that Reading's councillors are now effectively valued less. An increase of 183 per cent to the Council leader's Special Responsibility Allowance may appear excessive as a headline figure, but in reality will only bring the rate up to the Berkshire average and that is what the Panel is recommending for this demanding and important role.
37. The Basic Allowance in Reading has kept up with neighbouring and similar unitary authorities and so the Panel has not recommended an increase this year, but does recommend annual rises thereafter in accordance with the Local Government Pay Settlement.
38. The Panel recommends that the Councillors' Allowances scheme, attached as Appendix B, updates and amends the interim scheme adopted from 1 April 2019. Although, the updated scheme has a significant budgetary impact, the Panel would urge the Council to increase the allowances in their entirety in 2019/20 to address the disparity in allowances in Reading compared with other similar authorities and to avoid the allowances in Reading falling behind the Berkshire average again over the period of the scheme. The Panel felt that it is a matter for the Council to decide whether to introduce any increases from the beginning of the year or part way through, such as from 1 October 2019, in order to mitigate the cost of the scheme in the first year.

COUNCILLOR SURVEY 2018/19

Name:

Q. Are you:

Employed full time	
Employed part time	
Unemployed	
Self-employed	
Retired	

Q. Please indicate the number of hours you spend on average each month on your duties as a Councillor:

	No time	1 to 5 hours	6 to 10 hours	11 to 15 hours	16 hours or more
Ward work (surgeries, visits, emails, phone calls etc.)					
Preparation/attendance at council/committee meetings					
Preparation/attendance at other RBC meetings					
Preparation/attendance at other meetings (outside bodies etc.)					

Q. Please tell us about any other RBC related duties you undertake (including an estimate of the time spent on them in an average month) or any further information on the above:

Q. If you are employed, does your employer provide any paid or unpaid leave to enable you to undertake your duties as a Councillor? If so, please provide details:

Q. Do you feel the current Councillors' allowances scheme adequately covers the expenses you incur as a Councillor?

Yes	
No	

Please provide any further information:

Q. Do you receive a Special Responsibility Allowance (SRA)?

Yes	
No	

Q. For which role(s) do you receive a Special Responsibility Allowance?

Q. Please indicate the number of hours you spend on average each month on your SRA role:

	No time	1 to 5 hours	6 to 10 hours	11 to 15 hours	16 hours or more
Attending RBC meetings					
Attending external meetings					
Meeting external stakeholders/partners					
Preparations/research					

Other, please specify:

Q. Do you consider the level of your SRA payment to be appropriate for the role?

Yes	
No	

Please provide any further information:

Q. Please provide details of training you have attended which enables you to carry out your role as a Councillor:

Q. Would you support Councillors' allowances being increased in line with local government pay awards?

Yes	
No	

Please provide any further information:

Q. Was the level of remuneration a consideration when you first decided to become a Councillor?

Q. Would the present level of remuneration discourage you from standing at the next election?

Q. Please provide any comments on the Councillors' allowances scheme, such as the level of basic allowances, the level of Special Responsibility Allowance (SRA), the level of expenses that can be claimed (such as childcare and travel):

Thank you for completing the survey.

Please return completed forms to Committee Services.

RECOMMENDATION

That, in accordance with the Local Authorities (Members Allowances) (England) Regulations 2003, the Councillors' Allowances scheme 2019/20-2020/23, Council be recommended to amend the interim scheme adopted from 1 April 2019, in accordance with the provision set out in Regulation 10(3), as follows:

READING BOROUGH COUNCIL**AMENDED SCHEME FOR COUNCILLORS' ALLOWANCES - 2019/20**

- (1) That, for 2019-20, the total sum for the payment of Basic and Special Responsibility Allowances to councillors be set at £550,000;
- (2) That, within this total sum, the provision for the payment of Basic Allowance to all councillors remain at £378,125; and the Basic Allowance paid to individual councillors remain the same at £8,220 a year;
- (3) That the Special Responsibility Allowances payments be amended to the amounts set out, as follows:
 - (a) the amount paid to the Leader to be £19,846;
 - (b) the amount paid to the Deputy Leader to be £12,000;
 - (c) the amount paid to SRA Tier 1 to be £10,799;
 - (d) the amount paid to SRA Tier 2 to be £6,076;
 - (e) the amount paid to SRA Tier 3 to be £3,039;
 - (f) the amount paid to SRA Tier 4 to be £1,074.
 No councillor shall receive more than one Special Responsibility Allowance;
- (4) That the existing categorisation of tiers should be amended along with the introduction of a fourth tier, as follows:
 - Tier 1 to be paid to the Lead Councillors;
 - Tier 2 to be paid to the Chairs of Planning Applications and Licensing Applications Committees and to the Leader of the main opposition group;
 - Tier 3 to be paid to the Chairs of Committees, Vice-Chairs of Planning and Licensing Applications Committees and Group Leaders of the other political groups;
 - Tier 4 to be paid to councillors carrying out such other activities in relation to the discharge of the authority's functions as require the commitment of equivalent time and effort as for other categories of activity which would qualify for Special Responsibility Allowance under Paragraph 5(1)(i) of the Local Authorities (Members' Allowances) (England) Regulations 2003 and to the independent person appointed in accordance with Section 28 of the Localism Act 2011 to carry out the functions specified in

that Act in relation to the Members' Code of Conduct and Local Standards Committee;

- (5) That the 2019-20 arrangements for the payment of Dependant Carers' Allowance be raised by a cost of living increase of 2.8%, paid in line with the real living wage, as follows:
- (a) Up to £9 per hour for childcare for up to 15 hours a week
 - (b) Up to £9 per hour towards the cost of a care attendant for an elderly or disabled relative (including a disabled child) for up to 15 hours a week

The person providing the care may not be a close relative defined as spouse, partner (opposite or same sex cohabitantes), parents, children, brothers, sisters, grandparents and grandchildren. The paid care attendant must sign a receipt to show that they have cared for the dependent during the hours claimed for;

- (6) That, subject to (8) below, the level of subsistence allowances, with the exception of overnight subsistence, remain the same as officers receive. The allowances are currently:
- Subsistence
 - o Breakfast allowance £8.26
 - o Lunch allowance £11.41
 - o Tea allowance £4.52
 - o Evening meal allowance £14.13
 - o Overnight subsistence £82.21 a day outside London
£93.77 a day in London or at LGA Annual Conferences
- (7) That the level of travel allowances be set as the same as officers receive, as follows:
- Travel by councillor's own motor vehicle - 45 pence per mile
 - Travel by councillor's own bicycle - 37 pence per mile
 - Travel by councillor's own motorcycle - 40.9 pence per mile
 - Bus travel - cost of the ordinary fare, cheap fare or portion of any weekly ticket;
- (8) That the subsistence limits referred to in (6) above be exceeded in exceptional circumstances at the discretion of the Monitoring Officer, e.g. to enable a Councillor and an officer attending a conference to stay at the same accommodation, subject to there being sufficient budget provision;
- (9) That provision for Co-optees' Allowances are payable solely to non-councillor members of the Standards Committee attending meetings of the Committee or any Sub-Committee set up by the Committee as part of

its process of assessing, investigating and hearing complaints about Councillors; the allowances to be paid at the daily rate equivalent of the Councillors' Basic Allowance; the Monitoring Officer to be authorised to settle the rate to be paid on each occasion;

- (10) That the salary sacrifice schemes available to Council staff also be made available to Councillors;
- (11) That Councillors be offered parking permits for any parking zones in the ward for which they had been elected;
- (12) That, in view of the exceptional frequency and length of meetings, two vice-chairs be appointed to the Licensing Applications Committee;
- (13) That the Council be urged to increase the allowances in their entirety in 2019/20 to avoid the allowances in Reading falling behind the Berkshire average again over the period of the scheme;
- (14) That the basic allowance and the Special Responsibility Allowances set out above be increased at the beginning of each new financial year in accordance with the Local Government Pay Settlement for the period of the scheme (ie the subsequent three years to 1 April 2022).

Approved Duties are defined as:

- a meeting of the executive
- a meeting of a committee of the executive
- a meeting of the authority
- a meeting of a committee or sub-committee of the authority
- a meeting of some other body to which the authority makes appointments or nominations
- a meeting of a committee or sub-committee of a body to which the authority makes appointments or nominations
- a meeting which has both been authorised by the authority, a committee, or sub-committee of the authority or a joint committee of the authority and one or more authorities, or a sub-committee of a joint committee and to which representatives of more than one political group have been invited (if the authority is divided into several political groups) or to which two or more councillors have been invited (if the authority is not divided into political groups)
- a meeting of a local authority association of which the authority is a member
- duties undertaken on behalf of the authority in pursuance of any standing order requiring a member or members to be present while tender documents are opened
- duties undertaken on behalf of the authority in connection with the discharge of any function of the authority conferred by or under any enactment and empowering or requiring the authority to inspect or authorise the inspection of premises
- duties undertaken on behalf of the authority in connection with arrangements made by the authority for the attendance of pupils at a school approved for the purposes of section 342 of the Education Act 1996
- any other duty approved by the authority in connection with discharging the duties of the authority or its committees or sub-committees.

READING BOROUGH COUNCIL

REPORT BY CHIEF EXECUTIVE

TO:	Council		
DATE:	25 th June 2019		
TITLE:	Shaping Readings Future: Our Corporate Plan 2018-21 annual refresh		
LEAD COUNCILLOR:	Cllr Brock	PORTFOLIO:	Leadership
SERVICE:	All	WARDS:	All
LEAD OFFICER:	Peter Sloman	TEL:	72067
JOB TITLE:	Chief Executive	E-MAIL:	Peter.Sloman@reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 Shaping Readings Future: Our Corporate Plan 2018-21 was published at Council in June 2018. This report presents the final draft of an annual refresh of the plan for publication in June.

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
- How we will measure the difference that we make

- 1.2 Following consideration by Councillors, in January and March, feedback from portfolio holders and officers has been incorporated into the final draft. Success measures have also been updated to include 2018/19 results and revised targets where results show variation from the estimate.

- 1.3 The final draft plan is attached at appendix one for consideration.

2. RECOMMENDED ACTION

- 2.1 Council is asked to approve the refreshed Corporate Plan, as outlined at appendix one.

3. POLICY CONTEXT

- 3.1 Council in June 2018 approved Shaping Readings Future: Our Corporate Plan 2018-21. The Councils Corporate Plan reflects our priorities for Reading and provides direction for our staff in delivering services to meet the needs of our

communities whilst working to a budget set by our medium term financial strategy

4. THE PROPOSAL

4.1 The annual refresh of our Corporate Plan 2018-21: Shaping Readings Future is attached at appendix 1.

4.2 Progress against our measures of success is reported to Councillors and a quarterly performance report is published four times per year.

Service Plans

4.3 Service plans have been refreshed alongside the Corporate and Medium Term Financial Plan and are in place. This is to ensure there is a link from the Corporate Plan to service plans and team's plans, and subsequently individual appraisals - the Golden Thread.

4.4 A revised performance Improvement Framework is now in place including reporting mechanisms that will provide a 'golden thread' linking the Corporate Plan objectives through to the individual performance targets of staff.

5. CONTRIBUTION TO STRATEGIC AIMS

5.1 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 & wellbeing
- Ensuring the Council is fit for the future

6. COMMUNITY ENGAGEMENT AND INFORMATION

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

7. EQUALITY IMPACT ASSESSMENT

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

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

7.2 The equality duty is relevant to the development of the Corporate Plan and An Equality Impact Assessment has been completed

8. LEGAL IMPLICATIONS

8.1 There are no legal requirements to have a Corporate Plan. However, it is a key strategic document which sets out the Council's key priorities and provides a framework for both budget development and service delivery.

9. FINANCIAL IMPLICATIONS

9.1 The priorities within the Corporate Plan form the basis of our spending plans over the next three years. The Council's financial position remains challenging over the period of the Plan with an on-going need to drive efficiency, productivity and income in order to secure service delivery. Therefore, this plan and the budget will continue to be updated every year to take account of changes.

10. BACKGROUND PAPERS

10.1 Appendix one - Shaping Readings Future Our Corporate Plan 2018 -21 - Annual Refresh Spring 2019

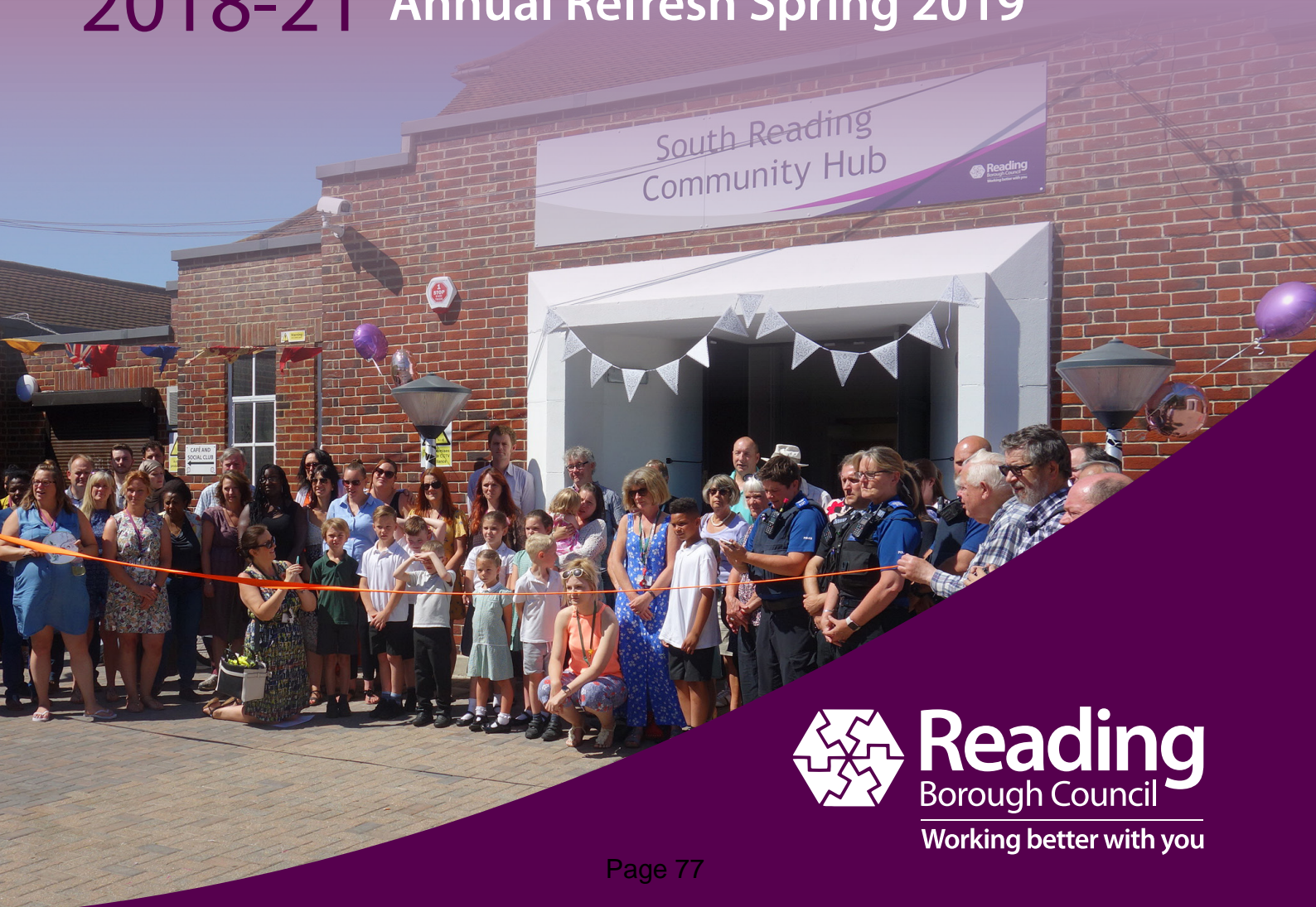
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Shaping Reading's Future



Our Corporate Plan

2018-21 Annual Refresh Spring 2019



Reading
Borough Council
Working better with you

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Introduction

Reading is a place with huge potential, second only to London for wages; it has above average economic productivity and rates of employment. Yet Reading is now the third most unequal city in the UK, with significant groups not benefiting from the success of the economy, and with rising demand for housing, and for services to support vulnerable adults and children¹. Reading has some of the most affluent and the most deprived neighbourhoods in the whole of the Thames Valley, which are often masked by statistics at borough and even ward levels.

In 2018 the Council, came together with local businesses, community groups and Reading University to plan for Reading's future. The result is the Reading 2050 Vision², an ambitious description of what Reading can be; a city of green spaces, smart technology and economic growth.

Our mission 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 can achieve this by working together across the borough with Councillors, Council staff, residents, local businesses, wider public sector bodies and voluntary organisations acting as one team: Team Reading. That's why our corporate brand is Working Better with you, and it's why we will involve and consult residents to help set the direction of the Council's decisions and the development of Reading.

Our Corporate Plan, '*Shaping Reading's Future – our corporate plan 2018-21*', outlines how we will do this over the next three years, against the backdrop of a difficult financial environment, including reductions in Government funding and growing demands on key Council services but recognising the importance of social and environmental challenges. The plan was first published in June 2018 and this document is the first annual refresh of the plan, which accompanies the Council's key financial document - the Medium Term Financial Strategy (February 2019).

Reading's future success lies in its ability to stay at the forefront of solutions to key global challenges. One such challenge is that of climate change. The Council have recognised that we are now in a climate emergency and, answering the call of the International Panel on Climate Change, we are planning to become a carbon neutral borough by 2030.

This plan outlines six priorities that are central to achieving our mission:

- **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**

¹ Centre for Cities 2019, gini co-efficient (2016/17) which measures wealth inequality.

² <https://www.livingreading.co.uk/reading-2050>

Our priority:

Securing the economic success of Reading



North Entrance to Reading Station

Our vision is for Reading to be a world-class place to work and do business, with the highest gross economic product per person in the South East region. To achieve this, we will promote economic growth, inward investment and productivity by investing in transport infrastructure, developing new and existing business districts, and encouraging the growth of a skilled workforce. We want this growth to be 'good' growth which benefits disadvantaged people and communities and meets our objective of reducing Carbon Dioxide produced by the town.

What are the current issues?

- Reading has experienced good economic growth in recent years³ and is second highest in the country for number of businesses, third highest in terms of wages and sixth highest for levels of productivity based on Gross Value Added (GVA) per worker
- However, whilst Reading has a highly skilled workforce overall, there remains a significant cohort of low and unskilled people in the labour market. Three areas of the town are in the most deprived 5% in the country in terms of education, skills and training, meaning some people are excluded from its success⁴
- Key to our growth strategy is keeping the town moving and improving connectivity to the wider UK economy, through free-flowing roads and easily accessible public transport. Reading faces significant challenges from congestion, which has an impact on businesses and residents⁵

³ Cities Outlook 2019, Centre for Cities

⁴ Index of Multiple Deprivation 2015

⁵ Residents survey 2018

- Reading faces increased competition from new retail developments in Bracknell and Oxford, as well as changing consumer patterns with more people choosing to shop online. We need a Town Centre Development Framework, building on the Reading 2050 Vision,⁶ to create the right conditions for this vibrant and dynamic town centre to thrive
- Key areas in the town need regeneration, such as Broad Street Mall and the Hosier Street and Civic Centre as part of a new 'Minster Quarter'
- We have an opportunity to promote and accelerate the growth of business in the station area, creating a dynamic Abbey Business District

How we will respond to the issues: next steps

We intend to deliver the following projects

Project	What have we achieved in past year	Next key milestones	Timeline
Major Transport Schemes	<ul style="list-style-type: none"> • Delivered phases 1 and 2 of the National Cycle Network (NCN) 422 cycle improvement scheme from Bath Road to the town centre • Completed construction of phase 3 of the South Reading A33 Mass Rapid Transit, to create dedicated bus lanes next to existing highways schemes, between Imperial Way & Kennet Island • Opening of Cow Lane bridge to two-way traffic and encourage new bus routes utilising Cow Lane • Green Park station site clearance works underway 	<ul style="list-style-type: none"> • Delivery of the final section of the NCN 422 between the Town Centre and Wokingham Road. • Continued delivery of phase 3, between Imperial Way and Kennet Island, and detailed design for phase 4 of Mass Rapid Transport • Start construction of Green Park station 	<p>Spring 2019</p> <p>Spring/Summer 2020</p> <p>Summer 2020</p>
Local Transport Plan (LTP)	<ul style="list-style-type: none"> • Majority of schemes within the current plan have been delivered or are in the process of being delivered 	<ul style="list-style-type: none"> • Start process to develop LTP4 • Launch a public consultation. • Complete full consultation on the proposed LTP setting out our vision for reducing congestion and improving air quality • Approve a new Transport Plan for Reading 	<p>Spring 2019</p> <p>Summer 2019</p> <p>Autumn/Winter 2019/20</p> <p>Autumn/Winter 2019/20</p>
Berkshire Local Industrial Strategy	<ul style="list-style-type: none"> • Began work with Local Enterprise Partnership (LEP) and other local councils to increase growth and productivity and create more prosperous communities 	<ul style="list-style-type: none"> • Consultation draft document to be published 	<p>April 2019</p>
Employment and	<ul style="list-style-type: none"> • Employment and Skills 	<ul style="list-style-type: none"> • Building Better Opportunities 	<p>To June 2020</p>

⁶ <https://www.livingreading.co.uk/reading-2050>

skills training	Plans have delivered 110 work experience opportunities and 13 apprenticeships	Project	Ongoing
Extension and renewal of the Business Improvement District (BID)s for Town Centre and businesses in the Reading Abbey area	<ul style="list-style-type: none"> Research and information gathering to inform BID applications Provided corporate, legal and financial support to BID process 	<ul style="list-style-type: none"> Continued development and implementation of Employment and Skills Plans to improve job opportunities To endorse and promote two new BID plans for 2019-24 Implement plans for year 1. Establish a visitor information function at town hall and museum following refurbishment 	April 2019 April 2019 April 2019
Facilitate deployment of high-quality, reliable digital connectivity so that communities can benefit from faster economic growth and greater social inclusion.	<ul style="list-style-type: none"> Total number of Homes with superfast broadband (connections of at least 30Mbps): <ul style="list-style-type: none"> 73,582 	<ul style="list-style-type: none"> Total number of Homes with superfast broadband (connections of at least 30Mbps): <ul style="list-style-type: none"> 74,264 74,320 Facilitate deployment and investment by providers in next generation infrastructure including full fibre and 5G 	March 2020 March 2021 Ongoing
Adopt new Local Plan setting out our planning policies and allocating land for development	<ul style="list-style-type: none"> Plan examined in autumn 2018 and inspectors' comments are awaited. Plan drafted 	<ul style="list-style-type: none"> Plan adopted Adoption of a supplementary planning document for Sustainable Building Standards in new buildings 	Spring 2019 Summer 2019
Town centre regeneration	<ul style="list-style-type: none"> Hosier Street Area Development Brief adopted 	<ul style="list-style-type: none"> Production of the Urban Realm and Movement Strategy (to guide town centre redevelopment) 	Autumn 2019

How we will measure our progress

Success measures	2017/18 Baseline	2018/19 Result	2019/20 Target	2020/21 Target	2021/22 Target
Average Journey times to town centre by public transport	23mins	22mins	21mins	20mins	19mins
Percentage of people aged 16-64 who are economically active	80.1%	80.7%	80.9%	81.1%	81.3%
Growth in Business Rates Tax base	11.1%**	3.47%	2%	2%	2%
Superfast broadband coverage	98%	99.01%	99.92%	100%	100%
Reduction in percentage of young people Not in Education, Employment or Training (NEET)	2.8%	4%	1.9%	1.8%	1.7%
Gross Value Added (GVA) per worker	£64,200	£64,152	£67,410	£69,015	£70,620

** 2017 year of revaluation and so this figure does not just represent growth but also the revaluation of buildings which could be up to 8%.

Our Priority:

Ensuring access to decent housing to meet local needs



Our vision is for everyone who lives in Reading to have access to a home they can afford in a thriving neighbourhood. Our priorities are to increase the amount and quality of housing available by building more homes, ensuring there are sufficient homes available at affordable rents, improving the standard of private rented accommodation, and reducing levels of homelessness. We want new homes to be as carbon neutral as possible and new developments to build balance communities.

What are the current issues?

- Reading needs 406 new affordable homes per year to meet housing needs. The town's affordable housing needs cannot be met through developer contributions alone and we are looking at ways to reduce the shortfall including our own ambitious new build housing programme
- 27% of Homes in Reading are privately rented, which is one of the highest levels in the country. That means it's vital to improve the quality of homes in the private rented sector and ensure we have the right mechanisms to help local people access this accommodation
- The Government launched a new national licencing scheme for Houses in Multiple Occupation (HMO's) in 2018. The scheme increases the number of HMOs requiring a licence but doesn't require smaller HMO's accommodating fewer than five people to be licenced. We are seeking to develop an additional licensing scheme to ensure that all HMOs are licensed, to launch from April 2020
- We have worked hard to achieve a reduction in rough sleeping in Reading in the last year through investment in new homes and work with the voluntary and community sector to support people into appropriate accommodation
- Following the Grenfell Tower disaster, we continue to work with the Royal Berkshire Fire and Rescue Service to respond to national findings and evolving best practice to improve fire safety in residential buildings, particularly high rise flats

How we will respond to the issues: next steps

We intend to deliver the following key projects

Project	What have we achieved in past year	Next key milestones	Timeline
Reduce the level of rough sleeping in the borough	<ul style="list-style-type: none"> Implemented new homelessness support service contracts – new more targeted housing and support services Secured additional government funding of £650k over two years Achieved a reduction in rough sleeping from 31 to 25 (Nov 2017 to Nov 2018) 	<ul style="list-style-type: none"> Develop new single homeless services hub bringing services together in one place Create new Street Life Guide app Rough Sleeping Strategy produced for Consultation Formal adoption of strategy 	<p>Spring 2019</p> <p>Summer 2019 Summer 2019</p> <p>Autumn 2019</p>
Develop a new Housing Strategy	<ul style="list-style-type: none"> Current Homelessness Strategy approved in 2016 	<ul style="list-style-type: none"> Consultation on new strategy Formal adoption of strategy 	<p>November 2019 March 2020</p>
Regeneration of Dee Park Inc. 145 new residential units, 4 commercial units, infrastructure, landscaping and environmental improvements	<ul style="list-style-type: none"> Completed phase 2 – 86 units Scoped phase 3 	<ul style="list-style-type: none"> Start new Community building and work to ensure delivery of next phase of regeneration including new or refurbished school. Consultation and delivery of phase 3 Planning Approval phase 3 	<p>Spring 2019</p> <p>Autumn 2019 Autumn 2019 – Spring 2021</p>
Safeguard residents of high rise flats	<ul style="list-style-type: none"> Completed 32 high risk inspections of high rise buildings with Royal Berkshire Fire and Rescue Service (RBFRS) Identified high rise buildings with Aluminium Composite Material (ACM), put into place interim measures and worked towards the removal and/or replacement of the cladding to ensure residents are safe. 	<ul style="list-style-type: none"> Follow up on previous inspections to ensure compliance. Working with central Government to ensure actions arising from the most recent technical guidance are implemented. Deliver a further programme of joint inspections of high rise properties with RBFRS to ensure fire safety Procure and implement 5 year programme of fire safety works to Council flatted blocks 	<p>Spring 2019 onwards</p>
New Build Council Housing Programme	<ul style="list-style-type: none"> Completed 104 units within phases 1 and 2 of the programme 12 Sites progressed towards planning approval Phase 3 site identified. Feasibility studies commenced. 	<ul style="list-style-type: none"> 57 new units completed Planning approval for 81 new units Contractor procured and works start on site (phase 2). 12 units delivered through acquisitions and conversion of office and laundry space in housing stock. Planning application submitted on Phase 3 for 182 units. 	<p>Summer 19/20 Summer 2019 Autumn 2019 - 2020 Spring 2020</p> <p>Summer 2020</p>

Planned improvements to Council homes	<ul style="list-style-type: none"> Completed refurbishment of further flats at Hexham Road. 	<ul style="list-style-type: none"> Complete modernisation of Hexham Road flats – final 2 blocks Continue programme of fire safety enhancements in flatted accommodation including sprinkler installation in high rise blocks Installation of central heating systems in 100 Council tenanted flats along with energy efficiency measures as part of the “Warm Homes Programme” 	1 block p/year 2019/20 and 2020/21 2019/20- 2021/22 April 2020
Private Sector HMO licencing scheme	<ul style="list-style-type: none"> Launched revised mandatory licensing scheme for HMOs 	<ul style="list-style-type: none"> Develop additional licensing scheme to ensure that all HMOs are licensed 	Scheme to launch in from April 2020.

How we will measure our progress

Success Measures	2017/18 Baseline	2018/19 Result	2019/20 Target	2020/21 Target	2021/22 Target
Number of additional homes completed per annum ⁷	700	910	671	671	671
Number of additional affordable homes completed (Inc. council homes and through planning process)	63	158	201	109	264
Numbers of families in bed & breakfast accommodation (shared facilities)	17	0	0	0	0
Total number of cases where positive action was successful in preventing homelessness	371	421	440	440	440
Percentage of HMOs licensed under mandatory licensing schemes	New Measure	30%	32%	35%	35%

⁷ Includes housing for rent and housing for sale

Our Priority:

Protecting and enhancing the lives of vulnerable adults and children



Our vision is to ensure every vulnerable person is safe and can achieve their potential and aspirations. Our priorities for vulnerable adults are to promote independent living, manage the rising demand for services, and strengthen our working relationships with partners in the health, education and voluntary sectors. We aim to ensure that every child and young person is safe and has the opportunity to receive an excellent academic and vocational education.

What are the current issues?

- The demand for services and the cost services for people with specialist needs are rising, particularly for vulnerable children, people with mental health problems and learning disabilities, and the increasing number of people over 75
- We face challenges in some complex areas, for example supporting the transition from specialist services for children to young adults, and ensuring sufficient suitable accommodation options for people with learning disability and mental health needs to ensure they can remain in their community
- Creating a model of advice and information that supports people to make informed choices and help themselves where possible and appropriate
- Reducing the number of children who need to be Looked After, and where children are placed with families, increasing the number who remain locally in Reading and reducing out-of-borough placements
- Improving the recruitment and retention of social workers and occupational therapists, and responding to changes in the external environment such as how the UK leaving the EU may have an impact on the workforce and recruitment
- Maintaining timely discharges from hospital and preventing people needing to be admitted to hospital in the first instance
- Ensuring we provide practical early help at an early stage to reduce the number of people in the care system
- Criminal activity such as drug dealing across county lines leading to the exploitation of children and vulnerable adults

How we will respond to the issues: next steps

We intend to deliver the following key projects

Project	What have we achieved in the past year?	Next key milestones	Timeline
Improved approach to Adult Social Care focusing on independence and self help	<ul style="list-style-type: none"> Adopted a new way of working to support people in a more timely and effective way From autumn 2017 to autumn 2018, we reduced the percentage of clients contacting us for the first time that went on to receive long term services from 3.5% to 1.86%. We achieved this by focussing on meeting immediate needs and promoting the long-term independence of service users. 	<ul style="list-style-type: none"> To measure the impact of the new approach to initial response which prevents the implementation of unnecessary long-term care packages by focussing on meeting immediate needs and promoting the long-term independence of service users Introduce more opportunities for self-referral and self-assessment to enable people to provide information to us online Electronic recording of care hours provided by partners to evidence contact time with service users, and improve our contract management 	<p>April 2019 & March 2020</p> <p>April 2019</p> <p>November 2019</p>
Develop a new learning and development pathway for staff to ensure they are highly skilled and equipped to deliver services	<ul style="list-style-type: none"> Conducted training needs analysis. Staff engaged and consulted Monitored success rates for recruitment and numbers of leavers to identify trends. Reviewed wider labour market to understand how we are performing. Gained a better understanding about the journey and experience for staff in terms of performance, well-being and productivity 	<ul style="list-style-type: none"> Determine future workforce needs: <i>'The right people, with the right skills, in the right roles, at the right time and at the right cost'.</i> Launch Workforce Development Strategy Monitor and review to determine the impact of the workforce strategy implementation Ensure we have more permanent fully trained staff 	<p>April 2019</p> <p>April 2019</p> <p>December 2019</p> <p>March 2020</p>
Work with partners to develop a Joint Commissioning Strategy for Reading, 'Caring for our futures', including future demand and current market intelligence	<p>Consulted partners on our Adult Social Care Strategy to inform our needs and delivery of services for the coming years:</p> <p>1) The Adult Social Care direction of travel 'Supporting Our Future' sets our priorities.</p> <p>2) Our 'Healthy Independent Life at Home' plan sets out the actions to meet our service priorities.</p> <p>3) Reading's Market Position Statement outlines the gaps we have identified in the local market when caring for and supporting vulnerable people in Reading.</p>	<ul style="list-style-type: none"> Consult on our strategy to ensure public understanding of the proposed direction of travel in securing adult care support for those who are vulnerable. Seek joint opportunities with other partners and work with partners to deliver services to meet future demand where needed. Invest with voluntary partners to seek local/community solutions to reduce reliance on adult services 	<p>April 2019</p> <p>September 2019</p> <p>May 2019</p>
Delivery of a new model to meet the	<ul style="list-style-type: none"> Held a public health consultation alongside the 	<ul style="list-style-type: none"> Analyse the findings of the consultation and understand what 	<p>April 2019</p>

health and wellbeing needs of the people of Reading	<ul style="list-style-type: none"> review of the impact of local prevention and early intervention initiatives Allocated public health grant to local services to meet health and well-being needs in Reading Reviewed the needs of the local population and the strengths and weaknesses of our current offer to meet the health and well-being needs of residents 	<ul style="list-style-type: none"> residents have told us Develop an action plan to improve health & wellbeing Launch integrated Advice and Wellbeing Hub including "Conversations count" programme to all service users, which will help us better understand the needs of service users and provide the most appropriate services 	<p>May 2019</p> <p>October 2019</p>	
Develop an Accommodation Pathway for people with mental health problems and learning disabilities to provide support options to meet changing levels of need	New for 2019	<ul style="list-style-type: none"> Develop an Accommodation Strategy and action plan in conjunction with partners and service users, focussing on how to manage the varying levels of needs and support options Develop business cases for new schemes to meet gaps in the market or to amend current services to meet growing demand. Use investment from the Council's capital programme to ensure accommodation options are fit for the future 	<p>July 2019</p> <p>September 2019</p> <p>From December 2019</p>	
Launch Early Intervention Strategic Board and partnership to help vulnerable children		<ul style="list-style-type: none"> Delivery of Early Intervention Strategy to ensure services are delivered at the right time to the right children to prevent needs escalating 	From January 2019	
Comprehensive transformation plan delivered by our Children's Company - Brighter Futures for Children	<ul style="list-style-type: none"> Company launched 	<p>Focus on</p> <ul style="list-style-type: none"> Early help and prevention Intensive support for families Developing our foster care service Improved outcomes based on commissioning and contract management 	From March 2019	
Office for Standards in Education, Children's Services and Skills (Ofsted)	<ul style="list-style-type: none"> 3 monitoring visits completed 	<ul style="list-style-type: none"> Full inspection 	Summer 2019	

How we will measure our progress

Success Measures ⁸	2017/18 Baseline	2018/19 Result	2019/20 Target	2020/21 Target	2021/22 Target
Reducing the number of days that people are unable to leave hospital because of social care delays (bed days)	2818	1322	1256	1193	1133
Increase the number of service users (Adults) receiving direct payments ⁹	16.3%	17.9%	22%	26%	30%
Decrease and maintain permanent new admissions through Adult Social Care to Residential or Nursing care per 100,000 population for Older People (65+)	597	437	432	432	432
Decrease and maintain permanent new admissions through Adult Social Care to Residential or Nursing care per 100,000 population for adults under 65	11.3	13	13	12.5	12.5
Timeliness of Early Help assessments (percentage completed within timescale 5 weeks)	82%	93%	95%	95%	95%
Percentage of placements for children looked after within 20+ miles	62%	68%	75%	75%	75%
Percentage of children looked after who have experienced 3+ placements in past 12 months	12.8%	12.5%	11%	10%	10%
Reduced number of children looked after	274	268	260	250	240

⁹ Direct payments provide independence, choice and control about the care and support services provide by the council

Our Priority:

Keeping Reading's environment clean, green and safe



Our vision is a borough that is clean, green and safe. Our priorities are to focus on the issues residents have told us they care about: levels of crime and anti-social behaviour, affordable and available public transport, traffic congestion, clean and well repaired streets, increasing recycling rates, reducing the carbon footprint of the borough and investing in parks and open spaces.

What are the current issues?

- Our research suggests that roads and pavement repairs, the level of traffic congestion, clean streets and the level of crime as the highest priority areas for action, alongside concerns about crime, anti-social behaviour and drug dealing in public places
- Our parks and open spaces, are highly valued, which we need to maintain
- There are high levels of unauthorised encampments (e.g. caravans and tents) which have an impact on settled communities
- Businesses and visitors in the town centre have raised concerns about drug dealing and aggressive begging
- Levels of fly-tipping and environmental and highway infringements have increased
- Reading has average waste recycling rates of around 32%, which are significantly lower than similar councils
- We need to reduce traffic congestion, improve air quality and ensure there are consistently high standards of environmental maintenance across the borough
- There are many play areas in Reading with access issues for children with mobility needs and other disabilities
- Reduce the carbon footprint of the borough towards zero in 2030

How we will respond to the issues: next steps

We intend to deliver the following key projects

Project	What have we achieved in past year?	Next key milestones	Timeline
Improve 'direct services' and seek commercial opportunities	<ul style="list-style-type: none"> The Council has a strong in-house 'direct service' offer including our refuse collection service, and road and park maintenance teams 	<ul style="list-style-type: none"> Reorganise teams into a single 'direct services' structure Develop vision for the future and a business plan to deliver service targets, meet customer needs and secure additional income through selling services to other organisations 	Spring/Summer 2019 By March 2020
Improve air quality	<ul style="list-style-type: none"> Nitrogen Dioxide levels improved in targeted areas, although further improvement required Secured additional funds to make bus fleet more environmentally friendly and reduce air pollution 50% of bus retrofit completed 	<ul style="list-style-type: none"> Develop Electric Vehicle charging infrastructure strategy to facilitate adoption of Electric Vehicles Bus retro-fit programme to ensure 100% of Reading's bus fleet is Euro6 (VI) 	2019 to 2020 December 2019
Zero Carbon Reading Develop Renewable energy, energy storage and energy efficiency retro-fit schemes	<ul style="list-style-type: none"> Installation of solar panels including by Reading Community Energy Society on Council buildings Completion of LED street-lighting programme Installation of Electric Vehicle Charging points at Bennet Road Depot. 	<ul style="list-style-type: none"> Install solar canopies and electric vehicle charging in car parks Develop water source and ground source heat pump trial Feasibility study for District Heating programme in town centre Energy efficient retro-fit of Town Hall and Bennet Road Install renewable energy at Bennet Road 	2019 to 2022
New Waste Strategy for Reading with a focus on improving recycling rates	<ul style="list-style-type: none"> Draft strategy prepared aligning with recently announced Government recycling priorities 	<ul style="list-style-type: none"> Formal adoption of the new Waste Strategy by the Council Service Improvements including real time information about missed or contaminated bins Establish a Recycling and Environmental Enforcement team to focus on increasing recycling 	Autumn 2019 Autumn 2019
Improvement projects for roads, parks, community facilities and heritage assets	<ul style="list-style-type: none"> Agreed the allocation of £1.2m of community infrastructure levy¹⁰ funds to local projects 	<ul style="list-style-type: none"> Implementation of community, play area, transport and heritage projects 	2019 to 2022
Investment in our parks and play areas	<ul style="list-style-type: none"> Ongoing investment in parks and play areas. New provision secured in new developments 	<ul style="list-style-type: none"> £1.5m investment programme in parks and play areas over the next 3 years, including accessible play equipment 	2019 to 2022

¹⁰ Community Infrastructure Levy (CIL) is a charge collected from new developments to fund local facilities such as roads and transport & education

Community Safety Strategy (CSP) 2019-2021 supporting targeted reduction of crime and anti-social behaviour (ASB)	<ul style="list-style-type: none"> Maintained community-led Safer Neighbourhood Forums supported by the Council and Police Review of crime and risk data Cross Partnership workshops to identify key areas of demand and risk Identification of priorities: <ul style="list-style-type: none"> Tackling Class A Drugs use/dealing Modern Day Slavery Violence/high levels of ASB 	<ul style="list-style-type: none"> Draft of new priorities for the CSP with plans and targets agreed Final strategy agreed Bi-annual community safety public survey – to identify community concerns and measure progress 	March 2019 June 2019 Autumn 2019
Reduce impact of Class A Drugs in the town	<ul style="list-style-type: none"> Established Drug and Alcohol Partnership Group Action plan developed Multi-agency approach strengthened Reduced begging in the town centre through more effective and assertive support and enforcement 	<ul style="list-style-type: none"> Develop measures of success Community Safety Partnership to continue to monitor delivery of improved outcomes 	Spring 2019
Reduce Anti-Social Behaviour (ASB)	<ul style="list-style-type: none"> Targeted partnership work in hotspot areas, involving local communities to problem solve New public information 'Reporting ASB' leaflets 	<ul style="list-style-type: none"> Work with partners to invest in a new targeted youth work offer, including provision of diversionary activities in school holidays 	<ul style="list-style-type: none"> New posts in place for Summer 2019

How we will measure our progress

Success Measures	2017/18 Baseline	2018/19 Result	2019/20 Target	2020/21 Target	2021/22 Target
Increased percentage of household waste sent for re-use, recycling and composting	30%	32%	35%	38%	40%
Reduction in Reading Borough Carbon Footprint (kilotonnes of CO2 emissions eq)	618KT	524KT	480KT	348KT	306KT
Improvement in NO2 in Air Quality Monitoring Area (as measured annual average concentration μm^3) over the course of the plan	36	35	34	33	32
Improved satisfaction with clean streets	every 2 years	67%	every 2 years	77%	every 2 years
Improved Satisfaction with local area as a place to live	every 2 years	70%	every 2 years	78%	every 2 years
Reduction in total recorded crime rates (per 1,000 population)	7.236	7.126	7.236	7.236	7.236

Our Priority:

Promoting health, education, culture & wellbeing



Our vision is a borough where all residents have opportunities to relax, learn, have fun, and stay healthy. We will invest in more schools and better special needs provision. We will promote Reading as a destination for shopping, leisure and festivals, with the Abbey Quarter at the heart of cultural life, and we will invest in parks, playgrounds, sports and leisure facilities across the Borough.

What are the current issues?

- Ongoing need to invest in and improve leisure and sports facilities, such as improving facilities at Meadway, Rivermead and South Reading and building a new pool at Palmer Park
- Promoting health and wellbeing by investing in public health including services to reduce addiction to drugs, smoking and alcohol, reducing obesity and providing health services alongside a strong sexual health service.
- Continuing to work with partners to secure the future of the Reading Prison site as a cultural destination in the context of the Abbey Quarter
- We face increased demand for school places across Reading which requires investment to increase capacity in existing schools and to build new schools
- Increased demand for support for children with Special Education Needs (SEN) and disabilities. We are providing more opportunities within Reading schools for disadvantaged pupils and those with additional needs by investing in greater capacity at existing and new schools
- Ensuring that all children and young people can be educated in Ofsted rated 'good' and 'outstanding' schools
- Promoting Reading as a learning town where all of our schools, educators and support services have the capacity, expertise and drive to learn from each other and work collaboratively to challenge, support and lead sustainable improvement
- Raising the achievement of adult learners, especially the vulnerable

How we will respond to the issues: next steps

We intend to deliver the following key projects

Project	What have we achieved in the past year?	Next key milestones	Timeline
Leisure procurement of a new operator to manage existing and develop new facilities including a competition standard pool with diving provision and a new pool at Palmer Park to replace Arthur Hill with a total planned investment of c. £30m	<ul style="list-style-type: none"> Outline solutions – a key stage of the procurement process 	Procurement process: <ul style="list-style-type: none"> Detailed solutions Final tenders Award contract 	April 2019 July 2019 September 2019
Investigate establishment of a Cultural Trust or similar for the delivery of cultural services into the future	<ul style="list-style-type: none"> Commissioned consultants to develop business case and financial model. Bid for Government funding to develop detailed business case 	<ul style="list-style-type: none"> Feasibility report on an alternative delivery model for cultural services 	Autumn 2019
Great Place scheme implementation: 'Reading a Place of Culture'	<ul style="list-style-type: none"> Reading-on-Thames Festival Community led research and evaluation Agreed round one 'cultural commissions' to meet priority outcomes 	<ul style="list-style-type: none"> Engagement of operator Year 2 cultural commissions 	October 2019 2019/20
Delivery of a comprehensive Special Education Needs and Disability (SEND) strategy	<ul style="list-style-type: none"> Created a multi-agency strategy; established five work streams for change projects; gained consensus with schools around SEND plans and actions; developed work plan. Department for Education (DfE) approval to create additional SEND places Detailed work plan for creation of additional places 	<ul style="list-style-type: none"> Timetabled increase of places Increased capability and capacity within schools for SEND (training, recruitment) Reduction in placements out-of-borough Learner and parent satisfaction levels increased 	September 2019 to 2021 March 2019 to 2021
Implement a comprehensive education strategy with schools	<ul style="list-style-type: none"> Developed strategy Devised common evaluation framework 	<ul style="list-style-type: none"> Consult on strategy with schools Schools commit to shared, ambitious vision – and detailed plan Schools regularly engaged in collaborative, school-led improvement Schools are removed from the 	April 2019 July 2019 January 2020 July 2019/

		<ul style="list-style-type: none"> category “causing concern” All schools good or outstanding Standards in top quartile in England Substantial improvement in standards of vulnerable learners 	2020 July 2020 July 2022 July 2020
To provide 30 places for pupils with Asperger's at The Base - Blessed Hugh Faringdon	<ul style="list-style-type: none"> Appointed contractor and started on site 	<ul style="list-style-type: none"> Handover / completion 	April 2019
Green Park Primary School. –the provision of a new 2 Form Entry (420 place) Academy Primary School	<ul style="list-style-type: none"> Planning permission achieved Agreement negotiated for Berkeley homes and the Education & Skills Funding Agency (ESFA) to majority fund the new school building Started on site 	<ul style="list-style-type: none"> School to open 	Sept 2020
New Secondary School	<ul style="list-style-type: none"> Bid submitted to the ESFA for a new school at Richfield Avenue 	<ul style="list-style-type: none"> Outcome of bid announced School to open 	Spring 2019 Sept 2022
Phoenix College relocation	<ul style="list-style-type: none"> Successfully bidding for funding Identified options for relocation Agreed new site location 	<ul style="list-style-type: none"> Complete full Business case and agree funding level with ESFA Start on Site Complete spend of ESFA funding School opens 	Spring 2020 March 2021 September 2021
Deliver Community Hubs	<ul style="list-style-type: none"> New community space at South Reading and Southcote 	<ul style="list-style-type: none"> Extension to Battle Community Centre Improvement to Sun Street Community Centre Deliver Dee Park Community Centre 	September 2019 March 2020



How we will measure our progress

Success Measures	2017/18 Baseline	2018/19 Result	2019/20 Target	2020/21 Target	2021/22 Target
Reduction in secondary school fixed term exclusion	783	723	700	670	620
Key Stage 2 results (Reading, Writing, Maths expected level+) - gap in attainment for disadvantaged pupils	11.4	10	9	8	7
Key Stage 4 results (Attainment 8) - gap in attainment for disadvantaged pupils	20.6	19	17	14	10
Increased percentage of schools rated good or outstanding (LA maintained only)	91.5%	94%	94%	98%	100%
Increased participation at Council Cultural Venues (Town Hall & Museum, Hexagon, South Street)	331,086	326,200 ¹¹	334,500	355,000	367,500
Levels of activity – active at least 150 minutes per week (Active Lives Survey)	65%	65.5%	66%	66.5%	67%
Smoking prevalence in adults in routine and manual occupations (18-64) – current smokers.	27.6% (2017)	27.0% (2018)	26.5% (2019)	26.0% (2020)	25.5% (2021)
Percentage of adults (aged 18+) classified as overweight or obese	59.2% (2016/17)	60% (2017/18)	60% (2018/19)	55% (2019/20)	54% (2020/21)

¹¹ Lower due to impact of building works and café closure

Our Priority:

Ensuring our Council is fit for the Future

Our vision is for the Council to be fit for the future through our “TEAM” approach. TEAM stands for

- T** we will work Together as one team, for the benefit of Reading
E we will drive Efficiency
A we will be Ambitious
M we will Make a Difference to Reading

What are the current issues?

- Continuing to reduce our reliance on agency staff by improving our recruitment and retention of staff and developing the right capabilities and capacity for the future
- Completing the audit of 2018/19 accounts in a timely manner
- Delivery of an ambitious £30m savings programme and driving Value for Money
- Improving our online service offer for customers so that ‘online’ becomes the preferred means of engaging with the Council for the majority of our customers
- Ensuring we drive value from our contracts with external providers of goods and services through effective procurement and contract management arrangements
- Continuing to rationalise our buildings to save revenue costs and achieve capital receipts to fund investment
- Delivery of a large scale capital programme which totals £485.9m over the three year period 2019/20 to 2021/22
- Carbon reduction on council activity

How we will respond to the issues: next steps

We intend to deliver the following key projects

Project	What have we achieved in the past year?	Next key milestones	Timeline
New Information and Communications (ICT) service to enable the smooth transition from the current ICT Managed Service Contract which ends in March 2021	<ul style="list-style-type: none"> • Commenced work to identify options for future delivery 	<ul style="list-style-type: none"> • Complete options appraisal for future service delivery model • Agree future model • Service design and commissioning • Transition to new service • New service starts 	June 2019 September 2019 September 2020 October 2020 – March 2021 April 2021
Complete audit of the 2017/18 Council accounts and ensure timely audit for the 2018/19 accounts	<ul style="list-style-type: none"> • 2016/17 audit signed off 	<ul style="list-style-type: none"> • 2017/18 audit signed off • 2018/19 audit signed off 	Oct 2019 Oct 2019
Deliver 3-year savings plan	<ul style="list-style-type: none"> • Savings achieved 	<ul style="list-style-type: none"> • Savings Programme 	March 2020

	2018/19 £13.4m	2019/20 £12.6m	March 2021 March 2022
		<ul style="list-style-type: none"> Savings Programme 2020/2021 £6m Savings Programme 21/22 £3.4m 	
Maximise Business Rates income	<ul style="list-style-type: none"> Engaged with rateable value finder company Visiting empty premises Prompt recovery to ensure payment 	<ul style="list-style-type: none"> Continue to engage with rateable value finder company Introduce more regular billing cycles Continue prompt recovery Identify discount fraud Continue regular inspections 	Ongoing April 2019 Ongoing Ongoing Ongoing
Control growth of energy expenditure through energy efficiency and generation of renewable energy	<ul style="list-style-type: none"> Reduction of Councils energy consumption by 40% against 2008/9 baseline 	<ul style="list-style-type: none"> Re-let utility contacts Reduce energy consumption by at least 5% per annum 	April 2020 2019 to 2022
Investment & Assets	<ul style="list-style-type: none"> Completed renovation works to Town Hall including new ceremonial space, and relocation of Registrars Service to Civic Offices Dedicated space for Children's company in Civic Offices Former civic site adopted a planning framework for site in Hosier street Acquired new investment property in line with strategy to provide an income stream to support the revenue budget 	<ul style="list-style-type: none"> Refurbishment of Bennet Road Continue to dispose of assets no longer required and reduce running costs Invest in commercial properties Secure the redevelopment of the former Civic Office site 	Winter 2019 Ongoing Ongoing March 2020
Managing Change <ul style="list-style-type: none"> Adult Social Care Transformation Assets Commercialisation Digital Futures Transport and Parking Culture & Leisure 	<ul style="list-style-type: none"> Adults Transformation – New 'front door' system to reduce referrals Assets – 57 new Council houses built Assets – Delivery of 2 new Community Hubs Commercialisation – Increased income from advertising Digital Futures - Public Wi-Fi live at Southcote & South Reading Community Hubs 	<ul style="list-style-type: none"> Adults Transformation - Assistive technology relaunch Assets – Delivery of new Community Hub in Battle Ward Assets – Continuation of Council House building programme Digital Futures - Launch of Whitespace for refuse collections: in-cab technology meaning quicker response to missed bins 	April 2019 – March 2020

	<ul style="list-style-type: none"> Digital Futures - Mod.Gov system implemented enabling easier public access to Council meeting agendas and minutes Digital Futures -Digital post box set up with courts for more efficient filing of papers with the courts. Digital Futures - Improvements to the Council's HR system iTrent to streamline processes Transport and Parking – Off-street parking brought back into Council control Culture & Leisure - New ceremony room for marriages opened 	<ul style="list-style-type: none"> Digital Futures – launch new intranet Digital Futures -Launch new recruitment module to make it easier for those applying to work for the Council Digital Futures -Roll out of Office 365 and Windows 10 Digital Futures - launch of new website with improved functionality to enable customers to access services more easily online Transport and Parking – Development of RBC Local Transport Plan and Car Parking and Air Quality Strategy Culture & Leisure - New leisure operator appointed, resulting in improved facilities Culture & Leisure – Refurbishment of town hall complete and new café open 	
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How we will measure our progress

Success Measures	2017/18 Baseline	2018/19 Result	2019/20 Target	2020/21 Target	2021/22 Target
Improve Customer satisfaction with our front of house	88%	85%	85%	86%	87%
Increase in take up of online services – number of people signed up for an online account	Not Available	73,114	80,425	88,468	97,315
Delivery of Medium Term Financial Strategy – total budget requirement	£125.3m	£142.9m (TBC)	£133.4m	£130.8m	£134.9m
Reducing agency spend	£14.2m	£11.925m	£9.5m	£7.5m	£6m
Percentage of Council Tax collected in year	96.6%	96.41%	97%	97.5%	98%
Percentage of Business Rates collected in year	96.28%	97.89%	97.25%	97.5%	98.25%

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READING BOROUGH COUNCIL

REPORT BY DIRECTOR OF RESOURCES

TO:	Council		
DATE:	25 June 2019		
TITLE:	Draft Capital Strategy		
LEAD OFFICER:	Giorgio Framallicco Matthew Davis	TEL:	72604 72954
JOB TITLE:	Assistant Director Planning, Transport & Regulatory Services Assistant Director of Finance	E-MAIL:	Giorgio.framallicco@reading.gov.uk Matthew.davis@reading.gov.uk

1. PURPOSE OF REPORT

- 1.1 The Chartered Institute of Public Finance and Accountancy's (CIPFA) revised Prudential Code for Capital Finance in Local Authorities 2017 requires local authorities to produce a Capital Strategy on an annual basis which must be approved by Council.

2. RECOMMENDATIONS

- 2.1 That Council approves the Capital Strategy attached at Appendix 1; and
- 2.2 That the proposed Action Plan that forms Appendix F of the Strategy is noted together with the associated financial implications.

Appendix 1 Draft Capital Strategy 2019

3. SUMMARY

- 3.1 The Capital Strategy provides a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services; along with an overview of how associated risk is managed and the implications for future financial sustainability. It shows how revenue, capital and balance sheet planning are integrated.
- 3.2 The Strategy is informed by the Council's priorities and links to other key strategy documents notably the Corporate Plan, Medium Term Financial Plan, Treasury Management Strategy, Asset Management Strategy and Property Investment Strategy.
- 3.3 The Capital Strategy sets out revised terms of reference and attendee lists for historic officer working groups including the Strategic Asset Management Board (SAMB). The proposals also give SAMB a wider and more strategic

focus. The Board will direct and be supported by a number of project groups including Land and Property.

Appendix B to the Strategy sets out a prioritisation matrix for new capital schemes.

- 3.4 The proposed Action Plan at Appendix F of the Strategy identifies four areas where work is required for the Council to become fully compliant with the CIPFA code requirements, these are:

- Developing our knowledge of the existing asset base
- Identifying what assets we need in the future
- Developing and implementing new systems and processes, which enable the transition to become fully compliant with the code requirements
- Reviewing current capacity within the organisation

4. POLICY CONTEXT

- 4.1 The aim of the Capital Strategy is to support the delivery of the Corporate Plan, which includes the Council's agreed priorities.

5. FINANCIAL IMPLICATIONS

- 5.1 The proposed Action Plan includes undertaking an up-to-date condition survey of the Council's assets. The cost of undertaking the survey and provision for any works arising will need to be factored into the annual refresh of the Council's Medium Term Financial Plan.
- 5.2 Outcomes of actions from the proposed Action Plan may lead to identification of further, unplanned maintenance costs. These should where possible be absorbed within existing revenue maintenance budgets but if these are substantial may create a budget pressure and additional resource requirements.

Reading Borough Council Capital Strategy

2019/20

May 2019

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Contents

1. The Aim of the Capital Strategy
2. What is Capital Investment
3. The Capital Programme 2019-20 to 2021-22
4. Identifying Need
5. Prioritisation & Affordability
6. Formal Approval
7. Governance
8. Performance Monitoring and Evaluation
9. Available Capital Funding
10. HRA
11. Investment and liabilities (risks)
12. Actions

Appendix A - Asset Management Structure

Appendix B - Draft Prioritisation Matrix

Appendix C - The Capital Programme Timeline

Appendix D - Flowchart of the capital programme process

Appendix E - Officer Responsibilities

Appendix F - Action Plan

Reading Borough Council

Capital Strategy 2019/20

1. The aim of the Capital Strategy

1.1. The aim of the Capital Strategy is to support the delivery of the Corporate Plan, Shaping Reading's Future (found [here](#)¹), which includes the Council's agreed priorities:

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

1.2. It achieves this by optimising the use of its existing assets and providing for the future asset needs of services within overall budget constraints and prioritising scarce resources.

1.3. The Capital Programme enables delivery of these priorities by:

- Providing investment to improve access to decent housing to meet local needs and help combat homelessness, as well as maintaining existing council dwellings
- Supporting delivery of sustainable, local social care services through investment to enable independent and supported living in the local community for both children and adults
- Working in partnership with Reading Transport, Network Rail, the LEP and others in seeking funding and delivering an improved transport network, whilst being mindful of environmental factors
- Building schools to meet the future needs of the population and ensuring access to education
- Providing investment to deliver low carbon living, reduce pollution and increase recycling
- Providing investment in community and leisure provision to meet Reading's needs
- Enabling the purchase of investment properties to support the future economic success of Reading and provide an income stream to help support vital services
- Facilitating transformation schemes, ensuring that the Council is fit for the future

2. What is Capital Investment

¹ <http://www.reading.gov.uk/policies-finance-legal-information>
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- 2.1. Capital Investment seeks to provide long-term solutions to Council priorities and operational requirements. Expenditure for capital purposes therefore gives rise to new assets, increases the value and/or useful life of existing assets or, generates an income stream to the Council via non treasury investments.

3. The Capital Programme 2019/20 to 2021-22

- 3.1. The Capital Programme is the authority's plan of capital expenditure/investment for future years, including details on the funding of the schemes. The capital programme 2019/20 - 2021/22 (found [here - item 45²](#)) has been approved as part of the Council's Medium Term Financial Strategy (MTFS). It commits £464m to improve the infrastructure, asset base and effectiveness of service provision for the residents of Reading. The Programme has a borrowing requirement of £306m after external contributions such as grants, Section 106 contributions and Community Infrastructure Levy funding have been applied.
- 3.2. The Programme is broken down into two sections, The General Fund and the Housing Revenue Account. Each scheme in the Programme details the total cost, external funding contributions from for example government and developers and the net cost to the Council to be funded from borrowing or capital receipts.

4. Identifying Need

- 4.1. Aligned to the Corporate Plan are a number of subsidiary and complementary plans and strategies. Examples include:
- Service Plans
 - The Corporate Asset Management Plan
 - Homelessness Strategy
 - Local Transport Plan and Local Plan
 - Highway Asset Management Policy
 - Climate Change Strategy
 - Reading Open Spaces Strategy
 - Culture and Heritage Strategy
 - Waste Minimisation Strategy
- 4.2. Capital investment projects must be in line with the overall objectives contained within the Corporate Plan as well as individual service aims and objectives.
- 4.3. In addition to the Council's own priorities, external influence may impact on capital decisions; for example, central government, the Local Enterprise

² <https://democracy.reading.gov.uk/ieListDocuments.aspx?CIId=136&MIId=1871&Ver=4>
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Partnership (LEP) priorities and funding requirements, demographic and legislative changes.

- 4.4. Internal processes and officer working groups such as the Strategic Asset Management Board (SAMB) and the Land and Property Working Group (L&P) inform the documents mentioned above. Further details about the roles of these groups can be found below.

5. Prioritisation & Affordability

- 5.1. Due to competing demands for limited resources, the Council prioritises capital investment based on its overall objectives and a number of different factors including:
 - Essential Health and Safety works
 - Availability of external funding, full or match funding
 - Invest to save opportunities
 - Maintenance of the essential infrastructure of the organisation, such as buildings and IT
 - The outcome of feasibility studies
- 5.2. Capital bids for new or amended schemes are submitted as part of the Council's annual budget review process. Business cases are quality assured by Finance and SAMB prior to being prioritised for recommendation to members for inclusion in the Draft Capital Programme.
- 5.3. The overall affordability of the Draft Capital Programme is reported on by the Council's Chief Finance Officer as part of the Council's budget setting process. The final Programme is agreed by Council in setting its budget.
- 5.4. A proposed prioritisation matrix can be found at Appendix B. This sets out a process for scoring projects based on their contribution to securing the Council's Corporate Plan priorities, meeting its statutory requirements and recognising the availability of funding etc.
- 5.5. The matrix recognises the importance of investment in capital schemes that are necessary to deliver revenue savings. It does this by allocating a score to ensure any 'Invest to Save' schemes are prioritised for approval.

6. Formal Approval

- 6.1. In line with Reading Borough Council's (RBC) Constitution (found [here](http://www.reading.gov.uk/constitution)³), capital schemes require both scheme and spend approval prior to expenditure being incurred.

³ <http://www.reading.gov.uk/constitution>
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- 6.2. Capital scheme approval is achieved via inclusion of the project within the Capital Programme approved by Council in February each year. A timetable for the annual process can be found at Appendix C and Appendix D provides a flow chart of the process.
- 6.3. Schemes or projects also require spend approval from the appropriate committee or in accordance with the Scheme of Delegation, with the submission of a detailed business case for review where appropriate. In addition, a gateway review process will be deployed for all major schemes to more closely monitor progress and delivery of projects and their agreed objectives. This is set out in more detail in section 8.
- 6.4. In year changes to the Programme are possible and the detailed process can be found in the Constitution (with links to other documents such as the Scheme of Delegation and Financial Regulations). Changes to the Programme, including the addition of new fully funded schemes, budget virements or slippage between years are reported to Policy Committee as part of the Council's budget monitoring process.

7. Governance

- 7.1. The Strategic Asset Management Board (SAMB) provides strategic oversight and direction in relation to the Council's corporate asset management activity. The Board will have responsibility for delivery of the Capital Programme, consider service bids for capital resources and make recommendations to members as part of the annual budget setting process and provide strategic direction as to the development and use of assets.
- 7.2. The Land and Property Working Group (L&P) sits below SAMB and is an operational group responsible for producing the annual corporate compliance action plan and reporting on the gateway and monitoring position to SAMB.
- 7.3. Appendix A provides details of the Terms of Reference and membership of the two groups.

8. Performance Monitoring and Evaluation

- 8.1. Monitoring of the Capital Programme sits alongside the Council's revenue monitoring process with the submission of monthly reports to both the Strategic Asset Management Board and the Corporate Management Team for review.
- 8.2. Member oversight is achieved through Lead Councillor briefings and quarterly reporting to Policy Committee.
- 8.3. All schemes within the Programme have a named Project Manager. It is the responsibility of the Project Manager with support from their Finance Business Partner to review and update their spend and project delivery

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forecasts each month. Appendix E provides information about the different officer responsibilities.

- 8.4. The Land & Property Working Group monthly meetings will be used to provide challenge to capital scheme delivery on an exception basis, with the group able to call project officers to attend as necessary. L&P will report the monitoring position to SAMB for them to consider the overall performance of the Capital Programme and any impacts resulting from delays to schemes etc.
- 8.5. A gateway process will be used for all major capital schemes to allow stakeholders to assess the on-going case for the scheme prior to the commencement of further stages. This will involve project officers reporting to SAMB at particular stages of the project and requiring sign off before next stage can commence. This gateway review process allows early identification of areas that may require corrective action and provides validation that a project is ready to progress successfully to the next stage. Proposed stages are as follows
- Initial proposal
 - Feasibility
 - Business Case
 - Project initiation
 - Final design/Procurement
 - Contract Award
 - Project Review
- 8.6. Schemes that arise during the year will be added to the agreed Programme once the relevant approvals have been obtained.
- 8.7. As part of the annual monitoring process a draft outturn report on the previous financial year results will be submitted to Policy Committee for review. In addition this report will seek formal approval for any scheme slippage not previously agreed.

9. Available Capital Funding

- 9.1. There are a number of sources of funding the Council can access to fund its capital investment requirements. These are limited and the Council will have to make decisions about how, when and how much the different funding sources will be used.
- 9.2. The main sources of funding available are as follows:
- Capital Grants
 - Developers Contributions
 - Revenue Contributions
 - Capital Receipts

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- Prudential Borrowing

9.3. Capital Grants

9.3.1. Services must seek to maximise external funding wherever possible to support capital schemes. This can be in the form of grants from outside bodies including central government. As specified in the Constitution, all bids for external funding must be made in consultation with the Executive Director of Resources and responsible Lead Councillor to ensure all funding conditions have been carefully considered prior to entering into an agreement.

9.4. Developer Contributions

9.4.1. Developer Contributions e.g. s106 receipts and Community Infrastructure Levy (CIL) are sought to mitigate the impact of development and overcome what would otherwise be a potential reason to refuse a planning application.

9.4.2. In July 2018 Policy Committee approved the Council's CIL Protocol, setting out how CIL receipts are to be used. The protocol set out that 80% of CIL receipts will be used to support the Capital Programme, 15% will be allocated to areas in which CIL liable development is taking place and 5% will be allocated to cover administration costs. The Committee also agreed a schedule of preferred projects for public consultation which could benefit from 15% local CIL funding. In November 2018, following the public consultation process, Policy Committee approved the allocation of 15% of CIL to a number of projects, which now form part of the 2019 Capital Programme. It is anticipated that a further consultation exercise will take place during 2020 to inform the allocation of further funding.

9.5. Revenue Contributions

9.5.1. The Council can choose to use its revenue budgets to fund capital expenditure. In light of continuing budgetary pressures Members will have to weigh the relative priorities of capital and revenue projects in allocating revenue resources.

9.6. Capital Receipts

9.6.1. A capital receipt is an amount of money exceeding £10,000, which is received from the sale of an asset. Capital receipts cannot be spent on revenue items.

9.6.2. The Council's general policy is that capital receipts are pooled and used to finance future capital expenditure and investment according to priorities, although they may be used to repay outstanding debt on assets financed from loans, as permitted by the regulations.

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- 9.6.3. Under the current [Flexible use of Capital Receipts](#)⁴ direction, it is permissible to treat certain costs as capital expenditure provided these costs are funded from capital receipts received by the Council during the period specified within the direction, currently 2016/17 to 2021/22. Costs to be capitalised in this way must also meet the definition as laid out in the direction i.e. costs must relate to a scheme to deliver service efficiencies and transformation and have been agreed by Council in advance.
- 9.6.4. The Council approved a Flexible Capital Receipts Strategy as part of the 2019/20 - 2021/22 Medium Term Financial Plan this includes an allocation of capital receipts to support transformation and savings delivery (the Delivery Fund). Regular monitoring and administration of this process takes place through the Council's Corporate Programme governance arrangements. Further information can be found [here - item 45 Appendix 6](#)⁵.
- 9.6.5. The Corporate Asset Management Plan (found [here - item 11](#) ⁶) sets out the Council's aim to optimise capital receipts balanced against strategic investment decisions and rental streams.

9.7. Prudential Borrowing

- 9.7.1. Under the Prudential Framework local authorities are free to make their own judgements as to whether new borrowing is affordable and prudent, subject to a duty to follow agreed professional principles, which are contained within the Cipfa Prudential Code.
- 9.7.2. Prudential borrowing to fund capital projects brings with it the need to make a charge to revenue to reflect the cost of borrowing. The basis for this charge, known as Minimum Revenue Provision (MRP) is set out within the Council's Treasury Management Strategy and MRP statement. Further details about these documents can be found below in Section 11.

10. Housing Revenue Account

- 10.1. There are particular requirements around the treatment of any capital receipts generated following the disposal of an HRA asset. These include a requirement to pool a proportion of some receipts and a requirement to use some receipts to fund capital expenditure on affordable housing within a specified time-frame
- 10.2. The production of a 30 year HRA Business Plan, which is periodically reviewed, enables the funding needs of the Council's housing stock to be accommodated.

⁴ <https://www.gov.uk/government/publications/final-guidance-on-flexible-use-of-capital-receipts>

⁵ <https://democracy.reading.gov.uk/ieListDocuments.aspx?CId=136&MId=1871&Ver=4>

⁶

<https://democracy.reading.gov.uk/CeListDocuments.aspx?MID=2827&RD=Agenda&DF=18%2f07%2f2016&A=1&R=0>

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11. Investment and liabilities (risks)

11.1. A number of related strategies and documents sit alongside the Capital Strategy providing further detail relating to debt management, capital investment and the inherent risks involved. These are:

- The Treasury Management Strategy
- The Commercial Property Investment Strategy
- The Minimum Revenue Provision (MRP) Policy

11.2. The Treasury Management Strategy (found [here - item 47](#)⁷) was approved by Full Council on 26 February 2019 and gives an overview of the purpose and scope of the Treasury Management function, as well as identifying and setting criteria to limit risk. It includes how the Council will fund the Capital Programme and Treasury Management investment activity which arise from the organisation's cash flows and debt management activity, and ultimately represent balances which need to be invested until the cash is required for use in the course of business. Plans to fund the net capital borrowing requirement are considered as part of the overall Treasury Management Strategy.

11.3. The Commercial Property Investment strategy (found [here - item 11](#)⁸) gives an overview of the Council's approach to investing in commercial property, including why this approach has been taken and the risks involved.

11.4. The Commercial Property Investment Strategy fully takes account of the specific risks that may arise on individual proposed acquisitions as part of the due diligence process. The Treasury Management Strategy considers security and liquidity risk as part of the investment strategy. Potential capital cost risks are reflected in the capital bidding process.

11.5. The Council has undertaken a review of its policy on the prudent repayment of debt; it's Minimum Revenue Provision (found [here - item 47](#)⁹). As a result, two key changes to the policy were approved by Council on 26 February 2019:

- That no MRP is charged on short term capital loans (those with a full repayment date of five years or less), as they will generate a capital receipt on their maturity which will be utilised to repay the debt; and
- The previously charged 2% MRP charge for the HRA will be removed to provide greater flexibility within the HRA Business Plan over when to make prudent provision for the repayment of debt.

⁷ <https://democracy.reading.gov.uk/ieListDocuments.aspx?CId=136&MIId=1871&Ver=4>

⁸ <https://democracy.reading.gov.uk/ieListDocuments.aspx?CId=138&MIId=3086&Ver=4>

⁹ <https://democracy.reading.gov.uk/ieListDocuments.aspx?CId=136&MIId=1871&Ver=4>

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11.6. For all capital investments, the appropriate level of due diligence will be undertaken with the extent and depth reflecting the level of additional risk being considered. Due diligence process and procedures will include:

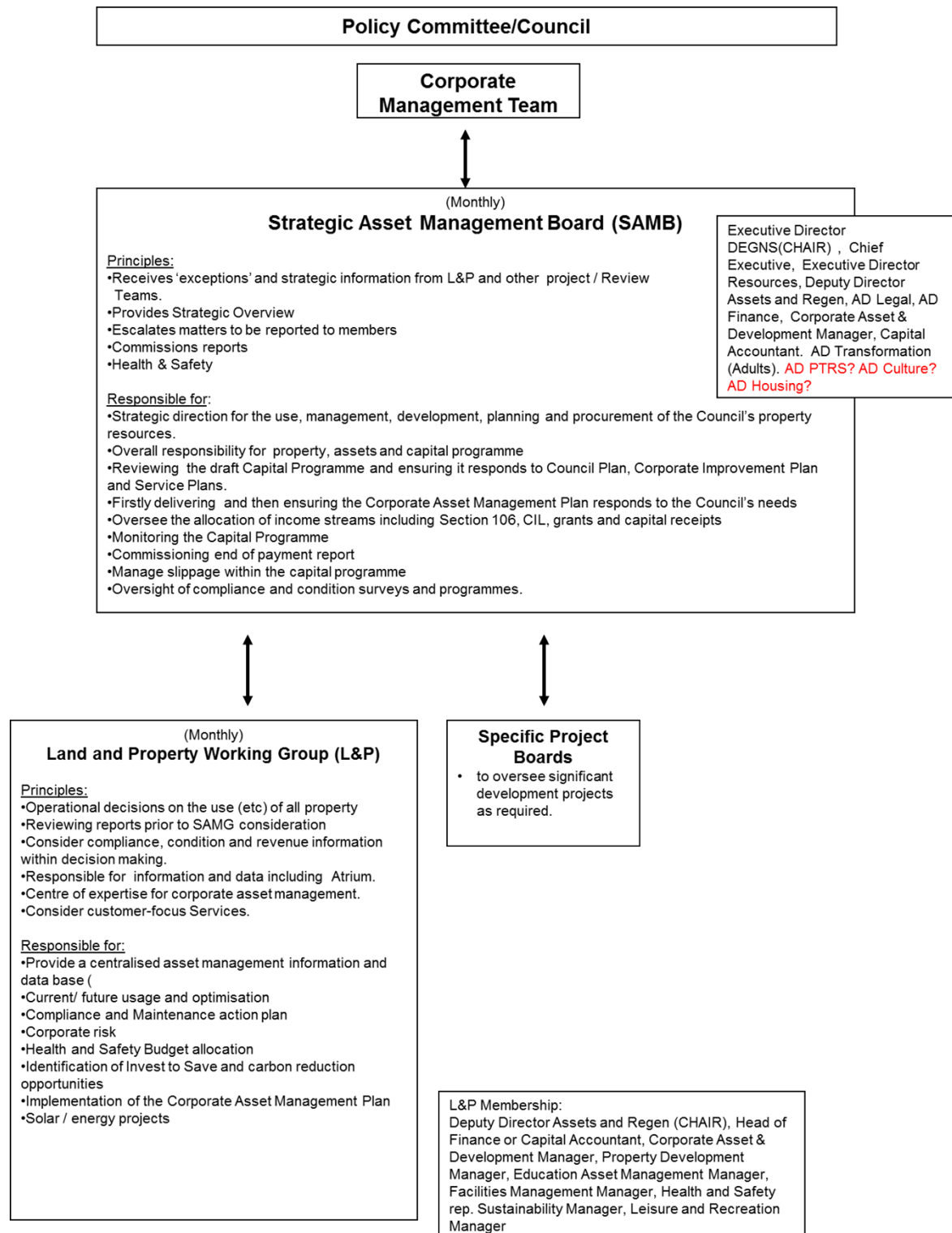
- Effective scrutiny of proposed investments;
- Identification of the risk to both the capital sums invested and the returns;
- Understanding the extent and nature of any external underwriting of those risks;
- The potential impact on the financial sustainability of the Council if those risks come to fruition;
- Identification of the assets being held for security against debt and any prior charges on those assets;
- Where necessary independent and expert advice will be sought.

The Executive Director of Resources will ensure that members are adequately informed and understand the risk exposures being taken on.

12. Action Plan

12.1. To ensure full compliance with the CIPFA code requirements an Action Plan has been produced outlining the necessary actions owners and timelines. This can be found at Appendix F.

Appendix A



[Type text]

Appendix B

Prioritisation Matrix

Budget Prioritisation - Scoring Guidance for Capital Bids		
Criteria	Scoring Method	
Contribution to Corporate Priorities including ICT related priorities	Score each one out of 10 based on the contribution made to each of the Council's corporate objectives, where:	
	10 =	Very High (Major contribution to 2 or more key outcomes)
	8 =	Medium to High (Major contribution to 1 key outcome)
	6 =	Medium (Some contribution to 2 or more key outcomes)
	4 =	Low to Medium (Some contribution to 1 key outcome)
	2 =	Low (Indirectly supports at least 1 key outcome)
	0 =	None (No contribution to key outcomes)
Maintenance of existing infrastructure in terms of security and functionality	10 =	Essential to council's core business - council can't function without it
	5 =	Loss of efficiencies/revenue or increased costs
	0 =	Doesn't effect existing infrastructure of council
Statutory / Non-Statutory/ Health and Safety	This score adds a weighting to services/bids which have a statutory element:	
	10 =	Project has a statutory requirement
	5 =	Services that are based on statutory/health and safety duties but where there is some degree of discretion about how the function is carried out
	0 =	Services where the Council can exercise complete discretion
Small Scheme Weighting	This score adds weighting to lower value bids:	
	4 =	for schemes under £50,000
	2 =	for schemes between £50,000 - £99,000
	0 =	for schemes in excess of £100,000
Funding Available	This score adds a weighting for schemes that have earmarked funding available and/or have an ability to attract external funding e.g. grant aid or generate capital receipts:	
	10 =	100% external funding is available
	4 =	51% - 99% external funding is available
	2 =	Up to 50% external funding is available
	0 =	No funding has been identified
Revenue Implications	This score assesses the Capital Bids in regard to whether there are any resulting revenue implications:	
	50 =	The bid is part of an approved Invest to Save scheme to deliver revenue savings
	10 =	Income is generated or revenue savings achieved
	4 =	There are no additional revenue implications
	2 =	There are revenue costs but funding is already in place
	0 =	There are revenue costs with no funding identified
Risk Factor	This score adds a weighting to Capital Bids based on a risk assessment of not undertaking the capital project	
	10 =	Very High Risk (Complete loss of statutory service)
	8 =	High Risk (Partial loss of statutory service, complete loss of discretionary service)
	6 =	Medium Risk (Partial loss of discretionary service, worsening statutory service)
	2 =	Low Risk (Deterioration in services, more complaints)
	4 =	Very Low Risk (No improvement in customer satisfaction levels)
	0 =	No Risk (No discernible impact foreseen, low levels of complaint continue)
Environmental Factors	This score assesses the Capital Bids in regard to whether the investment will support delivery of environmental goals	
	10 =	Investment has a positive impact on environmental factors such as carbon waste and pollution
	0 =	Investment has no impact on environmental factors
Priority Level	This is the total score across all criteria	

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Appendix C

The Capital Programme Timeline

Annual Capital Programme Timeline for new or amended bids

Date	Activity
June	Capital bid sheets for the following three years are circulated by Finance
June/July	Capital bid sheets are completed by Project Officers, reviewed by the relevant Deputy / Assistant Director and are submitted to the Finance team for review.
July/August	Production of the initial draft Capital Programme by Finance and review by L&P and then SAMB, alongside the business case for detailed spend approval.
September	Bids considered by SAMB are reviewed as part of draft Capital Programme by Corporate Management Team
October to December	Review of draft Capital Programme by Members through key meetings including submission of the draft Capital Programme to Policy Committee
January	Further review of draft Capital Programme by Members through key meetings
February	MTFS containing proposed Capital Programme submitted to Policy Committee by Director of Finance for review followed by submission to Full Council for approval.

Ongoing Monitoring Process

Throughout the year	On-going monitoring, reporting and review process including quarterly reporting to Policy Committee
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New emerging bids/other changes to the Programme.

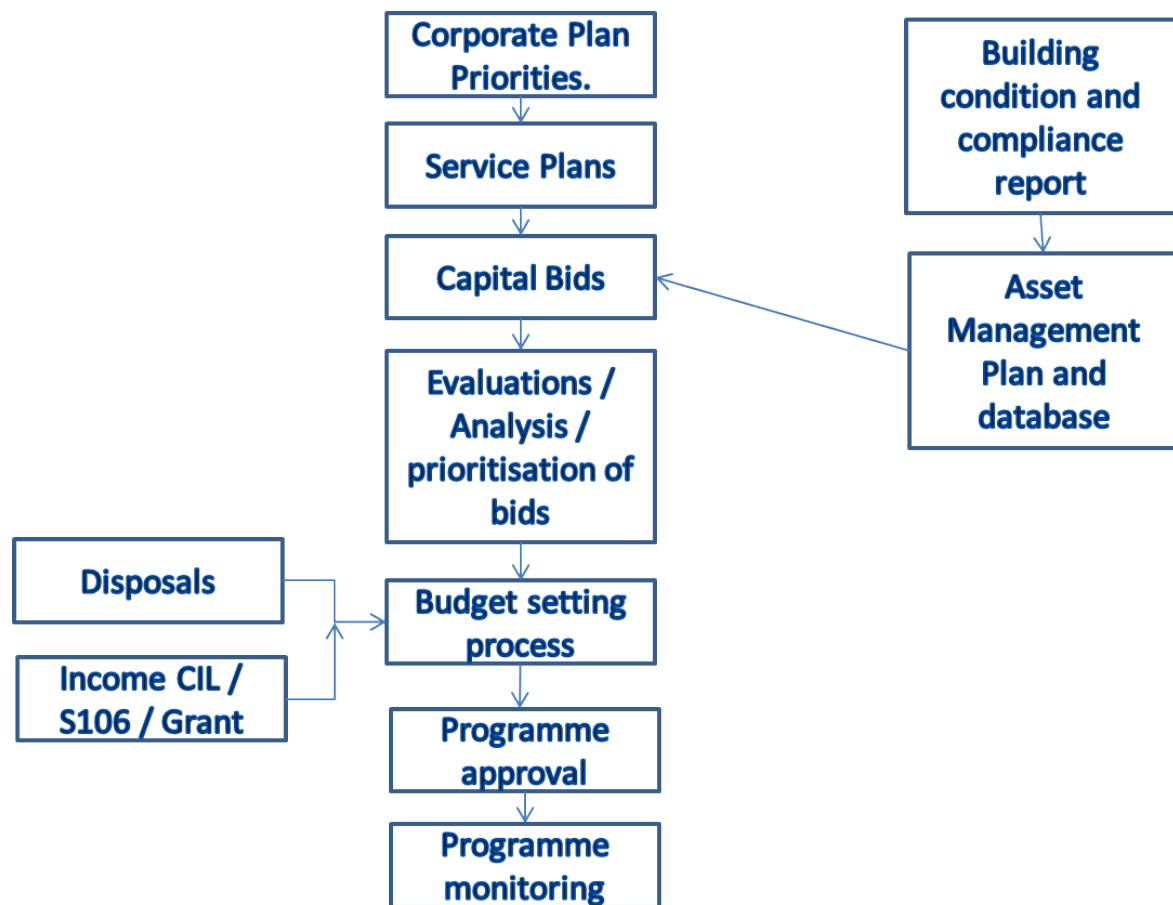
Throughout the year	In year changes to the programme are reported to Policy Committee for approval as necessary as part of the standard monitoring process.
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Outturn Report

March	Financial Year end
June	Year-end outturn report submitted by Director of Finance to Policy Committee for review and approval of any final scheme slippage.

Appendix D

CAPITAL PROGRAMME PROCESS



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Appendix E - Officer Responsibilities

Carrying out your budget management responsibilities

The table below summarises the main budget responsibilities.



You need to know which tasks you are accountable for and which tasks you are responsible for. The responsibility for completing tasks can be delegated, but the accountability cannot.

R = Responsible for executing the task

C = Consulted throughout the task-may be subject matter expert

A = Accountable for the outcome of the task

I = Informed of the outcome of the work

TASK	Service					Finance			
	Executive Director	Deputy/Assistant Director	Service Manager	Budget Holder/Project Manager	Team	Strategic Business Partner	Business Partner	Business Partnering Team	VAT Accountant
Budget Monitoring									
Provide accurate budget monitoring reports by X of month				I			A	R	
Provide relevant activity data to support budget monitoring reports				A	R		I	I	
Review reports ahead of budget monitoring meeting				A/R					
Review transaction report and advise of any miscoding's that need moving				A/R			C		
Journal miscodes							A	R	
Report position of each cost centre/capital scheme against budget on monthly basis		I	I	A/R					
Manage service within the approved budget for that service			I	A/R			I		
Provide commentary to explain any variances to budget within service for monthly budget monitoring report to CMT		A/R	C	C			C/I		
Hold budget holders to account for their financial performance and manage overspends within their service area			A/R						
Hold service managers (and budget holders) to account for their financial performance and manage overspends within their service area		A/R							
Hold Deputy/Assistant Director to account for their financial performance and manage overspend within their directorate	A/R								
Keep Assistant Director of Finance informed of any matters of serious financial concern						A/R	C		

[Type text]

TASK	Service					Finance			
	Executive Director	Deputy/Assistant Director	Service Manager	Budget Holder/Project Manager	Team	Strategic Business Partner	Business Partner	Business Partnering Team	VAT Accountant
Purchasing Goods and Services									
Check if there is sufficient uncommitted budget available before ordering goods or services				A/R					
Code purchase order to correct code				A	R				
Give purchase order to supplier and ensure they know to quote PO number on invoice				A	R				
Receipt purchase order when goods or services have been received				A	R				
Review commitments and close purchase orders that are no longer required				A	R				
Charging for services/External funding of capital schemes									
Consider whether VAT is chargeable on invoices raised by your team				A	R				C
Where possible, collect income/funding up front for services				A	R				
Raise timely invoices for services provided/funding due where income hasn't been collected up front				A	R				
Debt collection - ensure debt is managed either locally or by Corporate Debt Team as appropriate				A	R				
Budget Build									
During the budget build process, profile the following year's budget to the months it will be spent/across the life of the capital scheme				A/R			C/I		
Advise Strategic Business Partner of any services pressures which cannot be managed within service/approved capital scheme budget				A/R			I		
Budget for the new year is set by CMT and communicated to services	A/R								
Year End									
Review and ensure all goods or services received in year which haven't been paid for have been accrued for				A	R		C/I		
Advise Business Partner of any pre-payments for services				A	R				
General Tasks									
Ensure you have access to Oracle Fusion	A/R	A/R	A/R	A/R					
Maintain the integrity of the data held on Oracle Fusion by using codes correctly and closing down commitments when they are no longer needed				A	R		C	C	
Understand which cost centres and subjectives to use				A	R				
Ensure your team know the budget position				A/R	I				
Be familiar with the financial, procurement and contract regulations for the Council	A/R	A/R	A/R	A/R					
Safeguard RBC assets and cash	A/R	A/R	A/R	A/R	A/R				
Ensure there is a separation of duties and a full audit trail for all financial processes				A/R					
Ensure staff have the relevant competencies to carry out the financial aspects of their roles				A	R				
Notify internal audit of any financial irregularities immediately				A/R					

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Appendix F

ACTION PLAN

1. **Objective** - To develop a Corporate Asset Management Plan that clearly explains how we move from the existing asset base to the assets we will need across the short, medium and long term in order to achieve the Corporate Vision.

There are four areas where work is required

- Developing our knowledge of the existing asset base
- Identifying what assets we need in the future
- Develop and implement new systems and processes to enable the transition
- Review current capacity within the organisation

2. **Developing our knowledge of the existing asset base.**

Item	Lead	Deadline
Up-to-date condition surveys are needed covering the current condition of the asset base, the cost and timescales of maintaining the assets over the remaining useful life and the cost of replacing the asset at the end of its life. Whilst rolling work programmes are currently maintained these do not cover every asset, mainly focusing on property assets, and do not cover the remaining useful life.	Services including Corporate Asset Management, Fleet Services, IT Services, Transport Services, Education Asset Management	30/09/19

3. **Identifying what assets we need in the future**

Item	Lead	Deadline
Service Plans play an important role in identifying our future asset base for the short, medium term and long term. It is therefore vital that service plans are developed with clear identified need reflected over these periods. To achieve this aim	All service managers	

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<p>we need to identify a clear process to prioritise the identified need and how to translate these priorities into asset development to enable delivery of the Corporate Plan.</p> <p>Examples of things to be considered in achieving this are</p> <ul style="list-style-type: none"> • Growing elderly population with complex needs and the potential need for greater residential and nursing places within the borough. • Changes in the school age demographics impacting on the need for school places across the borough. • General demographic changes impacting on the need for affordable housing in the future • The need for economic regeneration to support the economy • The need for the future transport infrastructure to support demographic changes and economic regeneration. • The need for cultural and leisure facilities across the borough • The need for IT infrastructure <p>For this to be implemented service managers will require support. This is considered under section four below.</p>		
<p>The identification of future asset needs will assist in identifying any surplus assets that can be disposed of to generate a capital receipt. The current programme of disposals will need to be reviewed and updated alongside the work to identify future asset needs.</p>	<p>Valuations</p>	

4. Develop and implement new systems and processes to enable the transition

Four areas have been identified where work is required.

- Skills and knowledge

Item	Lead	Deadline
Ensure service and finance staff receive appropriate training to carry out their roles. This will include training on the capital investment process itself, project management, capital fundamentals, financial regs and the procurement framework	Workforce development	30/09/19
Further develop and implement a post project review process for all major capital schemes that covers the achievement of intended outcomes and comparison of actual spend and timescales vs original budget and planned implementation. Reports to be submitted to SAMB for reflection and communication of lessons learnt	SAMB/Finance	30/09/19

- Availability of good quality and up-to-date information

Item	Lead	Deadline
Ensure appropriate systems are in place to enable effective capital scheme monitoring	Finance	30/09/19
Develop a standard template to accompany service plans, to assist service managers in identifying future asset needs	L&P group	30/09/19
Update the Corporate Asset Management Plan to reflect the	SAMB/L&P group	

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identified and agreed future asset needs and the steps required to achieve the desired outcomes.		
Secure an asset management database	L&P group	31.3.2020

- The decision making process

Item	Lead	Deadline
Develop a standard business case template to ensure appropriate information is captured, including full life cost of the asset, revenue implications and available funding sources. The capital bid template should be a summarised version of this template.	SAMB/Finance	30/09/19
Develop a clear and transparent scheme evaluation process to aid decision making taking into account the agreed corporate priorities and being mindful of available funding sources and staff capacity to deliver projects and achieve the desired outcomes	SAMB	30/09/19

- Governance

Item	Lead	Deadline
Review and change the Terms of Reference for existing officer groups to ensure these groups are fit for purpose and carry out the required roles and responsibilities	Assistant Director DENS	
Update the Constitution and related documents to provide clarity around the capital investment process (approval monitoring, virements, slippage)	Finance	30/09/19
To review existing arrangements and develop a consistent	SAMB/Finance	30/09/19

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gateway management approach ensuring appropriate controls are include within the approval process with clear milestones.		
To ensure the financial implications of capital investment decisions are understood and are integrated into revenue budgets	SAMB/Finance	31/12/19

5. Review capacity within the organisation

Item	Lead	Deadline
Review current capacity to deliver capital schemes and achieve the desired outcomes.	SAMB	30/09/19
Consider staffing requirements to project management the change detailed in this action plan.	CMT	30/06/19

6. On-going work

- a. In addition there are areas where on-going work will also be required. This includes
 - i. Implement a rolling-programme of asset surveys across the entire asset base.
 - ii. On-going training to ensure new staff have the skills and knowledge to carry out their roles.
 - iii. Regular review of service plans, corporate asset management plan etc to ensure any changes are captured.