



Reading
Borough Council

Working better with you

Summons and Agenda 22 March 2022

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



Reading
Borough Council
Working better with you

Peter Sloman
CHIEF EXECUTIVE

Civic Offices, Bridge Street,
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To: All Members of the Council

Direct: ☎ 0118 937 2153
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14 March 2022

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 in the **Concert Hall, Town Hall, Reading**, on **Tuesday, 22 March 2022 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 - 18

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

4. **PETITIONS**

To receive petitions in accordance with Standing Order 8.

5. **QUESTIONS FROM MEMBERS OF THE PUBLIC**

Questions in accordance with Standing Order 9.

6. **QUESTIONS FROM COUNCILLORS**

Questions in accordance with Standing Order 10.

Reports and Recommendations from Committees

7. **INVESTING IN READING'S FUTURE: READING BOROUGH COUNCIL CORPORATE PLAN 2022-25** 19 - 54

Report by Chief Executive

8. **PAY POLICY STATEMENT 2022/23** 55 - 84

Report by Deputy Chief Executive

9. **THE GLOBAL COVENANT OF MAYORS FOR ENERGY AND CLIMATE** 85 - 92

Report by Executive Director for Economic Growth & Neighbourhood Services

Motions

10. **COUNCIL RESPONSE TO UKRAINE CRISIS**

Councillor Brock to move:

That this Council notes that:

- The invasion of Ukraine by Russian military forces has precipitated a humanitarian crisis.
- The United Nations General Assembly has condemned Russia's aggression, calling for both the full withdrawal of Russian

military forces and respect for the sovereignty, independence, and internationally recognised borders of Ukraine.

This Council believes that:

- Reading's Ukrainian community requires support that is both expressed and material, and that the Reading Ukrainian Community Centre has shown leadership in providing such support.
- Reading, as a recognised City of Sanctuary, has a duty and a moral obligation to provide support to those seeking refuge from conflict.

Consequently, this Council resolves to:

- Formally condemn the invasion of Ukraine by Russia, in line with United Nations General Assembly Resolution ES-11/1.
- Work with the Reading Ukrainian Community Centre and other partners to provide support for those seeking refuge.
- Immediately earmark provision of £25,000 to support voluntary and community organisations working with, and additional Council service requirements for, refugees from the conflict.
- Proactively approach the Government and indicate the Council's willingness to play a full role in all appropriate schemes for resettling refugees from Ukraine.
- Prepare to support, in addition to national schemes, up to ten families via the Local Sponsorship Scheme, acknowledging that details of the scheme are still forthcoming at the time of writing.
- Reaffirm our commitment as a City of Sanctuary through beginning the application process for 'Council of Sanctuary' status.

The implementation of the above to be achieved by delegating authority to the Chief Executive, the Executive Director of Economic Growth and Neighbourhood Services, and the Director of Finance. Council further delegates authority to the Chief Executive, in consultation with the Leader of the Council, to vary the above as additional requirements manifest.

11. **SPECIAL COUNCIL MEETING - 25 MAY 2022**

Councillor Brock to move:

That the Council resolves to convene, on 25th May 2022, a special meeting for the purpose of considering nominations for conferring the title of Honorary Alderman or Honorary Alderwoman, in accordance with section 249 (1) of the Local Government Act 1972 and the criteria approved by the Council on 23rd February 2022, on the following persons:

- (1) Tony Jones, for having rendered eminent service on Reading Borough Council as a member for the Redlands, Battle, and Whitley wards, including two terms as Mayor of Reading and having held senior political office.

- (2) Jeanette Skeats, for having rendered eminent service on Reading Borough Council as a member for the Thames ward, including a term as Mayor of Reading and having held senior political office.
- (3) Joe Williams, for having rendered eminent service on the former Berkshire County Council as a member for the Katesgrove ward and having an exceptional record of community service and leadership.

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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.

Present: Councillor Eden (Mayor);

Councillors David Absolom, Debs Absolom, Ayub, Ballsdon, Barnett-Ward, Brock, Carnell, Challenger, Davies, Emberson, Ennis, Gittings, Hacker, Hoskin, Khan, Leng, Manghnani, McElroy, McEwan, McGonigle, Mitchell, Mpofo-Coles, O’Connell, Page, Pearce, Robinson, Rowland, Rynn, R Singh, Skeats, Sokale, Stanford-Beale, Stevens, Terry, White, Whitham, J Williams, R Williams and Woodward;

Apologies: Councillors Duveen, Edwards, James, Lovelock, Maskell and D Singh.

35. MINUTES

The Minutes of the meeting held on 27 January 2022 were confirmed as a correct record and signed by the Mayor.

36. QUESTIONS FROM COUNCILLORS IN ACCORDANCE WITH STANDING ORDER NO 10

	Questioner	Subject	Answer
1.	Cllr J Williams	Paying for Leisure Investment	Cllr Hoskin
2.	Cllr White	When will Doorstep Glass Recycling be introduced?	Cllr Barnett-Ward
3.	Cllr White	Where will Council Youth Workers establish Youth Clubs?	Cllr Terry

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

37. CHIEF FINANCE OFFICER’S REPORT ON THE ROBUSTNESS OF THE COUNCIL’S 2022/23 BUDGET

The Director of Finance submitted a report fulfilling the requirement on him under Section 25 of the Local Government Act 2003 as the Council’s Chief Finance Officer to report on the robustness of the estimates made for the purposes of the calculations of the budget and the adequacy of the proposed level of financial reserves. The Council had a duty to have regard to the advice set out in the report when considering setting its 2022/23 Budget and Medium Term Financial Strategy for the subsequent two financial years. The Statement of Reserves and Balances, which provided a summary of estimated reserve movements from 31 March 2022 and 31 March 2025, were attached to the report for information.

The following motion was moved by Councillor Brock and seconded by Councillor Ennis and CARRIED:

Resolved -

That the Chief Finance Officer’s report on the robustness of the Council’s 2022/23 budget and indicative budgets for the subsequent two financial years 2023/24 and 2024/25 be noted and the opinion contained therein be taken into account in making the decisions set out below in Minutes 37-40 below.

COUNCIL MEETING MINUTES - 23 FEBRUARY 2022

38. 2022/23 BUDGET & MEDIUM TERM FINANCIAL STRATEGY TO 2025

Further to Minutes 55 and 73 of the Policy Committee meetings held on 13 December 2021 and 14 February 2022 respectively, the Director of Finance submitted a report on the Budget and Medium Term Financial Strategy (MTFS) for the three years 2022/23 - 2024/25. The report provided an update on the results of the budget consultation exercise as well as changes arising from the publication of the Provisional Local Government Finance Settlement and other changes that had arisen since the report to Policy Committee in December 2021.

The report stated that the Department for Levelling Up, Housing and Communities (DLUHC) had published the Final Local Government Financial Settlement on 7 February 2022, which included an announcement on the allocations in respect of Public Health Grant. The allocation for Reading was £10.316m, an increase of £0.282m over the 2021/22 allocation. As the grant was ringfenced and any increase/decrease to the Council's grant allocation was offset by a corresponding increase/decrease in expenditure, the MTFS assumed a nil impact on the budget gap. Initial review indicated that there were no other impacts from the Final Settlement for Reading.

The underpinning rationale of the Medium-Term Financial Strategy was to deliver a balanced and affordable 2022/23 budget and ensure that the Council's finances were robust and sustainable over the medium term and that in the longer term the Council's finances were not reliant on the unsustainable use of one-off reserves or funding. The Strategy was informed by the Council's Vision: "to ensure that Reading realises its potential - and that everyone who lives and works in Reading can share in the benefits of its success", as well as its Corporate Plan themes:

- Healthy Environment;
- Thriving Communities; and
- Inclusive Economy.

The preparation of the 2022/23 Budget and MTFS 2022/23 - 2024/25 had again been challenging due to the continuing uncertainty caused by the wide-ranging implications of the Covid-19 pandemic and, despite a multi-year Spending Review announcement, yet another one-year Local Government funding settlement from Central Government. The budget assumptions included:

- a) Council Tax increases of 1.99% plus an Adult Social Care precept of 1.0% for all three years of the MTFS (2022/23 to 2024/25);
- b) Delivery of £19.940m (£19.690m services and £0.250m corporate) of efficiencies and increased income across the period;
- c) A contingency provision over the three years (£3.6m 2022/23; £4.8m 2023/24; and £6.3m 2024/25) to mitigate possible slippage or non-achievement of higher risk savings and/or income targets over the period;
- d) A housing rent increase of 3.1% (September 2021 CPI only) in 2022/23, returning to a rent increase in line with approved policy of CPI + 1% in subsequent years;
- e) General Fund capital investment of £171m and Housing Revenue Account (HRA) capital investment of £140m over the period 2022/23 to 2024/25; and
- f) £5.706m of transformation funding (over the period 2022/23 to 2024/25) to support delivery of efficiency savings assumed within the MTFS, taking the total transformation funding to £21.729m across the whole life of the Delivery Fund.

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The report had been updated from the version presented to Policy Committee on 14 February 2022, to reflect the Public Health Grant allocations announced as part of the Final Local Government Finance Settlement and the latest interest rate forecasts following the increase of the Bank Rate to 0.50%.

A motion was moved by Councillor Brock and seconded by Councillor Ennis and CARRIED as set out in the resolution below.

The following amendment was moved by Councillor White and seconded by Councillor McElroy and LOST:

‘In the recommendation relating to 2022/23 Budget & Medium Term Financial Strategy to 2025 (Agenda item 8), insert “subject to an additional recommendation (k) below” after the words “...the 2022/23 General Fund and Housing Revenue Account budgets, Capital Programme and Medium Term Financial Strategy as set out in Appendices 1-10 be approved, and...”’

Add a new Recommendation (k) as follows:

This Council notes:

- At least 6999 households in Reading live in fuel poverty. The Resolution Foundation estimates that this could triple without appropriate intervention
- Winter Watch is one of the council’s initiatives to tackle fuel poverty. It has a budget of £50,000. This pays for a worker and £10,000 for very low-cost energy efficiency measures
- Unfortunately this is not enough to make a dent tackling fuel poverty across the town.

This Council resolves:

- To increase the Winter Watch budget to £150,000, for one year, so more can be done to tackle fuel poverty especially the installation of higher cost home energy conservation measures such as solid wall insulation.

Make any consequential amendments to the revenue and capital budgets arising from the above amendment.”’

A recorded vote having been demanded, the voting was as follows:

For the motion: 6 Councillors McElroy, McGonigle, O’Connell, White, Whitham and J Williams.

Against the motion: 34

Councillors David Absolom, Debs Absolom, Ayub, Ballsdon, Barnett-Ward, Brock, Carnell, Challenger, Davies, Eden, Emberson, Ennis, Gittings, Hacker, Hoskin, Khan, Leng, Manghnani, McEwan, Mitchell, Mpfu-Coles, Page, Pearce, Robinson, Rowland, Rynn, R Singh, Skeats, Sokale, Stanford-Beale, Stevens, Terry, R Williams and Woodward.

The following amendment was moved by Councillor O’Connell and seconded by Councillor McGonigle and LOST:

COUNCIL MEETING MINUTES - 23 FEBRUARY 2022

‘In the recommendation relating to 2022/23 Budget & Medium Term Financial Strategy to 2025 (Agenda item 8), insert “subject to an additional recommendation (k) below” after the words “...the 2022/23 General Fund and Housing Revenue Account budgets, Capital Programme and Medium Term Financial Strategy as set out in Appendices 1-10 be approved, and...”’

Add a new Recommendation (k) as follows:

“In view of the Climate Emergency this council resolves to increase the spending on tackling this emergency.

In relation to paragraph 7.6 of the report, amend the following bullet point:

- £200,000 for tree planting including a new bowser and towing vehicle in 2022/23 and further annual funds of £100,000 for 2023/24 and 2024/25.

Make any consequential amendments to the revenue and capital budgets arising from the above amendment.”’

A recorded vote having been demanded, the voting was as follows:

For the motion: 6 Councillors McElroy, McGonigle, O’Connell, White, Whitham and J Williams.

Against the motion: 33

Councillors David Absolom, Debs Absolom, Ayub, Barnett-Ward, Brock, Carnell, Challenger, Davies, Eden, Emberson, Ennis, Gittings, Hacker, Hoskin, Khan, Leng, Manghnani, McEwan, Mitchell, Mpofo-Coles, Page, Pearce, Robinson, Rowland, Rynn, R Singh, Skeats, Sokale, Stanford-Beale, Stevens, Terry, R Williams and Woodward.

Resolved -

That, taking due regard of the results of the budget consultation exercise (as outlined in Appendices 11 and 12 of the report), the 2022/23 General Fund and Housing Revenue Account budgets, Capital Programme and Medium Term Financial Strategy as set out in Appendices 1-10 be approved, whilst noting the following:

- (a) the Council’s General Fund Budget Requirement of £149.990m for 2022/23 and an increase in the band D Council Tax for the Council of 1.99% plus an additional 1.00% Adult Social Care Precept, or £84.44 per annum, representing a band D Council Tax of £1,829.72 per annum, excluding precepts from Police and Fire, as set out in paragraph 4.3 of the report;
- (b) the efficiency and invest to save savings of £6.471m together with additional income of £1.682m in 2022/23 required to achieve a balanced budget for that year as set out in Appendices 2 and 3 to the report;
- (c) the overall savings proposed within the MTFs of £19.940m (of which increases to income, fees and charges would be £3.853m) and three-year growth changes to service budgets of £25.186m as set out in Appendices 3 and 4 to the report;
- (d) the budgeted contribution to earmarked reserves totalling £0.695m, as set out in paragraph 3.25 of Appendix 1 to the report;

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- (e) the Housing Revenue Account budget for 2022/23 of £46.033m as set out in Appendix 5 to the report and the average increase of 3.1% in social dwelling rents from April 2022;
- (f) the allocation of Dedicated Schools Grant (DSG) as set out in Appendix 6 to the report;
- (g) the General Fund and Housing Revenue Account Capital Programmes as set out in Appendices 7a and 7b to the report;
- (h) the Strategy for the use of flexible capital receipts to deliver future transformation and ongoing savings as set out in Appendix 8 to the report;
- (i) the changes to Fees and Charges set out in Appendix 9 of the report;
- (j) the Equalities Impact Assessment as set out in Appendix 10 to the report.

A recorded vote having been demanded, the voting was as follows:

For the motion: 25

Councillors David Absolom, Debs Absolom, Ayub, Barnett-Ward, Brock, Challenger, Davies, Eden, Emberson, Ennis, Gittings, Hacker, Hoskin, Khan, Leng, McEwan, Mpofu-Coles, Page, Pearce, Rowland, Sokale, Stevens, Terry, R Williams and Woodward.

Against the motion: 15

Councillors Ballsdon, Carnell, Manghnani, McElroy, McGonigle, Mitchell, O'Connell, Robinson, Rynn, R Singh, Skeats, Stanford-Beale, White, Whitham and J Williams.

39. CAPITAL STRATEGY 2022/23

Further to Minute 74 of the Policy Committee held on 14 February 2022, the Director of Finance submitted a report on the Capital Strategy, which was attached as an Appendix, and provided an overview of where and how the Council intended to deploy its capital resources to support the delivery of the strategic aims set out in the Corporate Plan. The Capital Strategy should be read in conjunction with other strategic documents such as the Medium Term Financial Plan, Treasury Management Strategy, Asset Management Strategy, Corporate Investment Strategy and Carbon Reduction Strategy.

The report had been prepared with reference to the following documents:

- CIPFA Code of Practice for Treasury Management in the Public Services 2017
- CIPFA The Prudential Code 2017
- MHCLG guidance February 2018

The following motion was moved by Councillor Brock and seconded by Councillor Ennis and CARRIED:

Resolved -

- (1) That the Capital Strategy 2022/23, as attached at Appendix 1 to the report, be approved;
- (2) That the updated Action Plan that forms Appendix C of the Capital Strategy (Appendix 1) be noted, together with the associated financial implications.

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40. TREASURY MANAGEMENT STRATEGY STATEMENT (2022/23); MINIMUM REVENUE PROVISION POLICY (2022/23); ANNUAL INVESTMENT STRATEGY (2022/23)

The Director of Finance submitted a report seeking approval for a Treasury Management Strategy, which had to be in place before the start of each financial year, in accordance with the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 and the CIPFA Prudential Code. The Council's Treasury Management Strategy Statement (TMSS), was attached to the report at Appendix A, setting out the parameters for the Council's planned Treasury activity during 2022/23, which the Council's Treasury Team would manage on a day-to-day basis. The TMSS reflected the Council's Capital Programme 2022/23 to 2024/25 with non-treasury investments being registered in the Council's Capital Strategy, which was presented separately to the TMSS (see Minute 38 above). The report also had appended the Treasury Management Policy 2022/23; Minimum Revenue Provision (MRP) 2022/23; and the Annual Investment Strategy.

The report had been updated from the version presented to Policy Committee on 14 February 2022 to reflect the latest interest rate forecasts following the increase of the Bank Rate to 0.50% and had been prepared with reference to the following documents:

- CIPFA Code of Practice for Treasury Management in the Public Services 2017
- CIPFA The Prudential Code 2017
- MHCLG Statutory Guidance on Local Government Investments (February 2018)
- CIPFA Bulletin Treasury and Capital Management Update (October 2018)

The following motion was moved by Councillor Brock and seconded by Councillor Ennis and CARRIED:

Resolved -

- (1) That the Treasury Management Strategy Statement for 2022/23, as set out in Appendix A to the report, be approved;
- (2) That the Treasury Management Policy for 2022/23, as set out in Appendix A to the report, be approved;
- (3) That the Minimum Revenue Provision (MRP) Policy for 2022/23, as set out in Appendix A to the report, be approved;
- (4) That the Annual Investment Strategy for 2022/23, as set out in Appendix A to the report be approved, noting the revised total limit for Non-Specified Investments; and
- (5) That the Prudential and Treasury Management indicators, as set out in Appendix A to the report, be approved.

41. COUNCIL TAX SETTING

The Director of Finance submitted a report seeking approval of the calculations for determining the Council Tax requirement for the year 2022/23, in accordance with the Local Government Finance Act 1992. The report also sought approval to set the Council Tax amounts for each property valuation band in the Borough including precepts from

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the Office of the Police & Crime Commissioner for Thames Valley and Royal Berkshire Fire & Rescue Service.

The following motion was moved by Councillor Brock and seconded by Councillor Ennis and CARRIED:

Resolved -

- (1) That the following amounts that have been calculated for the year 2022/23 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992 be agreed:
 - (i) £466,765,550 - Gross Revenue Expenditure, including transfers to reserves and any collection fund deficit, being the estimated aggregate expenditure of the Council in accordance with section 31A (2) of the Act;
 - (ii) £362,362,550 - Gross Revenue Income, including transfers from reserves, general government grants and any collection fund surplus, being the estimated aggregate income of the Council for the items set out in section 31A (3) of the Act;
 - (iii) £104,430,000 - Net Revenue Expenditure, being the amount by which the aggregate at (i) above exceeds the aggregate at (ii) above, calculated in accordance with Section 31A (4) of the Act, as the Council's Council Tax Requirement for the year (Item R in the formula in Section 31A (4) of the Act);
 - (iv) £1,829.72 - Reading Borough Council Band D Council Tax, being the amount at (iii) above (Item R) divided by the Council's tax base 57,059.55 (Item T) calculated in accordance with Section 31B (1) of the Act, as the basic amount of its Council Tax for the year, representing an increase of 2.99% in the Council's own tax;
- (2) That the net tax base of 57,059.55 band D equivalent properties (being the gross tax base adjusted for an assumed collection rate) for 2022/23 was agreed by Council on 27 January 2022 be noted; and
 - (i) that the band D charge for Reading Borough Council be £1,829.72 as shown in section 4.4 of the report; and
 - (ii) that, including the Berkshire Fire & Rescue Service and Thames Valley Police precepts, Council Tax by property valuation band be as set out in section 4.9 of the report.

42. EXTERNAL AUDITOR APPOINTMENT PROCESS FOR FINANCIAL YEARS 2023/24 TO 2027/28

Further to Minute 27 of the Audit & Governance Committee held on 25 January 2022, the Director of Finance submitted a report explaining that, under the Local Government Audit & Accountability Act 2014, the Council was required to appoint an external auditor to audit its accounts. The Council had previously opted into the 'appointing person' national auditor appointment arrangements established by Public Sector Audit Appointments (PSAA) for the period covering the accounts for 2018/19 to 2022/23. The report recommended that the Council should continue this arrangement and accept the

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PSAA's invitation to opt into the sector-led option for the appointment of external auditors to principal local government and police bodies for a further five financial years from 1 April 2023.

The following motion was moved by Councillor McEwan and seconded by Councillor Brock and CARRIED:

Resolved -

That the Public Sector Audit Appointments' invitation to opt into the sector-led option for the appointment of external auditors to principal local government and police bodies for five financial years from 1 April 2023 be accepted.

43. POLLING DISTRICT BOUNDARIES

Further to Minute 66 of the Policy Committee held on 14 December 2020, the Returning Officer and Electoral Registration Officer submitted a report seeking approval of the boundaries of revised polling districts within each ward, which had been necessitated by the changes in ward boundaries brought about by the results of the Local Government Ward Boundary Review. The plans showing the boundaries of revised individual polling districts were attached to this report. The report also recommended authorising the Returning Officer to make changes to polling places under certain limited circumstances to protect the integrity of an election and/or electoral arrangements.

The following motion was moved by Councillor Brock and seconded by Councillor Page and CARRIED:

Resolved -

- (1) That the polling districts shown on the plan marked "Reading Borough Council Polling Districts 2022" be approved;
- (2) That the polling places for each of the polling districts referred to in recommendation (1) above be designated as listed in the appendix to the report;
- (3) That the Returning Officer be authorised to make changes to polling places in urgent circumstances where doing so would be necessary to protect the integrity of an election and/or electoral arrangements.

44. FREEDOM OF THE BOROUGH

The Monitoring Officer submitted a report setting out a recommended annual process for considering the creation of Freeman of the Borough as well as Honorary Aldermen and Alderwomen. The criteria by which nominations for these honorary titles would be assessed were described in the appendices to the report as follows:

Appendix 1 Criteria for Freedom of the Borough

Appendix 2 An annual procedure for considering nominations to the Freedom of the Borough, including for organisations

Appendix 3 Codification of the criteria and procedure for creation of Honorary Aldermen and Honorary Alderwomen

The following motion was moved by Councillor Brock and seconded by Councillor Page and CARRIED:

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Resolved -

- (1) That the criteria for the award of Freedom of the Borough of Reading be adopted as set out in Appendix 1 to the report;
- (2) That the procedure for consideration of nominations to the grant of Freedom of the Borough of Reading be adopted as set out in Appendix 2 to the report and, to facilitate this procedure, the Civic Board's terms of reference be amended to include the additional responsibility to consider any such nominations on an annual basis;
- (3) That the criteria and procedure for creation of Honorary Aldermen and Honorary Alderwomen be adopted as set out in Appendix 3 to the report.

(The meeting closed at 9.26 pm).

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READING BOROUGH COUNCIL

REPORT BY CHIEF EXECUTIVE

TO:	COUNCIL		
DATE:	22nd March 2022	AGENDA ITEM:	
TITLE:	Investing in Reading's Future: Reading Borough Council Corporate Plan 2022-25		
LEAD COUNCILLOR:	Councillor Jason Brock	PORTFOLIO:	Leadership
SERVICE:	All	WARDS:	All
LEAD OFFICER:	Peter Sloman	TEL:	
JOB TITLE:	Chief Executive	E-MAIL:	Peter.Sloman@reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1 The Council's new corporate plan 'Investing in Reading's Future: Reading Borough Council Corporate Plan 2022-25' sets out the following for the next three years:

- The Council's vision and themes which provide the context for service delivery.
- The major initiatives that support delivery of the vision and the difference we want to see for Reading.
- How we will measure the difference that we make.

1.2 The final draft plan is attached at Appendix 1.

2. RECOMMENDED ACTION

2.1 That the Council's Corporate Plan, titled 'Investing in Reading's Future: Reading Borough Council Corporate Plan 2022-25' be adopted, as set out in Appendix 1 to the report.

3. POLICY CONTEXT

3.1 The Council's Corporate Plan reflects our priorities for Reading for the next three years 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.

3.2 In March 2021, the Council adopted a one-year plan due to the level of uncertainty associated with the ongoing Covid-19 pandemic (Investing in Reading's Future: Reading Borough Council Corporate Plan 2021).

4. THE PROPOSAL

- 4.1 The new Corporate Plan is a three-year plan for the period 2022-25, it takes forward and builds on the themes and priorities set out in last year's Plan.
- 4.2 The Corporate Plan describes the major achievements and progress made over the last year and sets out the Council's work priorities and future work programme to deliver against the three themes of Healthy Environment, Thriving Communities, and Inclusive Economy; underpinned by the Foundational activity of an efficient and effective organisation.
- 4.3 The Appendix to the Corporate Plan details the projects, initiatives, and measures that we will monitor and report on to track progress against our goals. Targets have been included and will be reviewed annually.
- 4.4 Progress against the measures is reported to Councillors and published in the quarterly Performance Report to Policy Committee.
- 4.5 The Corporate Plan sits at the apex of the Council's performance improvement framework with a 'golden thread' flowing the priorities set out in the Plan down into supporting Service Plans, team planning and ultimately the performance targets of individual staff.

5. CONTRIBUTION TO STRATEGIC AIMS

- 5.1 The Corporate Plan is focussed on delivery of the Council's vision:

To ensure that Reading realises its potential - and that everyone who lives and works here can share the benefits of its success.

Three themes contribute to delivering this vision. We will drive the change that we want to see in Reading by focussing on these three themes. These are:

- Healthy environment
- Thriving communities
- Inclusive economy

6. ENVIRONMENTAL AND CLIMATE IMPLICATIONS

- 6.1 The Plan reinforces the Council's commitment to a 'net zero Reading by 2030' as per the Climate Emergency Declaration and Reading Climate Emergency Strategy. The major projects and initiatives to take forward these objectives (publication of new Local Transport Plan, construction of new, energy efficient homes, fleet electrification, decarbonisation of Hexagon and driving social value through contracts and procurement) have a suite of KPIs (Key Performance Indicators) which relate both to borough-wide and the Council's own emissions.

7. COMMUNITY ENGAGEMENT AND INFORMATION

- 7.1 The Corporate Plan is informed by the annual Residents' Survey and major change initiatives are the subject of public consultation. Responses to the Local Transport Plan and the Climate Emergency Strategy consultations are examples of this and demonstrate how we know we have the support of residents and partners for proposed changes.

8. EQUALITY IMPACT ASSESSMENT

- 8.1 Under the Equality Act 2010, Section 149, a public authority must, in the exercise of its functions, have due regard to the need to—
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 8.2 An Equality Impact Assessment is not required, as the Corporate Plan is based on reducing inequality and therefore will result in positive impact. The plan is informed by strategic datasets such as the Index of Multiple Deprivation and customer and community insight.
- 8.3 The Corporate Plan sets out the keys plans for the next 3 years to achieve the Council’s vision to ‘help Reading realise its potential and to ensure that everyone who lives and works here can share the benefits of its success’.
- 8.4 In order to achieve this, the Plan focuses on the needs of the most vulnerable and excluded in our communities and on tackling inequality, for example, through the Housing Strategy and our work with the voluntary and community sector.

9. LEGAL IMPLICATIONS

- 9.1 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.

10. FINANCIAL IMPLICATIONS

- 10.1 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 to secure service delivery. Therefore, this Plan and the budget will continue to be updated every year to take account of changes.

11. BACKGROUND PAPERS

None

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Investing in Reading's Future



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Welcome

from the Leader of Reading Borough Council Cllr Jason Brock



As Council Leader I have been proud and impressed by how our community has adapted and supported each other through the covid-19 pandemic.

There has been grief, tough challenges and vulnerable members of our collective family who have needed support, as well as our businesses and the wider economy.

The Council has worked hard to support people by delivering millions in funding directly to business and individuals. The voluntary and community sector have worked with our partners to ensure the timely discharge of people from hospital into the right care setting, and have targeted health and wellbeing support to those in need.

At the same time, we have continued to deliver core services to ensure our streets are safe and clean, provide temporary housing for our most vulnerable residents, and introduced innovative ways for communities to access vital library services.

Looking to the future our vision and priorities remain unchanged. We are dedicated to ensuring Reading realises its potential and to ensure that everyone who lives and works here can share the benefits of its success. In other words, we want our town to prosper but for people to have their fair share. At the moment, inequalities in life chances holds too many people back and that holds our town back.

Our ambition is illustrated by our bid to have Reading recognised as a City and our investment in the future.

Our investments in modern leisure facilities, on Reading's biggest ever road resurfacing programme,

on brand new and refurbished train stations and on further energy saving measures as we all work towards our 2030 net zero carbon target, all have a pivotal role to play.

We have ambitious plans for the long-term transformation of Minster Quarter which is a significant area of the town centre and will see new homes, new jobs and growth which will benefit our residents and the local economy.

For those in our community who need our support the most, our commitment to delivering Reading's biggest council house building programme in a generation continues, as does our investment in modern new sheltered housing for older people, fit for purpose school facilities for vulnerable children and innovative new temporary accommodation for the homeless.

We are also continuing our work with the voluntary and community sector by increasing funding to them and working closely with them on their work to support people in the town.

Our Corporate Plan recognises the huge importance of partnership working. That includes businesses and employers which drive our local economy; major institutions such as Reading University and the Royal Berkshire Hospital; Reading's incredible voluntary sector; and of course, our residents. [The 2050 Vision](#) is a result of that work and it's a vision that has influenced this plan and our work renewing the town's infrastructure.

Our Reading



Reading's population is **160,377**¹



5 neighbourhoods are within the 10% most deprived in the country³



Top 10

for business numbers, private sector jobs, GVA, and qualifications²



3rd most unequal city⁴ in terms of wealth



77 languages spoken in homes across Reading⁵



Consistently ranked **1st** in 'Good Growth for Cities' index⁶

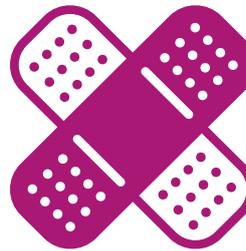


7 years



8.3 years

Difference in life expectancy between most and least deprived areas⁷



Covid vaccination rate:⁸
75% had 1st covid dose
69% had 2nd covid dose
65% had booster



9% rise in social care referrals since 2015/16⁹



Unemployment down from 6.4% to 4.8%
Nov 2020 - Nov 2021¹⁰



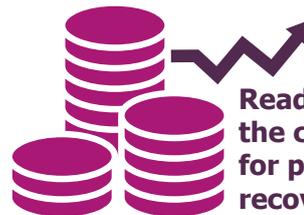
76%

Footfall increase in Broad Street Mall
Nov 2020 - Nov 2021¹¹



90%

of council maintained schools rated good or outstanding...¹²
... but 4.9% of young people are not in education, employment or training - above the national average¹³



Reading rated one of the cities best placed for post-covid economic recovery¹⁴

1. ONS 2020 mid year estimate 2. Centre for Cities 2021 City Monitor 3. Index of Multiple Deprivation 2019 ONS 4. Centre for Cities, gini co-efficient 2016 5. Census 2021 ONS 6. Demos-PWC Good Growth for Cities Index 2019 7. Institute of Health Equity/PHE 2017-2019 8. Berks West CCG, Dec 2021, caveat re denominator (which may change) 9. Reading Borough Council 10. ONS 11. Reading UK 12. Ofsted 2021 13. DfE 2020/21 14. Irwin Mitchell, Nov 2020

Residents' survey results

We carried out our annual residents' survey. Here is a summary of the key findings:



In the residents' survey you highlighted several areas that needed improvement:

- Roads, bridges and pavements – we are delivering Reading's biggest ever highways repair scheme investing £9 million into local roads, bridges and pavements.
 - ◇ Over 400 residential roads have been resurfaced as part of year 1 and 2 (2020/21 to 2021/22) in the 3 year programme with a further 100 expected in year 3 (2022/23).
 - ◇ 34 pavements have been reconstructed as part of year 1 and 2 (2020/21 to 2021/22) in the 3 year programme with a further 50 expected to be surfaced in year 3 (2022/23).
 - ◇ An extensive bridge strengthening programme will address the poor condition of up to 12 structures and extend the life of these valuable assets.
- Levels of crime – developing a new community safety plan that is informed by best practice and what our communities have told us.
- Improved public transport – we are building a new station at Green Park and refurbishing Reading West Station as well as investing in cycling improvements.
- Playground equipment – we are investing in parks and open spaces by repairing and installing new play equipment.
- Job prospects – we are working with New Directions College who have supported young people to secure 54 jobs in the town as well as secure 80 Reading Borough Council apprentices.
- Good schools – we are continuing our investment into new school buildings and facilities.
- Affordable housing – we are investing into the delivery of new affordable homes over the next four years.
- Cleaner streets – we are introducing a free bulky waste collection service to you.
- Parking – making more resident parking zones available where you request them.

Our Vision



"Our Vision is to help Reading realise its potential and to ensure that everyone who lives and works here can share the benefits of its success."



To make this vision happen, this Plan groups the Council's work into three themes:

- ***Healthy Environment***
- ***Thriving Communities***
- ***Inclusive Economy***



Within the Council, we are driven by the principles of TEAM Reading:



Team

We work as one team with colleagues and partners to deliver great services

Our Foundations



- Customers first: Our Customer Experience Strategy puts our customers at the heart of service design and delivery, and we seek regular feedback through consultations and our residents' survey.
- Digital transformation: Both internally and externally, we're transforming how we work using the power of digital technology. We're modernising services and harnessing new technology to make it easier for residents to interact with us. We're improving our website, streamlining processes and making more services available online.
- Building self-reliance: We work with others to build the ability of individuals and communities to solve their own problems and withstand the shocks that come their way. We provide support to those who need it – but our first priority is always to help people live independently for as long as possible.
- Getting the best value: We strive for value for money in everything we do, and we are focussed on delivering the Council's three-year Savings and Investment Programme. But the best deal is not always the cheapest – it's the one that protects people, jobs, the environment and the budget. So, we're also evolving our procurement practices to enhance the social value in all we do.
- Collaborating with others: We are stronger in partnership and we collaborate with organisations from major corporations to local groups; with the business sector, charities, education institutions, health and social care, the police, faith groups, and the voluntary sector in Reading and across the Thames Valley to achieve our vision for Reading. We will build on the work done during the pandemic to consolidate partnerships and ensure a better network and stronger funding streams to support the most vulnerable.

Efficient

We drive efficiency and value for money in everything we do

Ambitious

We are ambitious in our plans and in what we want to achieve

Make a difference

We are here to make a difference to the residents, communities and businesses of Reading

Our Achievements

We are proud of the achievements and investments we have delivered over the past 12 months and will continue to build on these successes:



Reading was added to an international 'A' list of cities taking 'bold climate action' – one of only 11 in the UK and 95 worldwide to achieve this accolade.



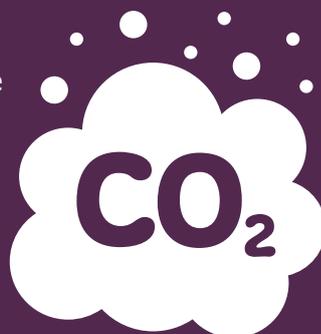
Delivered a development of 40 new modular homes with on-site support for people with a history of rough sleeping.



For the fourth year running no children from homeless families spent Christmas in shared bed & breakfast accommodation.



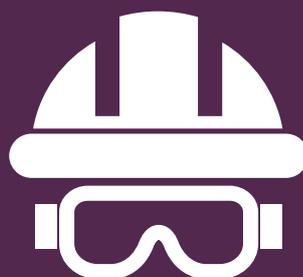
Agreed to invest £80 million for the delivery of new affordable homes to be built over the next four years.



Reduced the council's carbon footprint by 69.8% since 2008/09 and avoided costs of £15 million.



Delivered significant improvement in children's services leading to an end of Government intervention in the service.



Won Homebuilder of the Year (16,000 or under) in the National UK Housing Awards. The Council was recognised by the judges for its ambition, commitment to sustainability and strong team working.



Invested £3.75 million in repairing and improving 40 kilometers of road and pavements.



Started building Rivermead's new 25 metre, eight-lane competition pool with a combined teaching and diving pool. Started building a new six-lane community pool at Palmer Park and improvement works at South Reading Leisure Centre and Meadway Leisure Centre.



Reduced the number of children placed in care homes by 26%.



Helped around 7,700 families and 7,400 residents with food and energy vouchers and isolation support, as well as £52 million of support to businesses through the covid-19 pandemic.



We have achieved this year (2021/22) over £6m in savings so far, which is equivalent to 6.1% of Council Tax.



Provided a frontline response to the covid-19 pandemic by setting up and supporting test and vaccine centres, an enhanced local contact tracing service, and delivering over £1 million in Government support grants to the Voluntary and Community Sector.



Increased recycling rates from 35% to 42% in a single year and then pushed them above 50% - the first time Reading has achieved this.



Supported 33 care homes during the pandemic to deliver services to 400 Reading residents.



New Directions College applied for funding for over 400 jobs across Reading, leading to 54 jobs for residents aged 16-24 on Universal Credit and at risk of long-term unemployment.



Supported and advised more than 2,300 Reading residents through the Adult Social Care Advice & Wellbeing Hub.



Provided 800 people with additional support as they were discharged from hospital.



Developed a ten-bed facility to help people move from hospital quickly where we can help them recover and then move home or to a residential home that can meet their long term needs.



Invested over £330k in new play areas at Portman Road, Cintra Park and new outdoor gym and BMX track at Longbarn Lane.



Submitted a bid supported by local organisations and people in Reading for the town to be designated a city.



Your Services

We are committed to delivering high quality public services that meet the needs of our residents and customers and demonstrate value for money. The themes outlined include major projects that drive the change we want to see in Reading's future, but the services we provide for residents today, and every day, are no less important. We will continue to make services simpler, faster and better, including:

- Delivering Reading's biggest ever road repair scheme, a £9m investment in the quality of local roads, bridges and pavements.
- Maintaining more than 100 parks and open spaces – mowing the grass, tending plants and trees and maintaining equipment.
- Looking after streets and neighbourhoods, from emptying more than 18,800 bins a day to maintaining 18,500 streetlights.
- Continuing to rewild open spaces and park areas to enhance biodiversity and improve our environment.
- Developing our library network to provide innovative local services in person and online.
- Collaborating with partners to create a cultural programme for the whole community celebrating our rich history and heritage including our historic Abbey and shaping the future of Reading's iconic Gaol.
- Providing housing advice and support to prevent homelessness.
- Helping people live independently at home for as long as possible and providing more than 36,000 homecare hours per week.
- Providing services for children and young people through Brighter Futures for Children (BFfC), including children's social care, early help and prevention, an Independent Fostering Agency a Voluntary Adoption Agency, Special Education Needs Service, the Youth Offending service and maintain more than 20 primary schools, as well as working with Early Years Providers and schools to improve the educational prospects of children and young people.
- Delivering high quality education and training for adults through New Directions.
- Administering financial support from Housing Benefit to Council Tax support.
- Responding to 250,000 enquiries a year through our customer fulfilment centre, from Council Tax enquiries to housing repairs.
- Administering important life events with around 8,000 registrations for births, deaths and marriages every year. Supporting 2,200 families to say goodbye to loved ones through our burials and cremation service.



Reading
Borough Council
Working better with you

Our Themes

We've listened to what residents, businesses and our partners and stakeholders have said about their experience of Reading, and their hopes and aspirations for the town.

In this year's residents' survey we heard that residents are satisfied with how the Council runs services in Reading, but would like to see more action taken on road and pavement repairs, affordable good quality housing, tackling crime, better parking and cleaner streets. Through consultation on our major change initiatives – such as the Local Transport Plan and the Climate Emergency Strategy – we know we have the support of residents and partners to make the changes we all want to see.

We will make this change happen by focussing on three interconnected themes:





Healthy Environment

We are working towards a clean, safe town that is easy to travel around, and where people feel the benefits of clean air and active travel like walking and cycling.

A healthy environment has a positive impact on the life of every resident – making Reading a nicer, greener, more attractive place to live, with a tangible impact on physical and mental health and life expectancy. We consider this in our town planning and built environment to ensure residents live close to services to enable active travel rather than reliance on cars.

We are investing in walking, cycling, and public transport; tackling congestion; increasing recycling rates; and improving parks and open spaces.

We are promoting the climate ambitions of our residents and have been making an impact in the global arena.

Our plans shows a roadmap to carbon neutral Reading by 2030, that will protect our residents now and in the future.

We are:

Listening to feedback from our residents' survey and transport consultations, and making increased investments in green infrastructure.

Making it easy for people to play their part through the choices they make about their home, transport and waste.

Committed to playing our part in tackling climate change and working towards our goal of a carbon neutral town by 2030.

Key initiatives:

- Reading Borough Council is a founding member and host of the Reading Climate Change Partnership who endorsed our Climate Emergency Strategy which sets out a road map and investment towards a carbon neutral Reading by 2030.
- Our Council Carbon Plan 2020-25 outlines a pathway to an 85% cut in the Council's emissions by 2025, including energy saving in our buildings, a greener vehicle fleet, and renewable energy initiatives.
- In 2021 Reading was named as one of only 11 UK local authorities, and one of just 95 across the world, to make a coveted 'A' list on environmental action for bold leadership and transparency. This accolade demonstrates our long track record of partnership working on climate change. We aim to maintain that status.
- Our priority for the coming years is to continue to reduce our carbon footprint and make our infrastructure and communities greener and more resilient.
- We are increasing our commitment to tree planting in the Borough above our plan goal of 200 trees a year (having achieved 300 for the past two years). A 50% increase to our 2030 Tree Strategy goals.
- Our Local Transport Plan prioritises investments in walking and cycling initiatives, public transport and electric vehicle infrastructure that will make it easier for residents to make healthy choices and feel the benefits of clean, green neighbourhoods. Working with schools, we have already set up some School Streets in communities to ensure children can walk to lessons safely.
- Weekly kerbside food waste collections, better information on recycling, reducing the size of 'residual waste' bins and increased enforcement has already seen an increase in recycling rates and will continue to do so. The introduction of electric vehicles in our recycling fleet will reduce our carbon emissions even further.
- Our health and wellbeing strategy provides more support for mental wellbeing for children, young people and adults. It also aims to reduce the differences in health between different groups of residents and support those who are at high risk of poor health outcomes.
- We will tackle flytipping in the borough by monitoring sites using cameras and taking action against those that flytip. We are also working with our businesses to ensure they are legally disposing of their waste.



Thriving Communities

It's you, the people of Reading, who make our town an exciting and diverse place to live and work.

After the devastating attacks in Forbury Gardens in June 2020, we saw people unite under #ReadingTogether. Our aspiration is that this spirit of inclusivity and community is carried into every aspect of life in Reading, wherever people live and whatever their stage of life.

In public consultations and in our residents' survey, you have told us what is important, and we are prioritising the issues that matter, like good quality affordable housing, better roads and community safety.

With an increased focus on inclusion, we will focus

on the needs of the most vulnerable and excluded in our communities, ensuring young people, older people and those with long term health conditions or disabilities are supported to live their best lives.

We will ensure that what we do reflects what is needed, we want everyone to feel able to participate and feel they can influence decisions that affect their lives and local areas.

We know that where there is greater connectivity in communities, residents feel safer and are more resilient against risk, harm or emergency. We have seen this in the way communities came together around covid-19. This connectedness also enhances a sense of belonging and wellbeing.

We are:

Committed to tackling inequality in our society, to ensure everyone has an equal chance to thrive wherever they live and whatever their economic, social, cultural, ethnic or religious background.

Investing in voluntary and community organisations, building relationships and strengthening the capacity and resilience of the sector.

Prioritising the needs of the most marginalised groups and the most vulnerable adults and children in our communities.

Tackling the effects of the pandemic including employment, training and skills, mental health issues and social isolation.

Key initiatives:

- Our Housing Strategy will improve access to good quality housing (council owned or privately rented), creating safe, inclusive communities with easy access to schools, services and green spaces. This includes building 300 new affordable, energy efficient homes over the next four years. This £80m investment in home building will help reduce the housing waiting list and provide affordable rent properties to Reading's residents, including provision for sheltered housing, key workers and those on the housing register.
- A further £2m investment in temporary modular homes is allowing us to rehouse people who had been found sleeping rough, giving them the opportunity to rebuild their lives and receive essential support. We are also committing more than £30m to improve the buildings and facilities used by adult social care services.
- We are redeveloping the Minster Quarter, which sits in the heart of Reading town centre. This will create a major new residential led mixed-use urban and cultural quarter in the heart of Reading.
- We are working in partnership with the Department for Education in building schools and improving conditions to meet the future needs of the population and ensure access to education with over £36 million each year invested into our schools.
- We are working with our partners at Thames Valley Police to produce a new community safety plan with a focus on reducing serious violent crime and improving community engagement.
- The home first approach to our Adult Social Care provision means residents can be supported to manage their conditions and remain at home for as long as possible, including after discharge from hospital.
- We are increasing the range of Technology Enabled Care for residents to enable them to live independently in the community.
- Residents who are under the care of Adult Social Care are able to receive Direct Payment to allow them to commission their own care, which is tailored to their needs.
- The Council is funding its Children's Services provider Brighter Futures for Children to focus on earlier intervention, provide local care placements where possible, excellent teaching and learning and more local school places for children with Special Educational Needs and or Disabilities.
- Our investment in leisure services is modernising facilities and will create accessible, affordable opportunities for residents to improve their physical and mental health.
- Working to ensure that our cultural offerings are diverse to engage all our communities and that our open spaces, including new playgrounds, are inclusive and accessible.
- We will deliver key improvements to our libraries by focusing on supporting our communities, especially children and young people; improving access to online services; supporting improvements in health, wellbeing and literacy and bringing arts, culture and heritage into our libraries.



Inclusive Economy

We're working towards a town where everyone can access education, skills and training and good jobs and where child poverty is eradicated.

An inclusive economy enhances wellbeing and enables upward mobility, with more opportunities for more people to participate in the growth and success of the town.

We will continue to work with our community and voluntary sector to ensure that we support our communities where they need us most.

The town is also recovering from the impact of covid-19 and this will be a priority for a number of years. As with any crisis, the most vulnerable have been the hardest hit. We don't know how fast the economy will recover, the extent to which people will face long term harm as a result or the impact on Council services.

Our priority is to support the most vulnerable in our communities and to lay the groundwork for a strong economic recovery and that this work continues.

We are:

Building on our cultural heritage to enhance our tourist industry, creating an amazing place for people to enjoy.

Enhancing education, skills and training opportunities, particularly for our more vulnerable residents.

Investing in key infrastructure to keep Reading at the forefront of advances in technology.

Key initiatives:

- Working with Reading UK CIC to deliver the 'Powered by People' economic recovery strategy, building back a post-covid economy that is more inclusive, smarter and more sustainable, and tackles local unemployment.
- We have listened to our vibrant Voluntary and Community Sector and are investing an additional £975k over the next three years to help build capacity and resilience in the sector. This is over and above the £1.95m already invested through our Closing the Gap initiative and our small grants scheme.
- Provide more training opportunities and building employment skills through programmes such as our Skills and Employment Youth Hub at The Curious Lounge, run by Brighter Futures for Children, in partnership with JobCentre Plus and others as well as putting additional funding into literacy and numeracy catch up lessons in schools.
- Increasing the number of apprenticeships and work experience placements within the Council and providing a new coaching and mentoring scheme for work experience students.
- Investing in the culture and heritage of our town including helping cultural venues recover after the pandemic, shaping the future of Reading Gaol and enhancing our heritage with High Street Heritage Action Zones.
- Moving Reading closer to being a 'smart city' through programmes such as the ADEPT Live Labs initiative and continued delivery of a £4.75 million grant trial to help futureproof roads and transport.
- Embedding and increasing social value through our purchasing power to ensure that the economic, social and environmental wellbeing of Reading benefits through our contracts over and above the goods or services being procured.
- Installing and improving the digital connectivity of our community buildings, with Wi-Fi and new schemes to lend and use IT equipment.
- The Council has signed the Business in the Community's Race at Work Charter, and committed to working with others to promote social inclusion at the Council and across Reading.





We'll know we're successful when:

- Reading's economy has recovered from the impact of the covid-19 pandemic, is more inclusive, and all local people can access the skills, training and jobs they need.
- Measures of inequality between groups and communities – such as life expectancy and unemployment - are declining.
- Our most vulnerable adults and children have the support they need.
- There is a reduction in the demand for children's services from Early Help and Social Care.
- More people choose to walk, cycle and use public transport because it is easy, safe and convenient and a greener, more attractive alternative.
- Carbon emissions continue to fall, and we hit our climate milestones.
- Relationships between partners in the town – businesses, local institutions, the voluntary sector and the Council – are stronger and more productive.
- Our residents tell us they are more satisfied with Reading as a place to live, and with the services and value for money delivered by the Council.



Follow us on Facebook, Nextdoor, Twitter, LinkedIn and YouTube - @ReadingCouncil

Contact Us:

 0118 937 3787 (out-of-hours emergencies: 0118 937 3737)

 <https://www.reading.gov.uk/>

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Corporate Plan Appendix

Key Measures and Projects



Reading
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Working better with you

Key Measures and Projects

This appendix provides an overview of the key performance measures and projects that will make a significant contribution to driving the change we want to see in Reading through our three themes: Healthy Environment, Thriving Communities and Inclusive Economy.

This includes the major initiatives that are driving the transformation of our foundations and day-to-day service delivery.

These are the measures and projects that we will monitor and report on to track our progress against our goals. Targets have been included for all three years of the plan where possible, but will be reviewed annually.

This list of projects does not cover every activity the Council undertakes - there will be many smaller projects, change initiatives and day-to-day activities that are important to residents and vital for our town. These are also measured, monitored and tracked, however these are not all included here so that we can keep the focus on the major change projects that will make the biggest difference.

Key Measures

Healthy Environment



Measure	Baseline	Target 22/23	Target 23/24	Target 24/25
Food waste recycled (as percentage of total household waste)	13%	14%	15%	16%
Percentage of total household waste recycled	50%	51%	52%	53%
Active travel trips to the town centre (walking and cycling) *	36%	37%	38%	40%
Public transport trips to the town centre *	34%	35%	37%	40%
Car trips to the town centre *	30%	28%	26%	24%
Kilometres of roads and pavements resurfaced	30	40	30	30
Percentage of actionable (40mm depth) potholes repaired within 28 days	99%	99%	99%	99%
Hectares turned over to re-wilding (cumulative)	48.6	48.9	49.1	49.4
Number of trees planted on Council owned property (cumulative)	13,725	14,025	14,500	15,000
Carbon footprint (Reading) – reduction in carbon emissions (kilotonnes CO2)	49.3 (2019)	49.3 ¹	49.3	49.3
Carbon footprint (Reading Borough Council) – total carbon emissions (tonnes CO2)	19,761 (2008) ²	4,957	3,977	3,105
Air quality (micrograms per meter cubed of nitrogen dioxide µg/m3)	35	34	33	32
Number of prosecutions for flytipping	40	40	45	50
Percentage of Houses of Multiple Occupation that are licensed	41%	42%	43%	44%
Remediation of tall buildings with cladding	100%	100%	100%	100%

*subject to possible revision as part of the Local Transport Review

¹ The Reading Climate Emergency Strategy does not set interim carbon reduction targets prior to net zero by 2030. This figure is therefore based on the notional annual reduction required to reach net zero by 2030 assuming a straight line reduction, which is unlikely to happen in reality. It should therefore be treated as indicative rather than as a specific target, and will require national policy interventions and resources if it is to be achieved, as set out in Reading's climate emergency declaration.

² baseline different time period to that for the measure for the borough above, due to use of different datasets for each measure

Key Projects

Healthy Environment



Initiative	Project
Responding to the climate emergency	Implementing the Climate Emergency Strategy
	Delivery of over 150 actions to contribute to the overall vision to mitigate and adapt to climate change
	Retaining our position on the 'A' list' for bold leadership on climate change following an assessment by the Carbon Disclosure Project
Fleet de-carbonisation	Electrification of fleet
Local Transport Plan	New Local Transport Plan (LTP) for Reading
Place improvement projects (roads, parks, community facilities and heritage assets)	The allocation of £1.6 million Community Infrastructure Funds and commencement of the approved schemes
	Improvements to play areas and park environments
	£9 million on Reading's biggest ever investment in resurfacing roads and pavements
	Deliver and develop the new play hub at Prospect Park
	Deliver the project to decarbonise the Hexagon theatre through improved heating and lighting
	Delivery of Capital Education Property Development Programme
Environmental action	Implementing the Environment Act 2021

Key Measures

Thriving Communities



Measure	Baseline	Target 22/23	Target 23/24	Target 24/25
Number of households prevented from becoming homeless	420	450	450	450
The number of people sleeping rough	22	8	5	2
Number of affordable homes delivered	54	169	169	169
Total (net) completed additional dwellings (new build and conversions)	408	689	689	689
Number of the above that are three or more bed family homes	65	117	124	137
Percentage of adults who are physically active for more than 150 minutes per week	66.1%	66.1%	68%	70% subject to national trends
Percentage of children in care living more than 20 miles from Reading	30%	28%	26%	24%
Youth re-offending rate	32%	30%	28%	25%
Older People (65+) who were still at home 91 days after discharge from hospital into reablement	78%	80%	85%	87%
Percentage of new contacts to the Advice & Wellbeing hub resulting in a successful outcome not requiring an ongoing service	78%	80%	83%	85%
Percentage of service users supported to live independently in the community	74%	74%	76%	78%
Percentage of service users in receipt of Adult Social Care Direct Payments	21%	24%	26%	28%
Proportion of smoking cessation service users who achieve successful 4-week smoking quit status that are routine and manual Workers (per quarter)	40%	40%	45%	48%
Number of NHS Health Checks delivered to residents (per quarter)	150	150	180	216
Number of carers supported to maintain their caring role	110	120	140	160

Key Projects

Thriving Communities



Initiative	Project
Housing Strategy 2020-25 and housing initiatives	Develop social inclusion community development plans for the most deprived areas
	Delivery of 300 new Council homes
	Deliver zero carbon initiatives within Council homes – including using passivhaus principles to design new homes, retrofit energy efficiency measures and develop more low carbon energy sources for existing RBC Housing'
Celebrating Diversity	Celebrate Reading's diverse arts, culture and heritage, including supporting the Reading Caribbean Cultural Group, Reading Rathayatra, Sharad Utsav, Diwali, Windrush Day, Reading Mela and Black History Month among others
Reading Community Safety Plan	Delivery of a new Community Safety Plan with a focus on tackling serious violence and improving community engagement
Transforming leisure services	In partnership with GLL, continue to deliver investment in the borough's leisure facilities, including improvements at Meadway Leisure Centre, a new community pool at Palmer Park and progress on the new Rivermead Leisure Centre
	Working with our new leisure provider to increase rates of physical activity
Supporting communities to recover from major incidents	Implement plans to commemorate the Forbury Gardens attacks and install a permanent memorial in the Gardens, in partnership with key stakeholders
	Supporting communities to recover from the devastating fire at Rowe Court, helping them to find alternative accommodation and welfare support
Voluntary and Community Sector (VCS) partnerships	Implementation of the VCS action plan to build our relationship with the VCS and increase capacity within the sector
	Deliver the increased Small Grants Programme
	Commissioning of services from the sector through the 'Closing the Gap' framework
Adult Transformation Programme	Review and expansion of the Community Reablement Team to maximise people's independence
	Development of an accommodation pathway for vulnerable working age adults
	Development of a Personal Assistant Market to enable people to live independently at home
Commissioning effective smoking and cessation support	Commissioning a new smoking cessation service
Key BFFC projects and initiatives	To be updated following the adoption of the BFFC business plan

Key Measures

Inclusive Economy



Measure	Baseline	Target 22/23	Target 23/24	Target 24/25
Participation at Council cultural venues	150,000	300,000	325,000	350,000
Number of visits to our libraries	150,000	240,000	260,000	270,000
Borough bus usage	7.4 million	14.8 million	19.4 million	24 million
Borough park & ride usage	240,000	360,000	480,000	600,000
Borough rail usage (all trips)	3.2 million	6.4 million	9.6 million	12.8 million
Percentage of Council contracts which include social value	Not yet set	30%	45%	60%
Percentage of secondary school fixed period exclusions	7%	≤8%	≤8%	≤8%
Key stage 2 results - reducing the gap in attainment between advantaged and disadvantaged pupils	20%	<25%	<25%	<25%
Key stage 4 results – reducing the gap in attainment between advantaged and disadvantaged pupils	21%	<20%	<18%	<15%
Percentage of Care Leavers who are not in education, employed or training for work (NEET)	39%	≤35%	≤30%	≤25%
Black and Minority Ethnic employees in Council's workforce	14.4%	15%	16.5%	18.5%
Gender pay gap (mean) for Council's workforce	2.06%	1.74%	1.25%	0.75%
Ethnicity pay gap (mean) for Council's workforce	4.26%	3.5%	2.9%	1.75%
Percentage of people with a learning disability in paid employment	4.7%	5%	5.5%	6%
Number of school places for children and young people with Special Educational Needs and Disability (SEND) (cumulative)	402	402	422	442
New Directions College Ofsted rating	Good	Good	Good	Outstanding
New Directions College Qualification Achievement Rates	89.2% ¹	95.7%	95.7%	95.7%
Percentage of residents who select 'reduction in crime' as a top three priority for the Council to address	26%	25%	24%	23%
Cumulative reduction in crime (based on Thames Valley Police crime reporting figures)	16,857 ²	5%	7%	8%

¹ current national rate

² baseline is 2019/20 ie pre-covid-19, due to the data being skewed in 2020/21 as a result of the national lockdowns

Inclusive Economy



Initiative	Project
Cultural Placemaking - improvement projects to parks, community facilities and heritage assets	Deliver the High Street Heritage Action Zones project objectives
	Deliver key improvements to the library service offer, including plans for the Central Library and additional services to reach new customers and communities.
	Shape the future three year delivery plan 2022-25 for Reading's Culture and Heritage Strategy
	Work in partnership to further the community and council ambitions for Reading Gaol
Powered by People Strategy - Reading UK Economic Recovery and Renewal 2020-24	Actions arising from the Powered by People strategy
Employment and skills training	<p>Develop and implement training programmes</p> <ul style="list-style-type: none"> • £1.3 million Education and Traineeship programme via New Directions • Support to local employees to access apprenticeships, training and work force development • New support employment programme for adults with SEND
	<p>Employment and Skills programme delivered via Reading UK:</p> <ul style="list-style-type: none"> • Recruitment and job events • Construction skills training within 6 current developments • Small Business master class and skills • Start Up training for the self employed
Major Transport Schemes	Complete Reading West Station upgrade
	Complete and open Green Park Station
	Continued delivery of South Reading Mass Rapid Transport
Town Centre regeneration	Bring forward the Minster Quarter site for development and utilising the £2m brownfield development grant
	Adoption of a new Town Centre Strategy which sets the vision and actions needed for inclusive and sustainable growth

Initiative	Project
Social Inclusion Programme	Develop a Strategy for Social Inclusion in Reading underpinned by a programme of work to reduce inequality across the town including measures to enhance skills and training and provide better opportunities for all our residents to access and benefit from the social, economic and cultural opportunities
	Implement and subsequently expand with a new apprenticeship and work experience mentoring scheme
	Review all community buildings for digital connectivity and access to computer equipment
Equalities, diversity and inclusion initiatives	Action plan in place to improve community engagement mechanism across diverse communities
	Participatory research on the lived experience of diverse communities in the Borough
	Create a workforce that is fully representative of the population we serve, where all staff feel welcomed and valued for the unique perspective, they bring to Team Reading, and where everyone, irrespective of their background, is supported and empowered to achieve their goals and progress their careers

Foundations



Measure	Baseline	Target 22/23	Target 23/24	Target 24/25
Resident Survey: Satisfaction with the way the Council runs things overall	66%	≥60%	≥60%	≥60%
Resident Survey: Agreement that the Council provides value for money	54%	≥50%	≥50%	≥50%
Customer satisfaction in the Customer Fulfilment Centre	88%	89%	90%	90%
Enquiries solved at first point of contact at the Customer Fulfilment Centre	87%	87%	90%	90%
Number of self-service transactions via My Account self-service	60,000	70,000	75,000	80,000
Deliver the Medium-Term Financial Strategy	100%	100%	100%	100%
Number of invoices paid by the Council within 30 days of invoice date	70.9%	80%	85%	90%
Percentage of responses to the public on Freedom of Information Act requests made within 20 days	77%	90%	95%	100%
Percentage of responses to complaints within agreed timescales	56%	70%	80%	100%

Foundations



Initiative	Project
Driving social value through our contracts and procurement	Implement Social Value Strategy and reporting (internal training, link with external organisations and deployment of social value achieved)
Driving efficiency through contracts and procurement	Deliver a programme of work to ensure that we get the best value for money for the goods and services that we buy
Sound financial management	Implement business process redesign and financial system, to support service managers improve financial management
Achieving customer services excellence	<p>Implementation of the RBC Customer Experience Programme</p> <p>Increase the number of services delivered online 24/7</p> <p>Improve the quality of customer service by solving more enquiries at the first point of contact</p> <p>Achieving Customer Service Excellence across all customer services across the council</p>
Becoming a digital first organisation and digital inclusive community	<p>Implementing the Connected Reading Strategy, delivering the following in 2022-23:</p> <ul style="list-style-type: none"> • Casework and customer platforms to enable more efficient, streamlined and accessible delivery of planning, regulatory and resident-facing digital services • Independent Living programme plan and pilots: exploiting the latest developments in digital technology to enable the elderly and vulnerable to live as independently as is right for them for as long as possible • Data strategy and early improvements in the use of data for decision making, with Adult Social Care being the highest priority • Digital inclusion, focusing on improving access to equipment, connectivity and skills
Managing your information effectively	<p>Implementation of our Information Governance Strategy</p> <ul style="list-style-type: none"> • Increasing the percentage of service compliance with the Council's Information Governance Framework



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READING BOROUGH COUNCIL

REPORT BY ASSISTANT DIRECTOR OF HR AND ORGANISATIONAL DEVELOPMENT

TO:	COUNCIL		
DATE:	22 MARCH 2022		
TITLE:	PAY POLICY STATEMENT 2022/23		
LEAD COUNCILLOR:	CLLR MCEWAN	PORTFOLIO:	CORPORATE AND CONSUMER SERVICES
LEAD OFFICER:	SHELLA SMITH	TEL:	0118 937 4697
JOB TITLE:	ASSISTANT DIRECTOR OF HR AND ORGANISATIONAL DEVELOPMENT	E-MAIL:	Shella.smith@reading.gov.uk

1. PURPOSE OF REPORT

1.1 To recommend a Pay Policy Statement for 2022/23 to Council, as required under section 38(1) of the Localism Act 2011.

1.2 Appendices

Appendix 1: Pay Policy Statement 2022/23

2. RECOMMENDED ACTION

2.1 That the Pay Policy Statement for 2022/23, as set out in Appendix 1 of this report, be approved.

2.2 That the Assistant Director of HR and Organisational Development, in consultation with the Lead Councillor for Corporate and Consumer Services, be authorised to update the Pay Policy Statement with new pay scales and pay ratios, when the pay discussions between the national employers and joint trade unions for 2021/22 and 2022/23 had been concluded.

3. POLICY CONTEXT

3.1 Local Authorities are required under section 38(1) of the Localism Act 2011 (the Act) to prepare a Pay Policy Statement. The Statement must articulate the Council's policy towards the pay of the workforce, particularly senior staff and its lowest paid employees.

3.2 The Act sets out in detail the specific elements which the Pay Policy Statement must include as a minimum. It requires that in addition to the determination of senior salaries, authorities must make clear what approach is taken to awarding other elements of pay including:

- severance payments,
- any additional fees (e.g. election duties),
- pay increases,
- honorarium payments etc.

3.3 The Act requires that authorities include in their Pay Policy Statements their approach to the publication of and access to information relating to the remuneration of Chief Officers. Reference to the Council's Statement of Accounts where this information is published is included within the proposed Statement in Appendix 1.

4. UPDATES WITHIN THE 2022/23 PAY POLICY STATEMENT

4.1 The Act requires that Pay Policy Statements are produced annually and are considered by Council. The Pay Policy Statement for 2022/23 is attached as Appendix 1. It has been updated as follows:

- Paragraph 5.2 has been updated to reflect the current status of the national pay negotiations for 2021 and 2022 (see 4.2 below)
- Section 7 has been updated to reflect the new Living Wage Foundation hourly rate which has increased to £9.90. It will be implemented at the Council from 1 April 2022. It will be necessary to pay a Living Wage supplement to staff with an hourly rate below £9.90 (this will apply to about 420 staff on spinal point 3 which is the lowest point used on the Council's pay structure, mainly in schools and casual workers at The Hexagon), at least until the national pay award for 2022 is confirmed
- New pay multiples in Section 8
- Annex D (council employees in salary bands) has been updated with data from 1 April 2021 and Section 10 (Pay Profile) has been updated to reflect this.

4.2 The national pay negotiations for 2022 have not yet started. The three unions are not expected to begin to consult their members on the content of their 2022 pay claim until at least March, which means it is not expected to be tabled until early May (which will already be beyond the usual pay award implementation date of 1 April 2022). This is due to the delay in concluding the national pay negotiations for 2021/22. In early February 2022, the Joint Negotiating Committees for Chief Executives and Chief Officers announced they had reached agreement to award a 1.5% increase from 1 April 2021. A 1.75% increase, backdated to 1 April 2021, was agreed on 28 February for Local Government Services staff (which covers most staff on grades RG1-10 at the Council). The national pay negotiations for 2021 are still ongoing for about 60 staff on Craftworkers terms and conditions (which cover trades staff within the Directorate of Economic Growth and Neighbourhood Services).

4.3 The Pay Policy Statement for 2022/23 will need to be updated once the pay negotiations are concluded for staff on Craftworkers terms and conditions for 2021, and updated again when they are concluded for all negotiating committees for 2022. Delegated authority is sought through this report for the Assistant Director of HR and Organisational Development, in consultation with the Lead Member for Corporate and Consumer Service, to update the Pay Policy Statement which will require changes throughout to reflect the pay awards in addition to:

- Paragraph 8 to show the new pay multiples
- Annex F (new pay scales)

5. CONTRIBUTION TO STRATEGIC AIMS

5.1 This report supports effective management of the workforce. High performing, motivated and healthy staff are crucial to achieving the Council's vision to help Reading realise its potential and to ensure that everyone who lives and works here can share the benefits of its success.

6. ENVIRONMENTAL AND CLIMATE IMPLICATIONS

6.1 None.

7. COMMUNITY ENGAGEMENT AND INFORMATION

7.1 As the Pay Policy Statement is largely a matter of fact in terms of how the Council currently determines the pay and conditions of its staff, consultation with staff is not required. However, the Statement was presented to the Council's Local Joint Forum on 24 February 2022 for information.

8. EQUALITY IMPACT ASSESSMENT

8.1 Not required for this report.

9. LEGAL IMPLICATIONS

9.1 These are set out in paragraph 3 of this report.

10. FINANCIAL IMPLICATIONS

10.1 There are no financial implications arising from this report.

11. BACKGROUND PAPERS

11.1 None.

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READING BOROUGH COUNCIL PAY POLICY STATEMENT 2022/23

1. INTRODUCTION

- 1.1. Reading Borough Council's pay policy aims to ensure value for money whilst enabling the Council to deliver high quality services to the residents of Reading. The Council seeks to set pay rates that are adequate to secure and retain high quality employees dedicated to the service of the public but will determine overall pay and benefits at an appropriate level in accordance with equality, affordability and other relevant factors.
- 1.2. Pay levels will not be unnecessarily generous or otherwise excessive.
- 1.3. Reading Borough Council agrees that local authorities should be able to determine their own pay structures in order to address local priorities and to compete in the local labour market.
- 1.4. Reading Borough Council is committed to equality, transparency and fairness across all of its activities and particularly in relation to the pay and conditions of its staff.
- 1.5. This document has the following Annexes:
 - Annex A: Requirements and Recommendations to Publish Personal data concerning Staff
 - Annex B: Governance Arrangements for Pay and Conditions of Service
 - Annex C: Summary of Conditions of Service
 - Annex D: Council Employees in Salary Bands as at 1 April 2021
 - Annex E: Pension Discretions Statement
 - Annex F: Pay scales for staff employed on NJC (Green Book) conditions and Senior Managers (JNC).
- 1.6. The following related documents related to pay and remuneration can be accessed through the Council's website:
 - Details and responsibilities of all job roles paid above £50,000
 - Market Supplement Policy
 - Council Senior level organisational chart

2. LEGISLATION

- 2.1. The authority appoints its staff and determines the terms and conditions of service on which they hold office, under Section 112 of the Local Government Act 1978. This includes procedures for dismissal. Full Council has delegated this power to the Personnel Committee, with the exception of the Head of Paid Service, Section 151 Officer and Monitoring Officer for whom separate statutory procedures apply.
- 2.2. Sections 38 - 43 of the Localism Act 2011 require that the authority produce a Policy Statement that covers a number of matters concerning the pay of the authority's staff, principally Chief Officers. This Policy Statement meets the requirements of the Localism Act in this regard and also meets the requirements of guidance issued in February 2012 and February 2013 by the Secretary of State for Communities and Local Government to which the authority is required to have regard under Section 40 of the Act.
- 2.3. This policy also has some connection with the data on pay and rewards for staff which the authority publishes under the Code of Recommended Practice for Local Authorities on Data Transparency and the data which is published under The Accounts and Audit (England) Regulations (2011). A revised Draft Code was published in December 2013. It should be noted that the requirements to publish data under the Secretary of State's guidance, the Code of Practice and the Regulations do differ, the data requirements of

the Code of Practice and the Accounts and Audit Regulations are summarised at **Annex A** to this Policy Statement.

2.4. Any decision under powers delegated in the Council's Constitution / Scheme of Delegation with regard to remuneration to be taken during 2022/23 will be bound by and must comply with this Statement. No decision at variance with this Statement may be taken without the specific agreement of full Council.

2.5. The Head of Paid Service and Assistant Director of Legal & Democratic Services must be consulted prior to any decision impacting on remuneration where there is any question regarding compliance with the Statement.

3. SCOPE OF THIS STATEMENT AND DEFINITION OF TERMS

3.1. This Pay Policy Statement meets the statutory duty to provide the Council with a description of the policy on staff remuneration for annual approval. It provides information on remuneration arrangements for staff directly employed by the Council, excluding staff in schools.

3.2. This Statement sets out the Council's policy with regard to:

- the remuneration of 'chief officers' (the senior pay group - see below)
- the remuneration of the lowest paid employees
- the relationship between chief officers' remuneration and that of other officers

3.3. In this policy the 'senior pay group' (senior managers) covers posts in the top three tiers of the organisation. These include the Chief Executive (Head of Paid Service), Deputy Chief Executive, Executive Directors, Directors and Deputy/Assistant Directors. Posts in this group in Reading are as follows:

- (a) the Head of the Authority's Paid Service [Chief Executive]
- (b) the Deputy Chief Executive (Deputy Head of Paid Service)
- (c) the Executive Director of Children, Education and Early Help Services;
- (d) the Executive Director of Social Care & Health;
- (e) the Executive Director of Economic Growth & Neighbourhood Services
- (f) the Executive Director of Resources
- (g) the Director of Finance (Section 151 Officer)
- (h) the Monitoring Officer (Assistant Director of Legal and Democratic Services)
- (i) persons who, as respects all or most of their duties, report directly to or are directly accountable to the Head of the Council's Paid Service
- (i) persons who, as respects all or most of their duties, report directly to or are accountable to the posts listed in (b), (c), (d), (e), (f), (g) and (h) above (other than staff whose duties are of a clerical or support nature)

3.4. The senior management structure of the organisation can be found in Part 7 of the Council Constitution on the Council's website.

3.5. The Council defines its lowest paid employees as those staff paid on the first spinal column point of the Council's pay grades for National Joint Council (NJC) for Local Government Services staff [RG Grades]. This definition is adopted as it refers to the lowest level of pay for staff on non-casual or apprentice contracts of employment.

3.6. The relationship between the remuneration of the lowest paid employees and that of the Council's senior officers is as described in this Statement and by reference to the published data referred to.

3.7. "Remuneration" for the purposes of this Statement includes these elements:

- basic salary
- pension
- all other allowances arising from employment

4. GOVERNANCE ARRANGEMENTS AND DECISION MAKING

- 4.1. Council has delegated to the Personnel Committee the power to appoint and determine the terms and conditions of employment for all staff, including the application of any discretions under the pension schemes. The terms of reference of the Personnel Committee are set out in Article 8 of Part 2 of the Council's constitution.
- 4.2. Council, and the Personnel Committee, have extensive and long-standing arrangements to delegate the exercise of this power to the Deputy Chief Executive, Executive Directors, Directors and Deputy/Assistant Directors, in respect of the staff employed in their service areas.
- 4.3. The delegation is subject to the Council's Officer Employment Rules, which are set out in Part 4 of the Council's Constitution.
- 4.4. A summary of the arrangements for determining terms and conditions of service for staff can be found in **Annex B**.
- 4.5. The Council, and the Personnel Committee, have adopted a range of policies which apply to the recruitment and employment of the staff of the authority. Policies which are specifically relevant to this Statement include:
 - Low Pay Policy
 - Recruitment and Selection Policy
 - Employment Stability Agreement and Pay Protection Policy
 - Appraisal Scheme and Performance-Related Progression Scheme
 - Policies relating to Market Supplements; Starting Salary on Appointment; Honorarium and Acting-Up Payments
- 4.6. The Scheme of Delegation provides for the Deputy Chief Executive, Executive Directors, Directors and Deputy/Assistant Directors to manage, review and apply the Council's Human Resources policies, and to determine the appropriate pay and conditions for the appointment of staff within these policies.

5. CONDITIONS OF SERVICE

- 5.1. Reading Borough Council applies terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of authority decisions, these are then incorporated into contracts of employment.
- 5.2. The Council is a member of the local government employers association for national collective bargaining in respect of chief executives, chief officers and other employees. There are separate negotiations and agreements in respect of each of these groups. Changes from national negotiations generally take effect from 1 April each year and are retrospective to 1 April where agreements are made later than 1 April. It is the authority's long-standing policy to implement national agreements. The Head of Paid Service and Chief Officers are under the JNC conditions of service, with locally determined pay. All other employees are under the relevant national agreement on pay and conditions of service applying to the particular service area, with local variations to pay. Pay for staff on all terms and conditions (as set out in Annex C) was last increased nationally ('cost of living' increase) for most staff in April 2021. The national pay negotiations for NJC staff for 2021/22 reached agreement on 28 February 2022 to award a 1.75% increase, backdated to 1 April 2021. The negotiations for Chief Executives and Chief Officers reached agreement in early February 2022, in both cases to award a 1.5% increase, backdated to 1 April 2021. The negotiations for staff covered by Craftworkers terms and conditions for 2021/22 are still ongoing. The Council will apply any settlement reached nationally in respect of staff covered by national bargaining machinery where this is the locally agreed mechanism for determining cost of living increases.

5.3. A summary of the arrangements for determining terms and conditions of service for staff is set out in **Annex C**.

6. POLICY ON REMUNERATING SENIOR MANAGERS

6.1. **Head of Paid Service:** The Head of Paid Service (Chief Executive) is paid on a locally determined salary which is reviewed and approved by Personnel Committee when the post becomes vacant. Independent external consultancy advice on appropriate remuneration levels (taking account of role and responsibilities, recruitment and retention factors and local and regional salary benchmarks) is presented to Personnel Committee to inform their decision-making in this matter.

6.2. The locally determined salary will be within the parameters of the Pay Policy Statement and will be set out in the Minutes of the Personnel Committee meeting which approves the salary, which will be published on the Council's website. The salary range will also be published in the job advertisement to fill the vacant post.

6.3. At the conclusion of the recruitment process, the decision to appoint a person to fill the post of Head of Paid Service will be taken by Council, which will be advised of the local salary, and the point at which the appointment was recommended to be made.

6.4. No other payments or benefits are payable to the Head of Paid Service (e.g. bonus, performance related pay, health insurance, car lease) other than those referred to elsewhere in this Policy Statement as being applicable to all employees.

6.5. Unless otherwise determined on appointment, the salary for the Head of Paid Service is subject to annual review by the Personnel Committee (on the anniversary of the date of appointment), in accordance with the following principles:

- That any salary progression is subject to a satisfactory annual appraisal;
- That the salary / scale is uplifted by the pay award nationally agreed for the JNC for Chief Executives;
- That these principles take effect on the anniversary of the date of appointment without need for Personnel Committee decision, unless an exception report is initiated by the Leader of the Council.

6.6. **Deputy Chief Executive, Executive Directors, Directors and Deputy/Assistant Directors:** These senior staff are paid on locally determined incremental Reading Senior Management / Corporate Director (RSM / CD) salary scales. These scales were established and approved by Personnel Committee following an independent review of senior salaries carried out by the Hay Group in 2001/2, using relevant regional public sector salary benchmarks. These scales are uplifted by the pay award nationally agreed (if any) for the JNC for Chief Officers. Exceptionally, the JNC pay award is not implemented for the senior pay group in times of severe budget challenge.

6.7. The Deputy Chief Executive post receives a special responsibility allowance of £14,355 per annum (based on 1st April pay scales) which is 50% of the salary difference between the Chief Executive and Executive Director grade maximums. Cost of living pay awards agreed by the Joint Negotiating Committee for Chief Officers of Local Authorities are to be applied to the allowance. There are no other additional elements of remuneration in respect of overtime, flexi-time, bank holiday working, stand-by payments, etc., paid to senior staff, as they are expected to undertake duties outside their contractual hours and working patterns without additional payment.

6.8. No other payments or benefits are payable to these senior staff (e.g. bonus, performance related pay, health insurance, car lease) other than those referred to elsewhere in this Policy Statement as being applicable to all employees.

7. POLICY ON REMUNERATING THE LOWEST PAID IN THE WORKFORCE

7.1. This Policy Statement reconfirms the Council's long-standing Low Pay Policy. The grading structure allows for all staff, except apprentices, to be paid an hourly rate no

lower than the Living Wage Foundation rate. The new rate of £9.90 per hour will apply at the Council from 1 April 2022.

- 7.2. The Council pays a Living Wage supplement where necessary to increase the hourly rate of employees to at least the Living Wage Foundation rate (except for apprentices as detailed in 7.3 below). The new Living Wage Foundation rate of £9.90 per hour will be paid to Council staff from 1 April 2022. There is one pay point on the Council's salary scales which is below £9.90 per hour. This is spinal point 3 which equates to £9.79 per hour (see Annex F). It is likely that the pay award arising from the national pay negotiations for 2022/23 will increase this rate to above £9.90 per hour. In the meantime, the Council will pay a Living Wage supplement to all staff on this spinal point to ensure they receive at least £9.90 per hour.
- 7.3. Apprentices are paid at least the nationally recommended allowance rate of £4.81 per hour from 1 April 2022 for the first 12 months of employment and thereafter are paid at least the National Minimum Wage (NMW) as applicable to the employee's age. These rates are updated as the national allowances are revised.
- 7.4. Reading Borough Council is also committed to the development and publication of a local policy to promote and require, to the extent permitted by law, the application of the Council's low pay policy to staff working for the Council's contractors in addition to the application of TUPE. The Council became an accredited Living Wage Employer in 2015.

8. PAY MULTIPLES

- 8.1. The highest paid salary in this authority is £161,044 to which is the top of the annual salary range paid to the Head of Paid Service. This is the pro rata rate as the Head of Paid Service works term time only (the full-time equivalent rate is £169,266). The current ratio between the lowest paid employee (scp 3, £18,562 per annum as at 1st April 2021) and the highest paid employee (using full-time equivalent rates) is 1:9.12 (but note that the lowest salary has not yet received a pay award for 2021/22 as the national pay negotiations are still ongoing). This ratio is with effect from 1st April 2021. The Council will work to maintain a ratio of no more than 1:10 between the lowest paid and the highest paid.
- 8.2. This authority does not have a policy on maintaining or reaching a specific highest / **median** 'pay multiple', however the authority is conscious of the need to ensure that the salary of the highest paid employee is not excessive and is consistent with the needs of the authority as expressed in this Policy Statement. The authority's approach to the payment of other staff is to pay that which the authority needs to pay to recruit and retain staff with the skills, knowledge, experience, abilities and qualities needed for the post in question at the relevant time, and to ensure that the authority meets any contractual requirements for staff including the application of any local or national collective agreements, or authority decisions regarding pay. The median salary paid by the Council is £28,672. The pay multiple between the highest and median salary is 1: 5.90 (but note that the median salary has not yet received a pay award for 2021/22 as the national pay negotiations are still ongoing).
- 8.3. Pay multiples will be monitored each year within the Pay Policy Statement and will be benchmarked against comparable authorities as others' pay policy statements are published.
- 8.4. In terms of overall remuneration packages the Council's policy is to differentiate by setting different levels of basic pay to reflect differences in responsibilities (job evaluation) but not to differentiate on other allowances, benefits and payments it makes.

9. PAY AND GRADING STRUCTURE

- 9.1. The Council uses established formal job evaluation procedures to identify the relative worth of jobs within the council (including the senior pay group), and to allocate jobs to the appropriate pay grade.
- 9.2. For the senior pay group (RSM / CD Grades) RBC uses the Hay job evaluation scheme, for other jobs we use the national NJC for Local Government Employees JE scheme.
- 9.3. The NJC Job Evaluation Scheme, which is recognised by employers and trades unions nationally, allows for robust measurement against set criteria resulting in fair and objective evaluations and satisfies equal pay requirements
- 9.4. Pay grades are shown at Annex F.

10. PAY PROFILE

- 10.1. **Annex D** shows employees at 1 April 2021 by salary band and then by gender, ethnic origin and disability.
- 10.2. The numbers of Black, Asian and Minority Ethnic employees and disabled employees are shown as a proportion of employees who have made a positive declaration.
- 10.3. The percentage of women in higher than men across all salary bands except for apprentice. About 60% of the Council's workforce are women.
- 10.4. The percentage of employees from Black, Asian and Minority Ethnic backgrounds is highest in RG2 at 33.85%. The percentage of Black, Asian and Minority Ethnic employees in the workforce is 15.32% (if employees who have not made a positive declaration are excluded). This is an increase from April 2020 when it was 14.2%.
- 10.5. The number of employees who have declared a disability across salary bands ranges between 0% in RG10 and 6.9% for apprentices. The percentage of employees who have declared a disability in the workforce is 4.44% (if employees who have not made a positive declaration are excluded). This is a slight increase from April 2021 when it was 4.13%.

11. PAY PROGRESSION

- 11.1. Under the Council's Performance Related Progression Scheme the award of an annual increment is dependent upon an employee's achievement of performance targets and competency objectives. The scheme also links incremental progression with whether performance is improving or declining. No increment can be awarded if an employee is subject to formal disciplinary or capability (poor performance) procedures.
- 11.2. The following principles apply to pay progression for all RBC staff:
 - 'Gateways' will be established 2 or 3 increments from the top of each grade depending on its length. Progression within a grade beyond the gateway will be for wider responsibility which meets agreed competency levels, based on job evaluation (JE) factor levels;
 - Progression up to the gateway within the grade will be subject to a satisfactory assessment of performance and contribution based on management evidence throughout the year;
 - Progression between grades within career grades will be dependent on meeting competencies at the next grade level;
 - On progression matters, there will be one appeal level above the approving manager (i.e. designated officer or Assistant Director);
 - Regular 1-1s and annual reviews are fundamental to employee progression.
- 11.3. Accelerated incremental progression within the evaluated grade is only possible where there is objective evidence of outstanding performance or there is evidence that

demonstrates inequality of pay level with comparable peers. Any such increase must be approved by the relevant Executive Director or Deputy Chief Executive and reasons provided to HR.

- 11.4. In addition to 11.3, accelerated increments would be paid for the progression within an existing career grade structure where skills and competencies (including academic attainment) have been achieved which meet predetermined career grade progression criteria.
- 11.5. The acceleration of an employee through the gateway of their existing grade, needs to be evidenced and certified by the Service Manager as meeting pre-existing and defined career progression criteria and approved by the relevant Executive Director or Deputy Chief Executive. Copies of the evidence to support such a decision need to be placed on the employee's personal file held by HR.
- 11.6. Any career grade progression is conditional upon budget provision being available.
- 11.7. Employees successfully moving posts within the Council will be subject to the principle of annual incremental progression assessment. They will no longer receive an automatic increment 6 months after being in their new post.

12. LOCAL PAY ARRANGEMENTS

- 12.1. **Child Care Solicitors** - This section, based in RBC's Legal Service, provides a service to other Berkshire Unitary Councils. Staff who were employed by the former Berkshire County Council retain local pay and progression arrangements which were inherited by RBC as a result of Statutory Transfer Order / TUPE provisions. A consultation is underway which proposes to move the employees who are affected by this onto standard RBC terms and conditions.

13. REMUNERATION ON APPOINTMENT AND PROMOTION

- 13.1. The Council's policy is to not pay any form of "signing on" fee or incentive payment when recruiting, except where there are significant recruitment difficulties that jeopardise service delivery, as identified and approved by CMT.
- 13.2. The starting pay point for all new employees (including internally appointed or promoted employees) should normally be the first point of the appropriate grade. There may be circumstances (e.g. offers from other employers, market forces) where it is necessary to make an offer that is at a higher point within the grade. The authority to make an offer higher than the starting point lies with the relevant Director or Deputy/Assistant Director, who must also consider the equality of such an exception and must inform the Assistant Director of HR and Organisational Development of the reason for the exception. This policy applies to all staff.
- 13.3. At the point of any assimilation to a new grade, employees moving to a higher grade will be placed at the bottom of that new grade.

14. OTHER ELEMENTS OF THE REMUNERATION PACKAGE

- 14.1. **Pension:** Pension provision is an important part of the remuneration package. All employees may join the local government pension scheme (or the Teachers Pension Scheme for relevant staff) and are enrolled automatically unless they wish to opt out. The scheme is a statutory scheme with contributions from employees and from employers. The current employer contribution rate for Reading Borough Council is 14.8%. This rate is reviewed and set every three years by the actuary. Reading Borough Council is part of the Berkshire scheme, administered by the Royal Borough of Maidenhead and Windsor. Neither the scheme nor the Council adopt different policies with regard to benefits for any category of employee: the same terms apply to the Chief Executive, chief officers and other staff.
- 14.2. **Election / Returning Officer Fees:** The Returning Officer is an officer of the Borough Council who is appointed under the Representation of the People Act 1983. Whilst

appointed by the Borough Council, the role of the Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from their duties as an employee of the Borough Council. As Returning Officer, they are paid a separate allowance for each election for which they are responsible.

- 14.3. Separate fees will be paid to the Returning Officer and Corporate Legal Adviser for undertaking Returning Officer duties. These fees will be paid in line with the amount recommended by the Government or Electoral Commission for Parliamentary and European elections and referendums, or as set out in the Council's budget estimates for local elections.
- 14.4. The Returning Officer may appoint one or more Deputy Returning Officers and pay a fee to them for undertaking the duties that the Returning Officer allocates to them.
- 14.5. **Market Supplements:** The Council may pay a market supplement, in addition to base salary, in order to recruit or retain staff with special skills experience or knowledge. Market supplements are applied, reviewed and withdrawn in accordance with the Council's market supplement policy, which is published on the Council's website. The Head of Paid Service has delegated authority to determine posts for which salary supplements will be paid, and the amount and duration of the supplement, in consultation with the Assistant Director of HR and Organisational Development and the relevant Executive Director or Deputy Chief Executive.
- 14.6. **Honorarium and other temporary additional payments:**

Under the Council's scheme of delegation to officers, the Deputy Chief Executive, Executive Directors, Directors and Deputy/Assistant Directors are authorised to approve additional payments in the circumstances described below:

(a) **'Acting-up'** - The employee will either receive the 'rate for the job' that they are covering if they are undertaking the full range of duties and responsibilities. As a minimum, this means that they will be paid at the first spinal column point of the grade of the post that they are acting up into. If the employee is not undertaking the full range of duties of a higher graded post, then an acting up allowance will be paid. The allowance will be a percentage of the difference between the first point on the grade of the post being covered and the employee's current salary equivalent to the percentage proportion of higher responsibility being undertaken.

(b) **Honorarium payments** - Where an employee is undertaking work on a project or discrete piece of work which would fall outside of the normal range of duties expected for their particular post, then the employee shall be eligible for an honorarium payment for the duration of the project.

The level of payment made should be determined with regard to the level of responsibilities being undertaken and this should be determined with regard to the Council's Job Evaluation Scheme. All such payments must be approved by the Assistant Director of HR and Organisational Development to ensure proper application of the Council's policy.

The employee will be paid an amount appropriate to the proportion of their time being spent working at this higher level on a monthly basis for the duration of the project / programme.

15. NON-PAY ELEMENTS AND BENEFITS

15.1. **Annual Leave:** The following annual leave entitlements apply

- The minimum annual leave allowance (on appointment) will be 24 days per year
- There will be an additional 5 days at 5 years continuous local government service (granted from anniversary of start date).
- There will be an additional 3 days at 10 years Reading Borough Council service (granted from following 1 April).

- The minimum annual leave allowance (on appointment) will be 30 days per year for the senior pay group
 - The maximum annual leave allowance for all staff will be 32 days.
- 15.2. **Salary Sacrifice Schemes / Employee discount schemes:** All employees can access salary sacrifice schemes for childcare vouchers, Kennet Day Nursery, Added Voluntary Contributions (AVCs), bicycle purchase, and lease cars. There are also non-subsidised employee discount schemes.
- 15.3. **Flexible Working:** All employees can access flexible working arrangements from their first day of employment subject always to the needs of the service.
- 15.4. **Car Allowances / Expenses:** The Council will meet or reimburse authorised travel, subsistence and (exceptionally) accommodation costs for attendance at necessary and approved meetings and training events. The Council does not regard such costs as remuneration but as non-pay operational costs. This policy is applied consistently to the Head of Paid Service, chief officers and other employees. The locally determined car allowance reimbursement rate for necessary and approved work-related travel is 45p per mile for **all authorised car users**. Employees with a salary sacrifice lease car undertaking approved work-related travel receive the relevant HMRC advisory rate depending on the engine size of their vehicle. No other car allowance (e.g. monthly lump sum) is payable to any employee.

16. TERMINATION OF EMPLOYMENT

- 16.1. Under the Council's Officer Employment Procedure Rules, the decision to effect dismissal or retirement on the grounds of redundancy or efficiency of the service is a decision of Personnel Committee for posts at Deputy/Assistant Director and above. The decision is delegated to the relevant Executive Director or Deputy Chief Executive for all posts below this level.
- 16.2. However, the final decision as to the compensation to be paid as a result of such dismissal decisions, **for all posts**, is a decision of Personnel Committee. Personnel Committee also need to approve any employee requests for early retirement which require employer consent and entail a cost to the Council.
- 16.3. Each of the proposals presented to the Committee must first be considered and agreed by an officer panel comprising the Director of Finance (S151 Officer), Monitoring Officer and the Assistant Director of HR and Organisational Development. This panel is established to monitor applications on the basis of consistency, legality and financial prudence. In terms of financial prudence, each case must demonstrate a 'payback period' within one year, or, exceptionally, two years in 'efficiency of the service' cases if sufficient service and efficiency benefits to the Council can be demonstrated. This Panel also assesses associated questions e.g. exercise of exceptional discretion; reasonableness of alternative employment in redundancy cases etc.
- 16.4. In the event that the compensation to be paid exceeds £100,000 in total, then full Council will be offered an opportunity to vote on the matter prior to approval.
- 16.5. **Discretionary Enhancement of Redundancy Payments:** The policy for the award of any discretionary payments is the same for all staff regardless of their pay level. Redundancy payments under regulation 5 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) Regulations 2006 provide discretion to pay up to an overall lump sum of 2 times the statutory redundancy payment formula based on actual weeks' pay, capped at 52 weeks' pay (may be adjusted following consultation). This is payable to employees made redundant with 2 or more years continuous service regardless of their age. Discretionary compensation can be reduced in cases where an offer of suitable alternative employment is deemed to have been unreasonably refused.

16.6. **Settlement Agreements:** In exceptional circumstances, and specifically so as to settle a claim or potential dispute the Assistant Director of Legal and Democratic Services can agree payment of a termination settlement sum (subject to a decision of Personnel Committee if outside the normal framework for termination payments as set out in this section).

16.7. **Policy on Re-Employment:** The policy for re-employment following redundancy / efficiency termination is the same for all staff regardless of their pay level. Employees in receipt of compensation payment for loss of employment which has had discretionary enhancements applied to it are not permitted to take up employment with Reading Borough Council within 12 months of the ending of their current employment.

16.8. **Flexible Retirement:** In accordance with Superannuation Regulations, employees can, on or after age 55 and with Council consent, reduce their hours of work or the grade in which they are employed and draw (some or all of) their accrued pension benefits whilst continuing in employment and building up further benefits in the Scheme - enabling them to ease into retirement. Employees must be 55 or over and have 3 or more months' membership in the LGPS (including transferred rights) in order to be eligible to make a flexible retirement request following a reduction in hours or grade. Pension benefits will normally be reduced if paid before age 65. This Policy is open to all employees, subject to financial requirements being met (net savings to the Council and a payback period of no more than 2 years).

17. PENSION DISCRETIONS

17.1 The Council's current Policy Statement on the use of discretions under the relevant Superannuation Regulations is attached as **Annex E**.

18. PAY PROTECTION

18.1 The Council's Pay Protection Policy is approved by the Personnel Committee as part of the Employment Stability Agreement. The Policy provides a mechanism for assisting employees to adjust to a reduction in pay as a result of organisational change.

19. PUBLICATION OF INFORMATION ON THE REMUNERATION OF STAFF

19.1 This Pay Policy Statement will be published on the Council's website. In addition, details of all posts paid above £50,000 will be published.

20. AMENDMENTS TO THE POLICY

20.1 As the Policy covers the period April 2022 to the end of March 2023, amendments may need to be made to the Policy throughout the relevant period. As the Localism Act 2011 requires that any amendments are approved by the Council by resolution, proposed amendments will be reported to Personnel Committee for recommendation to the Council.

21. POLICY FOR FUTURE YEARS

21.1 This Policy Statement will be reviewed each year and will be presented to Council each year for consideration in order to ensure that a policy is in place for the authority prior to the start of each financial year.

PAY POLICY STATEMENT - ANNEX A

The Secretary of State for Communities and Local Government Code of Recommended Practice for Local Authorities on Data Transparency indicates that local authorities should publish the following data concerning staff:

- Salaries, job descriptions, responsibilities, budgets (including overall salary cost of staff reporting), and numbers of staff for all staff in receipt of a salary of more than £50,000
- An organisational chart of the staff structure of the authority including salary bands and details of currently vacant posts
- The 'pay multiple' - the ratio between the highest paid salary and the median average salary of the whole authority workforce

The Accounts and Audit (England) Regulations (2011) require that the following data is included in the authority's accounts:

- Numbers of employees with a salary above £50k per annum (pro-rata for part-time staff) in multiples of £5k
- Job title, remuneration and employer pension contributions for senior officers. Senior officers are defined as Head of Paid Service, Statutory Chief Officers and Non-Statutory Chief Officers by reference to Section 2 of the 1989 Local Government & Housing Act.
- Names of employees paid over £150k per annum

For the above remuneration is to include:

- Salary, fees or allowances for the current and previous year
- Bonuses paid or receivable for the current and previous year
- Expenses paid in the previous year
- Compensation for loss of employment paid to or receivable, or payments made in connection with loss of employment
- Total estimated value of non-cash benefits that are emoluments of the person

For the above pension contributions to include:

- The amount driven by the authority's set employer contribution rate
- Employer costs incurred relating to any increased membership or award of additional pension

PAY POLICY STATEMENT - ANNEX B

GOVERNANCE ARRANGEMENTS FOR PAY AND CONDITIONS OF SERVICE

[Note: these provisions are subject to amendment as the source documents are amended]

1.1. Constitution of Reading Borough Council

Part 3.3 Responsibility for Council Functions (Schedule 1, Part 2):

37. Power to appoint staff, and to determine the terms and conditions on which they hold office (including procedures for dismissal)	Section 112 of the Local Government Act 1972.	Personnel Committee General Delegation to Deputy Chief Executive, Executive Directors, Directors and Deputy/Assistant Directors
40. Power to appoint officers for particular purposes (appointment of “proper officers”)	Section 270(3) of the Local Government Act 1972	Personnel Committee
43. Duty to designate officer as head of the authority’s paid service, and deputy head of paid service and to provide staff, etc	Section 4(1) of the Local Government & Housing Act 1989 (c. 42)	Council

1.2. The Officer Employment Procedure Rules are in Part 4 of the Constitution.

PAY POLICY STATEMENT - ANNEX C

SUMMARY OF CONDITIONS OF SERVICE

Chief Executive

The terms and conditions for the Head of Paid Service are as set out by the Joint Negotiating Committee (JNC) for Chief Executives, and as amended locally. Pay is determined locally.

Deputy Chief Executive and Executive Directors

The terms and conditions for the Deputy Chief Executive and Executive Directors are in accordance with the Scheme of Conditions of Service agreed by the National Joint Negotiating Committee for Chief Officers, and as amended locally. Pay is determined locally.

Directors and Deputy/Assistant Directors (third tier - i.e. reporting directly to the Head of Paid Service, Deputy Chief Executive or an Executive Director)

The terms and conditions for Directors and Deputy/Assistant Directors are as set out by the Joint Negotiating Committee (JNC) for Chief Officers, and as amended locally. Pay is determined locally.

NJC Staff

The Terms and conditions for NJC staff are determined by the National Joint Council (NJC) for Local Government Services, and as amended locally.

Craft Employees

The Terms and conditions for NJC staff are determined by the National Joint Council (NJC) for Craft and Associated Employees, and as amended locally.

Teachers

The terms and conditions for Teachers are as set out in the School Teachers Pay and Conditions Document.

Soulbury Staff

The Soulbury Committee determines the national salary framework for Soulbury staff and terms and conditions, as amended locally.

Youth Workers

The terms and conditions for Youth Workers are as determined by the Joint Negotiating Committee (JNC) for Youth and Community Workers, and as amended locally.

Coroners

The terms and conditions for Coroners are set by the Joint Negotiating Committee for Coroners, and as amended locally.

PAY POLICY STATEMENT - ANNEX D

Council Employees in Salary Bands as at 01.04.2021

Grade Bandings		Total Staff	Women		BME			Disability		
			No.	%	No.	ND	%	No.	ND	%
Apprentices	Up to £18,562	39	13	33.33%	4	3	11.11%	2	10	6.90%
RG2	£19,312	75	45	60.00%	22	10	33.85%	1	24	1.96%
RG3	£21,748	271	183	67.53%	40	17	15.75%	9	57	4.21%
RG4	£27,041	449	259	57.68%	63	20	14.69%	23	57	5.87%
RG5	£32,234	315	195	61.90%	42	11	13.82%	10	33	3.55%
RG6	£36,922	228	121	53.07%	35	11	16.13%	8	30	4.04%
RG7	£42,821	162	98	60.49%	21	6	13.46%	6	21	4.26%
RG8	£48,847	101	58	57.43%	13	8	13.98%	3	14	3.45%
RG9	£54,878	53	28	52.83%	6	3	12.00%	3	7	6.52%
RG10	£58,973	15	13	86.67%	3	0	20.00%	0	2	0.00%
Above £58,973		46	24	52.17%	5	7	12.82%	1	14	3.13%
		1754	1037	59.12%	254	96	15.32%	66	269	4.44%

ND = Not Disclosed

Percentages are based on the proportion of employees in each band who have made a positive declaration

**LOCAL GOVERNMENT PENSION SCHEME REGULATIONS 2013
STATEMENT OF POLICY ABOUT EXERCISE OF DISCRETIONARY FUNCTIONS
SCHEME EMPLOYER DECLARATION**

The Scheme employer known as **Reading Borough Council** ('the Council') has prepared this written statement of policy in relation to its exercise of certain discretionary functions available under the Local Pension Scheme Regulations 2013. The Scheme employer declares that it will keep this statement under review and publish the statement (and any amendments made thereto) in a place that is easily accessible to all of its eligible Scheme employees and that it will provide to the administering authority the most up to date version of the statement at all times.

**PART A - Formulation of COMPULSORY policy in accordance with Regulation 60 of the
Local Government Pension Scheme Regulations 2013**

Regulation 16 – Additional Pension Contributions

The Scheme employer may resolve to fund in whole or in part any arrangement entered into by an active scheme member to pay additional pension contributions by way of regular contributions in accordance with **Regulation 16(2)(e)**, or by way of a lump sum in accordance with **Regulation 16(4)(d)**.

The Scheme employer may enter into an APC contract with a Scheme member who is contributing to the MAIN section of the Scheme in order to purchase additional pension of not more than the additional pension limit (£6,500 from 1st April 2014 subject to annual increase in line with the Pensions (Increase) Act 1971).

The amount of additional contribution to be paid is determined by reference to actuarial guidance issued by the Secretary of State.

Consideration needs to be given to the circumstances under which the Scheme employer may wish to use their discretion to fund in whole or in part an employee's Additional Pension Contributions.

Scheme Employer's policy concerning the whole or part funding of an active member's additional pension contributions

The Council has resolved not to adopt this discretion at this time.

Regulation 30(6) – Flexible Retirement

An active member who has attained the age of 55 or over and who with the agreement of their employer reduces their working hours or grade of employment may, with the further consent of their employer, elect to receive immediate payment of all or part of the retirement pension to which they would be entitled in respect of that employment as if that member were no longer an employee in local government service on the date of the

reduction in hours or grade (*adjusted by the amount shown as appropriate in actuarial guidance issued by the Secretary of State - separate policy required under Regulation 30(8)*).

As part of the policy making decision the Scheme employer must consider whether, in addition to the benefits the member may have accrued prior to 1 April 2008 (which the member must draw), to permit the member to choose to draw all, part or none of the pension benefits they built up after 31 March 2008 and before 1 April 2014 and all, part or none of the pension benefits they built up after 1 April 2014.

Due consideration must be given to the financial implications of allowing an employee to draw all or part of their pension benefits earlier than their normal retirement age.

Scheme Employer's policy concerning flexible retirement

The Council has resolved that it will give such an opportunity to its employees. Flexible Retirement under this discretion will be subject to an agreed policy framework. The Council has resolved that waiving actuarial reduction in full or in part will only be considered where there will be a sufficient financial or other benefit to the authority. An exception to this requirement is the employee's exceptionally difficult personal or domestic circumstances

Regulation 30(8) – Waiving of Actuarial Reduction

Where a Scheme employer's policy under regulation 30(6) (flexible retirement) is to consent to the immediate release of benefits in respect of an active member who is aged 55 or over, those benefits must be adjusted by an amount shown as appropriate in actuarial guidance issued by the Secretary of State (commonly referred to as actuarial reduction or early payment reduction).

A Scheme employer (or former employer as the case may be) may agree to waive in whole or in part and at their own cost, any actuarial reduction that may be required by the Scheme Regulations.

Due consideration must be given to the financial implications of agreeing to waive in whole or in part any actuarial reduction.

Scheme Employer's policy concerning the waiving of actuarial reduction

That the Council does not consent to waive any actuarial reduction for staff electing to retire at age 55 or over, unless there is a sufficient financial or other benefit to the Council. An exception to this requirement is the employee's exceptionally difficult personal or domestic circumstances.

Regulation 31 – Award of Additional Pension

A Scheme employer may resolve to award

- (a) an active member, or

(b) a member who was an active member but dismissed by reason of redundancy, or business efficiency, or whose employment was terminated by mutual consent on grounds of business efficiency,

additional annual pension of, in total (including any additional pension purchased by the Scheme employer under Regulation 16), not more than the additional pension limit (£6,500 from 1st April 2014 subject to annual increase in line with the Pensions (Increase) Act 1971).

Any additional pension awarded is payable from the same date as any pension payable under other provisions of the Scheme Regulations from the account to which the additional pension is attached.

In the case of a member falling within sub-paragraph (b) above, the resolution to award additional pension must be made within 6 months of the date that the member's employment ended.

Scheme Employer's policy concerning the award of additional pension

The Council has resolved not to adopt this discretion at this time

Schedule 2 - paragraphs 2 and 3

Where a scheme member retires or leaves employment and elects to draw their benefits at or after the age of 55 and before the age of 60 those benefits will be actuarially reduced unless their Scheme employer agrees to meet the full or part cost of those reductions as a result of the member otherwise being protected under the 85 year rule as set out in previous Regulations.

So as to avoid the member suffering the full reduction to their benefits the Scheme employer can 'switch on' the 85 year rule protections thereby allowing the member to receive fully or partly unreduced benefits but subject to the Scheme employer paying a strain (capital) cost to the Pension Fund

Scheme Employer's policy concerning the 'switching on of the 85 year rule

That the Council does not consent to switch on the 85 year rule for staff electing to retire at age 55, unless there is a sufficient financial or other benefit to the Council. An exception to this requirement may be the employee's exceptionally difficult personal or domestic circumstances.

PART B - Formulation of RECOMMENDED policy in accordance with the

Local Government Pension Scheme Regulations 2013

Regulation 9(1) & (3) - Contributions

Where an active member changes employment or there is a material change which affects the member's pensionable pay during the course of a financial year, the Scheme employer may determine that a contribution rate from a different band (as set out in Regulation 9(2)) should be applied.

Where the Scheme employer makes such a determination it shall inform the member of the revised contribution rate and the date from which it is to be applied.

Scheme Employer's policy concerning the re-determination of active members' contribution bandings at any date other than 1st April

The Council shall re-determine contribution rates on 1st April each year only. Staff joining the scheme shall be placed in a contribution band consistent with their contracted, actual pay in the first instance except for casual staff who shall initially be placed on the lowest contribution band. The banding placement for individual staff shall be re-determined wef from the 1st April only in subsequent years following initial placement and adjusted as necessary in the light of the pensionable pay actually earned in the previous year (using a '12 month equivalent' calculation for staff who have not worked a full year).

Regulation 17(1) - Additional Voluntary Contributions

An active member may enter into arrangements to pay additional voluntary contributions (AVCs) or to contribute to a shared cost additional voluntary contribution arrangement (SCAVCs) in respect of an employment. The arrangement must be a scheme established between the appropriate administering authority and a body approved for the purposes of the Finance Act 2004, registered in accordance with that Act and administered in accordance with the Pensions Act 2004.

The Scheme employer needs to determine whether or not it will make contributions to such an arrangement on behalf of its active members

Scheme Employer's policy concerning payment of Shared Cost Additional Voluntary Contributions

The Council will pay SCAVC contributions where an employee has elected to pay AVCs by salary sacrifice. The amount of these employer SCAVC contributions will not exceed the amount of salary sacrificed by the employee. This is a Council discretion which is subject to the employee meeting the Council's conditions for acceptance into the salary sacrifice shared cost AVC scheme and may be withdrawn or changed at any time.

Regulation 22 - Merging of Deferred Member Pension Accounts with Active Member Pension Accounts

A deferred member's pension account is automatically aggregated with their active member's pension account unless the member elects within the first 12 months of the new active member's pension account being opened to retain their deferred member's pension account.

A Scheme employer can, at their discretion, extend the 12 month election period.

Scheme Employer's policy concerning merging of Deferred Member Pension Accounts with Active Member Pension Accounts

The Council has resolved not to extend the time limit for election beyond 12 months.

Regulation 100(6) - Inward Transfers of Pension Rights

A request from an active member to transfer former pension rights from a previous arrangement into the Local Government Pension Scheme as a result of their employment with a Scheme employer must be made in writing to the administering authority and the Scheme employer before the expiry of the period of 12 months beginning with the date on which the employee first became an active member in an employment (or such longer period as the Scheme employer and administering authority may allow).

Scheme Employer's policy concerning the extension of the 12 month transfer application period

The Council has resolved not to extend the time limit for election beyond 12 months.

Regulation 21(5) - Assumed Pensionable Pay

A Scheme employer needs to determine whether or not to include in the calculation of assumed pensionable pay, any 'regular lump sum payment' received by a Scheme member in the 12 months preceding the date that gave rise to the need for an assumed pensionable pay figure to be calculated.

Scheme Employer's policy concerning inclusion of 'regular lump sum payments' in assumed pensionable pay calculations

That the Council does include in such calculations an element for 'regular lump sum payment' where it is fair, equitable and justifiable to do so.

Regulation 74 - Applications for Adjudication of Disagreements

Each Scheme employer must appoint a person ("the adjudicator") to consider applications from any person whose rights or liabilities under the Scheme are affected by:

- (a) a decision under regulation 72 (first instance decisions); or
- (b) any other act or omission by a Scheme employer or administering authority,

and to make a decision on such applications.

Responsibility for determinations under this first stage of the Internal Disputes Resolution Procedure (IDRP) rests with "the adjudicator" as named below by the Scheme employer:

Name: Michael Graham
Job Title: Assistant Director of Legal and Democratic Services
Address: Civic Centre, Reading, Tel No:0118 9373470
Email: michael.graham@reading.gov.uk

SCHEME EMPLOYER CONFIRMATION

It is understood that the discretions contained within this statement of policy are applicable to all eligible members of the Scheme. The Scheme rules allow for a revised statement to be issued at least one month in advance of the date that any new policy takes effect. The revised statement must be sent to the administering authority and the employer must publish its statement as revised in a place that is accessible to all of its eligible scheme members.

The policies made above:

Have regard to the extent to which the exercise of the discretions could lead to a serious loss of confidence in the public service;

Will not be used for any ulterior motive;

Will be exercised reasonably;

Will only be used when there is a real and substantial future benefit to the employer for incurring the extra costs that may arise;

Will be duly recorded when applied.

Name in Block Capitals:	JACQUELINE YATES
Position:	DEPUTY CHIEF EXECUTIVE
Scheme Employer's Name:	READING BOROUGH COUNCIL

PAY POLICY STATEMENT - ANNEX F

PAY SCALES FOR COUNCIL STAFF (1ST APRIL 2021)

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New NJC Pay Structure - April 2021

GENERAL PAY SCALE

SCP	Per Annum	Per Hour	Current Grades	SCP	
53	£60,005	£ 31.10		53	
52	£58,559	£ 30.35		52	
51	£57,113	£ 29.60		51	
50	£55,838	£ 28.94		50	
49	£54,562	£ 28.28		49	
48	£53,287	£ 27.62		48	
47	£52,011	£ 26.96		47	
46	£50,738	£ 26.30		46	
45	£49,702	£ 25.76		45	
44	£48,690	£ 25.24		44	
43	£47,665	£ 24.71		43	
42	£46,662	£ 24.19		42	
41	£45,648	£ 23.66		41	
40	£44,624	£ 23.13		40	
39	£43,570	£ 22.58		39	
38	£42,614	£ 22.09		38	
37	£41,591	£ 21.56		37	
36	£40,578	£ 21.03		36	
35	£39,571	£ 20.51		35	
34	£38,553	£ 19.98		34	
33	£37,568	£ 19.47		33	
32	£36,371	£ 18.85		32	
31	£35,336	£ 18.32		31	
30	£34,373	£ 17.82		30	
29	£33,486	£ 17.36		29	
28	£32,798	£ 17.00		28	
27	£31,895	£ 16.53		27	
26	£30,984	£ 16.06		26	
25	£30,095	£ 15.60		25	
24	£29,174	£ 15.12		24	
23	£28,226	£ 14.63		23	
22	£27,514	£ 14.26		22	
21		£ -		21	
20	£26,446	£ 13.71		20	
19	£25,927	£ 13.44		19	
18		£ -		18	
17	£24,920	£ 12.92		17	
16		£ -		16	
15	£23,953	£ 12.42		15	
14	£23,484	£ 12.17		14	
13		£ -		13	
12	£22,571	£ 11.70		12	
11	£22,129	£ 11.47		11	
10		£ -		10	
9	£21,269	£ 11.02		9	
8	£20,852	£ 10.81		8	
7	£20,444	£ 10.60		7	
6	£20,043	£ 10.39		6	
5	£19,650	£ 10.19		5	
4	£19,264	£ 9.99		4	
3	£18,887	£ 9.79		3	
2	£18,516	£ 9.60		2	
1	£18,333	£ 9.50		1	

					Apr-22
					Living Wage
					Per Hour
					19100
					9.90

GENERAL PAY SCALE				SOCIAL WORKERS & OCCUPATIONAL THERAPISTS			
SCP	Per Annum	Per Hour	Current Grades	SCP	Current Grades	SCP	
53	£ 60,005	£ 31.10		53		53	
52	£ 58,559	£ 30.35		52		52	
51	£ 57,113	£ 29.60		51		51	
50	£ 55,838	£ 28.94		50		50	
49	£ 54,562	£ 28.28		49		49	
48	£ 53,287	£ 27.62		48		48	
47	£ 52,011	£ 26.96		47		47	
46	£ 50,738	£ 26.30		46		46	
45	£ 49,702	£ 25.76		45		45	
44	£ 48,690	£ 25.24		44		44	
43	£ 47,665	£ 24.71		43		43	
42	£ 46,662	£ 24.19		42		42	
41	£ 45,648	£ 23.66		41		41	
40	£ 44,624	£ 23.13		40		40	
39	£ 43,570	£ 22.58		39		39	
38	£ 42,614	£ 22.09		38		38	
37	£ 41,591	£ 21.56		37		37	
36	£ 40,578	£ 21.03		36		36	
35	£ 39,571	£ 20.51		35		35	
34	£ 38,553	£ 19.98		34		34	
33	£ 37,568	£ 19.47		33		33	
32	£ 36,371	£ 18.85		32		32	
31	£ 35,336	£ 18.32		31		31	
30	£ 34,373	£ 17.82		30		30	
29	£ 33,486	£ 17.36		29		29	
28	£ 32,798	£ 17.00		28		28	
27	£ 31,895	£ 16.53		27		27	
26	£ 30,984	£ 16.06		26		26	
25	£ 30,095	£ 15.60		25		25	
24	£ 29,174	£ 15.12		24		24	
			RG10		Service Manager = RGSW10		
			RG9		Team Manager = RGSW9		
			RG8		ATM = RGSW8		
			RG7		see note 1		
			RG6		Higher specialist SW / OT = RGSW7		
			RG5		see note 2		
					Experienced SW / OT = RGSW6		
					SW/OT=RGSW5b see note 3		
					SW/OT NQ=RGSW5a		

Notes for SW & OT grades:

1. Only Children's Social Workers and OTs and Adults Approved Mental Health Practitioners can progress above the gateway in RGSW7
2. Only Children's Social Workers and OTs and Adults Supervising Social Workers and OTs can progress above the gateway in
3. For Social Workers (not OTs) progression to RGSW5b can only be attained by passing the Assisted Year of Supported Employment

PAYAWARD	1.5%	
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ANNUAL 01/04/20	GRADE	SCP		MONTHLY 01/04/21	WEEKLY 01/04/21	HOURLY 01/04/21
54,756.00	RSMD	1	55577	4631.45	1065.86	28.8071
56,144.00	RSMD	2	56986	4748.85	1092.88	29.5374
57,531.00	RSMD	3	58394	4866.16	1119.88	30.2671
58,918.00	RSMD	4	59802	4983.48	1146.88	30.9968
60,309.00	RSMD	5	61214	5101.14	1173.96	31.7286
61,696.00	RSMD RSMC	6	62621	5218.45	1200.96	32.4583
63,082.00	RSMD RSMC	7	64028	5335.69	1227.94	33.1874
64,470.00	RSMD RSMC	8	65437	5453.09	1254.95	33.9177
65,858.00	RSMD RSMC	9	66846	5570.49	1281.97	34.6479
67,246.00	RSMC	10	68255	5687.89	1308.99	35.3781
68,634.00	RSMC	11	69664	5805.29	1336.01	36.1083
70,023.00	RSMC	12	71073	5922.78	1363.05	36.8391
71,411.00	RSMC	13	72482	6040.18	1390.07	37.5693
72,799.00	RSMC RSMB	14	73891	6157.58	1417.08	38.2996
74,185.00	RSMC RSMB	15	75298	6274.81	1444.06	39.0287
75,574.00	RSMC RSMB	16	76708	6392.30	1471.10	39.7595
76,965.00	RSMC RSMB	17	78119	6509.96	1498.18	40.4913
78,348.00	RSMB	18	79523	6626.94	1525.10	41.2189
79,742.00	RSMB	19	80938	6744.84	1552.23	41.9523
81,133.00	RSMB	20	82350	6862.50	1579.31	42.6841
82,517.00	RSMB RSMA	21	83755	6979.56	1606.25	43.4122
83,904.00	RSMB RSMA	22	85163	7096.88	1633.25	44.1419
85,296.00	RSMB RSMA	23	86575	7214.62	1660.35	44.8742
86,680.00	RSMA	24	87980	7331.68	1687.29	45.6023
88,066.00	RSMA	25	89387	7448.92	1714.27	46.3315
89,460.00	RSMA	26	90802	7566.83	1741.40	47.0649
90,843.00	RSMA	27	92206	7683.80	1768.32	47.7925
92,232.00	RSMA	28	93615	7801.29	1795.36	48.5233
93,622.00	RSMA	29	95026	7918.86	1822.42	49.2545
95,006.00	RSMA	30	96431	8035.92	1849.36	49.9827
96,392.00	RSMA	31	97838	8153.16	1876.34	50.7118
100,832.00	CDIR	32	102344	8528.71	1962.77	53.0477
103,937.00	CDIR	33	105496	8791.34	2023.21	54.6813
107,264.00	CDIR	34	108873	9072.75	2087.97	56.4316
110,693.00	CDIR	35	112353	9362.78	2154.72	58.2356
111,788.00	CDIR	36	113465	9455.40	2176.03	58.8117
115,138.00	CDIR	37	116865	9738.76	2241.24	60.5741
118,486.00	CDIR	38	120263	10021.94	2306.41	62.3355
125,385.00	CDIR	39	127266	10605.48	2440.71	65.9650

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READING BOROUGH COUNCIL

REPORT BY EXECUTIVE DIRECTOR FOR ECONOMIC GROWTH & NEIGHBOURHOOD SERVICES

TO:	COUNCIL		
DATE:	22 MARCH 2022		
TITLE:	PROPOSAL FOR READING BOROUGH COUNCIL TO JOIN THE GLOBAL COVENANT OF MAYORS FOR ENERGY AND CLIMATE		
LEAD COUNCILLOR:	CLLR PAGE	PORTFOLIO:	STRATEGIC ENVIRONMENT, PLANNING & TRANSPORT
SERVICE:	CLIMATE CHANGE & SUSTAINABILITY	WARDS:	ALL
LEAD OFFICER:	PETER MOORE	TEL:	0118 937 4275 (x74275)
JOB TITLE:	HEAD OF CLIMATE STRATEGY	E-MAIL:	peter.moore@reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The Global Covenant of Mayors for Energy and Climate (GCoM) is the largest global alliance for city climate leadership, built upon the commitment of over 11,500 cities and local governments around the world. These cities, drawn from 6 continents and 142 countries, collectively represent more than 1 billion people and are united by a shared long-term vision to support voluntary action to combat climate change. The stated mission of GCoM is as follows:

‘We envision a world where committed mayors and local governments - in alliance with partners - accelerate, ambitious, measurable climate and energy initiatives that lead to a low-emission and climate-resilient future’.

- 1.2 This report proposes that Reading Borough Council join GCoM as a further expression of its commitment to ambitious climate action, and to access the practical benefits associated with joining. Joining GCoM requires a letter of commitment (attached at Appendix 1) to be ‘signed by an appropriately mandated official according to local governmental procedure’.
- 1.3 Appendix 1: letter of commitment to the Global Covenant of Mayors on Energy and Climate Change.

2. RECOMMENDED ACTION

- 2.1 It is recommended that Council:

2.1.1 Note the achievements of the Council and its partners in the Reading Climate Change Partnership in taking forward successive climate change strategies for Reading as summarised in 3.5-3.6;

2.1.2 Join the Global Covenant of Mayors for Energy and Climate and delegate authority to the Leader of the Council to sign the letter of commitment (attached at Appendix 1) enabling the Council to do so.

3. POLICY CONTEXT

- 3.1 In 2008, following the adoption of the UK Climate Change Act 2008, the Council launched its first climate change strategy, '*Stepping Forward for Climate Change*'. A key commitment within this was to reduce the Council's carbon footprint by 50% by 2020. This target, and an action plan for its delivery, were later included in successive iterations of the Council's corporate Carbon Plan, and the 50% reduction target was ultimately delivered three years early.
- 3.2 Government has more recently committed to a national target of 'net zero carbon' by 2050, having updated the Climate Change Act to aim for a 100% reduction in emissions compared to the 1990 baseline. In December 2020 the Committee on Climate Change, established to advise the Government on how to meet its carbon reduction targets, published the sixth UK carbon budget report setting the country on a path to achieve a 68% reduction in emissions by 2030 (and 78% by 2035).
- 3.3 Prior to the adoption of the national 'net zero by 2050' target, Reading Borough Council had declared a climate emergency at its meeting in February 2019, committing to the more ambitious aim of a net zero carbon Reading by 2030. In November 2020, the Council subsequently endorsed the new Reading Climate Emergency Strategy 2020-25 (prepared by the Reading Climate Change Partnership) based on the headline objective of 'a net zero, resilient Reading by 2030'. At the same time the Council adopted a new Corporate Carbon Plan for the period 2020-25, including a more ambitious target to reduce the Council's own emissions by 85% by 2025 *en route* to becoming a net zero organisation by 2030.
- 3.4 As part of its commitment to transparency, in 2021 the Council submitted details of its climate change action programme for assessment by the Carbon Disclosure Project (CDP), an international NGO whose reporting system is regarded as 'the gold standard' in environmental reporting and transparency. Part of the feedback from CDP following the assessment process was that the Council should consider joining GCoM. The implications of doing so are set out in this report, concluding with a recommendation that the Council now join GCoM by signing the necessary letter of commitment.

Climate action and achievements in Reading to date

- 3.5 Reading has a long track record of taking action on climate change, with the Council having been an early signatory to the Nottingham Declaration on Climate Change in 2006. Since 2007 the Council has worked with partners in the Reading Climate Change Partnership to take this forward. The Partnership's previous Climate Change Strategy, *Reading Means Business on Climate Change 2013-20*, set a target of a 34% reduction in Borough emissions by 2020, which was achieved several years early.
- 3.6 More recent climate action and achievements by the Council, residents and other partners include the following:
- Reading Borough Council was named in 2021 as one of only 11 UK local authorities, and one of just 95 across the world to make CDP's coveted 'A' list on climate action - an accolade awarded for bold climate leadership (source: CDP)
 - As a result of action set out in consecutive corporate Carbon Plans, Reading Borough Council has cut its carbon footprint by 69.8% since 2008/09 (source: RBC).
 - Reading borough's overall carbon footprint has fallen by 49% since 2005 - the 5th largest reduction of 379 UK local authority areas (source: National Statistics)
 - The Council's continued support for Reading Buses and investment in bus priority measures have seen Reading buck national (pre-pandemic) trends for bus use, with ridership per head in 2019/20 second only to Brighton & Hove (source: DfT).
 - In November 2021 the Council launched the first fully electric waste collection vehicle in Berkshire making collections from 1,400 houses daily and driving 8,000

miles a year with no tailpipe emissions - saving 32,200kg of greenhouse gas emissions annually compared to a diesel equivalent (source: RBC).

- The EV refuse truck will be the first of many as part of our vehicle replacement programme which should see virtually the entire Council fleet electrified by 2028.
- Reading's recycling rate increased from 32% up to 52% between April 2020 and April 2021 thanks to the introduction of food waste collections (Source: RBC)
- Reading Borough Council's own housing has achieved an average Energy Performance Certificate (EPC) rating of 'C' compared to the national average of 'D', with plans to invest an additional £34m over the next 5 years in measures which will further improve energy efficiency (Source: RBC)
- The Council's 'Zero Carbon Homes' Local Plan policy, adopted in 2019, was identified by the environmental campaign groups Friends of the Earth and Ashden as a best practice case study in local authority climate action in March 2022
- In February 2022 Reading was ranked equal second most 'cycle-friendly city' in the UK based on an assessment of distance of mapped cycle ways versus total road distance, total number of cycle routes and number of road accidents involving cyclists per head of population (source: COLAS)
- A number of 'nature-based climate solutions' have been deployed in Reading: the Trees for Reading scheme has been launched, 're-wilding' trials in greenspaces have been extended across the town; and 'living' bus shelters have been installed on the A33, opposite Kennet Island and at Christchurch Green, helping to absorb traffic fumes and rainwater.
- Community-led action to promote 'plastic-free' initiatives has been taken forward such as Refill Reading, with Caversham working towards Plastic Free Community accreditation.
- The Reading Hydro scheme opened in September 2021 - driven forward by the volunteer-led Reading Hydro Community Benefit Society, the scheme harnesses the power of the Thames saving approximately 5,600 tonnes of CO2 over its 40-year design life (source: Reading Hydro).

4. THE PROPOSAL

4.1 Current Position: RBC is not currently a signatory to GCoM. Following Reading's addition to the international 'A' list of cities taking 'bold climate action'), CDP encouraged the Council to consider joining GCoM. CDP advised that by virtue of our 'A' list status we would already be delivering on the obligations associated with joining GCoM, but joining would represent an additional sign of our commitment and give us access to the benefits of being part of the wider GCoM network.

4.2 Options Proposed: it is proposed that Reading Borough Council join GCoM as we are already meeting the obligations associated with joining, but would additionally gain from the benefits of membership.

4.3 Signing the GCoM letter of commitment obliges signatories to:

- **Commit** to setting ambitious carbon reduction targets at least as ambitious as our national goals: Reading is already working towards net zero by 2030, compared to the UK target of net zero by 2050.
- **Engage** citizens, business and governments at all levels in implementation: Reading is already doing so through the multi-agency, cross-sector Reading Climate Change Partnership and has plans to extend engagement in 2022 and beyond.
- **Act** now to develop, implement and report on progress: Reading is already doing so via its Climate Emergency Strategy, annual progress reporting including via the CDP platform.

- **Network** with fellow local authorities and leaders to support each other: Reading is already doing so via various local government forums in the UK and beyond.

4.4 GCoM defines additional specific obligations as follows, alongside a summary of how Reading is currently meeting these obligations:

- ‘Develop a greenhouse gas (GHG) emissions inventory’: we already have this in the form of the Borough carbon footprint data and calculations on which the Reading Climate Emergency Strategy is based, and we report on these annually via SEPT Committee and via the CDP platform, which is one of the official reporting platforms recognised by GCoM.
- ‘Assess climate risks and vulnerabilities of your city’: we have already done this in the form of the Reading Climate Adaptation Plan produced by the Reading Climate Change Partnership in 2020, which informed development of the Climate Emergency Strategy and is now being reflected in our corporate risk management framework.
- ‘Define ambitious climate mitigation, resilience and energy targets’: we have already set this out in the form of our Reading Climate Emergency Strategy and corporate Carbon Plan.
- ‘Create full climate action plans’: the Reading Climate Emergency Strategy includes detailed action plans for key themes.

4.5 GCoM defines the benefits as joining as follows:

- ‘Cooperation Through City Networks & Regional Covenants: GCoM serves cities and local governments by mobilizing and supporting ambitious, measurable, and planned climate and energy action in their communities by working with city/regional networks, national governments, and other partners to achieve our vision’
- ‘Guidance & Practical Support: GCoM ensures that signatories are continuously supported in their efforts. Cities receive step-by-step guidance and have access to tools, materials, and a dedicated regional/national helpdesk’
- ‘Better Financial Opportunities: GCoM works to provide value to participating cities by mobilizing the critical financing and technical assistance cities require to access investment’
- ‘Visibility & Recognition: GCoM seeks to amplify the visibility of signatory commitments and actions in the region and globally’
- ‘Encouragement & Inspiration: GCoM helps cities maintain a long-term vision on climate action through collective ambition and achievement.’

4.6 In view of these benefits, the recommendation is for Reading Borough Council to join GCoM at the earliest opportunity.

5. CONTRIBUTION TO STRATEGIC AIMS

5.1 Joining GCoM would support the following Corporate Plan priorities:

- **Healthy environment:** joining the Global Covenant of Mayors will support the Council’s commitments to tackle climate change and work towards our goal of a net zero carbon town and Council by 2030.

5.2 Joining GCoM also aligns with TEAM Reading values as follows:

- **Together** - joining GCoM promotes working together with other local authorities
- **Efficiency** - climate action promotes efficient use of resources (energy/carbon)
- **Ambitious** - joining GCoM underlines our ambition to take bold climate action
- **Make a Difference** - joining GCoM supports our commitment to making a difference by tackling one of the greatest global and local challenges we face.

6. ENVIRONMENTAL AND CLIMATE IMPLICATIONS

- 6.1 The Council declared a climate emergency at its meeting in February 2019 (minute 48 refers). This commits to the ambitious goal of a net zero carbon Reading by 2030. Joining the Global Covenant of Mayors as proposed does not have any material environmental or climate implications in and of itself, though it does reiterate the Council's commitments to ambitious climate action, and would provide benefits (recognition, resources and networking opportunities) to help take these forward.

7. COMMUNITY ENGAGEMENT AND INFORMATION

- 7.1 Section 138 of the Local Government and Public Involvement in Health Act 2007 places a duty on local authorities to involve local representatives when carrying out "any of its functions" by providing information, consulting or 'involving in another way'. While there is no requirement to consult on the subject of this report, related initiatives, such as the Reading Climate Emergency Strategy, have been the subject of extensive public consultation and engagement prior to publication in November 2020. We will also promote our signature of the Covenant to raise awareness and promote engagement in climate action as one of the obligations of joining.

8. EQUALITY IMPACT ASSESSMENT

- 8.1 This decision will not have a differential impact on any group with protected characteristics. As such an Equalities Impact Assessment is not required. That said, joining GCoM commits the Council to be mindful of 'fairness and inclusiveness' in the action it takes to address climate change, which aligns with our existing commitment as set out in the Reading Climate Emergency Strategy to pursue a 'just transition' to net zero.

9. LEGAL IMPLICATIONS

- 9.1 There are no legal implications arising from this decision.

10. FINANCIAL IMPLICATIONS

- 10.1 There are no financial implications arising from the decision and there are no costs associated with joining the Global Covenant of Mayors.

11. BACKGROUND PAPERS

- 11.1 There are none.

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Covenant of Mayors – Europe

Stepping up action for a fairer, climate-neutral Europe



We, Mayors from all over Europe, hereby **step up our climate ambitions and commit to delivering action** at the pace that science dictates, in a joint effort to keep global temperature rise below 1.5°C - the highest ambition of the Paris Agreement.

For years already, cities have been turning **climate and environmental challenges into opportunities. Time has come to make it the overarching priority.**

As signatories to the Covenant of Mayors - Europe, we commit to taking everyone on this journey. We will make sure that our policies and programmes will leave no one and no place behind.

The transition to a climate-neutral Europe will have impacts in all areas of our societies. As local leaders, we must keep a watchful eye on those impacts to ensure fairness and inclusiveness. **We can only envisage a transition that is fair, inclusive and respectful of us citizens of the world, and of our planet's resources.**

Our vision is that, by 2050, we will all be living in decarbonised and resilient cities with access to affordable, secure and sustainable energy. As part of the Covenant of Mayors - Europe movement, we will continue to (1) reduce greenhouse gas emissions on our territory, (2) increase resilience and prepare for the adverse impacts of climate change, and (3) tackle energy poverty as one key action to ensure a just transition.

We are fully aware that all EU Member States, regions and cities are at different stages in their transition, and each have their own resources to respond to the ambitions set out in the Paris Agreement. We acknowledge once again our collective responsibility to tackle the climate crisis. The numerous challenges require a strong policy response at all levels of governance. The Covenant of Mayors - Europe is, before anything else, a movement of committed Mayors who share local solutions and inspire each other in the view to achieve this vision.

We commit to doing our share by undertaking the following actions:

1. **COMMIT** to setting mid- and long-term targets, consistent with the EU objectives, and at least as ambitious as our national targets. Our goal will be to achieve climate neutrality by 2050. Considering the current climate emergency, we will make climate action our priority and communicate it to our citizens.
2. **ENGAGE** our citizens, businesses and governments at all levels in the implementation of this vision and in the transformation of our

social and economic systems. We aim to develop a local climate pact with all the players who will help us reach those objectives.

3. **ACT**, now and together, to get on track and accelerate the necessary transition. We will develop, implement and report - within the established deadlines, an action plan to reach our targets. Our plans will include provisions on how to mitigate and adapt to climate change, while remaining inclusive.
4. **NETWORK** with fellow Mayors and local leaders, in Europe and beyond, to get inspiration from each other. We will encourage them to join us in the Global Covenant of Mayors movement, wherever they are in the world, would they embrace the objectives and vision described herein.

We, signatories to the Covenant of Mayors - Europe, affirm that we can take steps today (**Commit, Engage, Act, Network**) to ensure the well-being of present and future generations. Together, we will work to turn our vision into reality.

We count on the support of our national governments and the European institutions to provide policy, technical and financial resources that fit the level of our ambitions.

[Name and title of person signing this commitment]

Mandated by the [municipal council or equivalent] on
[dd]/[mm]/[yyyy].

OFFICIAL SIGNATURE

[Name and complete address of the signing authority]

[Name, e-mail and phone number of the contact person]



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