

To: Councillor Brock (Chair)
Councillors Page, Barnett-Ward, Emberson,
Ennis, Hoskin, Leng, McElroy, McEwan,
Mitchell, Robinson, Rowland, Terry,
Thompson and White

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12 September 2022

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

NOTICE OF MEETING - POLICY COMMITTEE 21 SEPTEMBER 2022

A meeting of the Policy Committee will be held on Wednesday, 21 September 2022 at 6.30 pm in the Council Chamber, Civic Offices, Reading, RG1 2LU. The Agenda for the meeting is set out below.

1. CHAIR'S ANNOUNCEMENTS
2. DECLARATIONS OF INTEREST
3. MINUTES 5 - 16
4. PETITIONS AND QUESTIONS

To receive any petitions from the public and any questions from the public and Councillors.
5. DECISION BOOKS
6. CONTRACTS FOR GRANT FUNDED 'MOVE-ON HOMES' WITH 24/7 INTENSIVE SUPPORT FOR THOSE ROUGH SLEEPING / AT RISK OF ROUGH SLEEPING BOROUGH WIDE 17 - 30

This report seeks authority to procure, award and enter into new contract arrangements to deliver 50 units of "Move-on Homes" at the Nova Project and 57 Caversham Road from 1 April 2023 to relieve and prevent rough sleeping in Reading.
7. SPEND AND FUNDING APPROVAL FOR IMPROVEMENTS TO LEISURE FACILITIES BOROUGH WIDE 31 - 38

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This report seeks approval for improvements to South Reading Leisure Centre's Pool Tank and installation of a waymarked paving route for vision impaired users to the new swimming pool at Palmer Park Sports Stadium, and authority to agree a £1.5m Sport England Strategic Facilities Funding agreement towards the costs of new leisure facilities at Rivermead and Palmer Park.

8.	READING LIBRARIES IMPROVEMENT PROGRAMME: WITHDRAWAL OF LIBRARY FINES	BOROUGH WIDE	39 - 46
	This report sets out a proposal to remove a barrier to people accessing the library, by removing fines for late return of books.		
9.	BUILDING SERVICES MECHANICAL AND ELECTRICAL CONTRACT AWARD	BOROUGH WIDE	47 - 50
	This report seeks approval to procure, award and enter into several new mechanical and electrical contracts for planned preventative maintenance and reactive repairs for Water Treatment (legionella), Lift Servicing and Maintenance and Maintenance of the Trend Building Monitoring System.		
10.	ADULT SOCIAL CARE REFORM - MEETING THE FAIR COST OF CARE AND MARKET SUSTAINABILITY FUND REQUIREMENTS FOR READING	BOROUGH WIDE	51 - 58
	This report outlines the requirements of the Fair Cost of Care and Market Sustainability Fund and provides an overview of the actions to date alongside the planned next steps including submission of a Draft Market Sustainability Plan to the Department of Health & Social Care.		
11.	DACHS - BERKSHIRE COMMUNITY EQUIPMENT SERVICE JOINT PROCUREMENT	BOROUGH WIDE	59 - 68
	This report proposes that the Council join the Berkshire Community Equipment Service Partnership commissioning process, with West Berkshire Council as the lead authority, to commission a service for the provision of equipment and technological products to support people to live as independently as possible at home.		
12.	RISK MANAGEMENT POLICY AND PROCEDURE	BOROUGH WIDE	69 - 92
	This report asks the Committee to review and agree the updated Risk Management Policy and Procedure.		
13.	2022/23 QUARTER 1 PERFORMANCE AND MONITORING REPORT	BOROUGH WIDE	93 - 140

This report sets out the projected revenue and capital outturn positions for 2022/23 for both the General Fund and the Housing Revenue Accounts as at the end of Quarter 1 (June 2022) as well as performance against the measures of success published in the Council's Corporate Plan.

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Present: Councillor Brock (Chair);

Councillors Page (Vice-Chair), Barnett-Ward, Emberson, Ennis, Hoskin, Leng, McElroy, McEwan, Mitchell, Robinson, Rowland, Terry, Thompson and White

10. MINUTES

The Minutes of the meeting held on 13 June 2022 were agreed as a correct record and signed by the Chair.

11. QUESTIONS

Questions on the following matters were submitted by Councillors:

	<u>Questioner</u>	<u>Subject</u>	<u>Reply</u>
1.	Cllr White	Electric Charging Infrastructure	Cllr Page
2.	Cllr White	Tackling Fly-Tipping with Free Bulky Waste Collection	Cllr Rowland

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

12. DEPARTMENT FOR LEVELLING UP, HOUSING AND COMMUNITIES FUNDING PROGRAMMES

The Executive Director of Economic Growth and Neighbourhood Services submitted a report setting out the action being taken by the Council to take advantage of three funding streams recently announced by the Government to support its Levelling Up agenda. Attached to the report at Appendix 1 was a summary of the key aims and ‘missions’ of the Levelling Up White Paper.

The report explained that the £2.6 billion UK Shared Prosperity Fund (UKSPF) replaced EU Structural Funds and aimed to build ‘pride in place’ and improve life chances. The Council had received a conditional £1 million core funding allocation for the three years commencing 2022/23, subject to Department for Levelling Up, Housing and Communities (DLUHC) sign-off on an Investment Plan to be prepared by the Council by the deadline of 1 August 2022. The Council was engaging local partners in the development of the Investment Plan, which would explore interventions that promoted collaboration at a pan-Berkshire level, that supported businesses and community enterprises in Reading to achieve their potential with a focus on creative industries, that prepared people for work through training, development and upskilling with a particular focus on those furthest from the labour market and more deprived neighbourhoods, and that provided match support to other funding initiatives such as Levelling Up Fund Round 2.

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The report explained that Multiply was a ring-fenced part of UKSPF which is being made available to deliver adult numeracy programmes. The Council had received a conditional £711,702 funding allocation (additional to the UKSPF core funding of £1m) for the three years commencing 2022/23, subject to Department for Education sign-off on an Investment Plan which had been submitted by the Council by the deadline of 30 June 2022.

The report noted that a second competitive round of bidding for the Levelling Up Fund had been launched, with themes of transport investments, regeneration and town centre investment and cultural investment. The deadline for bids had been 6 July 2022 and the Council had submitted bids in relation to Minster Quarter regeneration (Minute 13 below refers) and a package of sustainable transport projects.

The report explained that the bid 'Heart of Reading - Culture and Community at Minster Quarter' would focus on the cultural regeneration of the Minster Quarter and Bridge Street area, and would invest in the enhancement of the cultural offer at the Hexagon Theatre and a new library, discovery and learning provision in an accessible and central location. The report noted the wider redevelopment of the Minster Quarter, which was the subject of a separate report (Minute 13 below refers) and summarised match funding opportunities from the Council's low carbon capital investment programme and library capital programme budget. A bid had been developed and submitted by the deadline using a delegation made by the Committee at its meeting on 13 June 2021 (minute 5 refers) which had authorised the Chief Executive, in consultation with the Chief Financial Officer and the Leader and Deputy Leader of the Council, to submit bids for funding streams relevant to the Minster Quarter, including The Levelling Up Fund.

The report explained that a second bid for a package of sustainable transport investment had also been submitted. The bid included a package of sustainable travel interventions, focused on improving access to employment, education and leisure opportunities for residents living in areas of higher deprivation to the south and west of the Borough. The package included enhanced active travel links (walking and cycling facilities), linking residential and employment areas in south Reading and providing onward travel options through better access to South Reading Mass Rapid Transit (MRT) services. These new active travel links would be complemented with a package of traffic signal upgrades including enhanced pedestrian crossing facilities, and essential bridge strengthening works to ensure vital links connecting areas of higher deprivation with the town centre remained open. The final element of the package was the next phase of the South Reading MRT scheme, which included provision of an outbound bus lane on the A33 over the River Kennet bridge, providing a continuous bus priority route. The bid was for £18m capital grant funding, with a £2m local match contribution provided by the Council from the approved capital programme for phases 4 and 5 of the South Reading MRT Scheme.

Resolved -

- (1) That the proposed approach to development of Reading's Shared Prosperity Fund Investment Plan to be submitted by the deadline of 1 August 2022 be approved;**

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- (2) That the submission of an Investment Plan for the Multiply programme as required by Government by the deadline of 30 June 2022 be noted;
- (3) That the submission of Levelling Up Fund bids for Reading for Minster Quarter (including the inclusion of approved low carbon capital investment funds and Brownfield Land Release Fund as match funding) and a package of sustainable transport projects, which were invited by the deadline of 6 July 2022, be noted.

13. DEVELOPMENT OF THE MINSTER QUARTER

Further to Minute 5 of the meeting held on 14 June 2021, the Executive Director of Economic Growth and Neighbourhood Services submitted a report providing an update on the Minster Quarter development project and seeking approval to commence marketing the Project as a development opportunity. A plan showing the site development boundary was attached to the report at Appendix 1.

The report set out the overarching Project Vision, Strategic Objectives and Key Development Principles to which prospective development partners would need to respond. The development partner was expected to bring experience and expertise in mixed-use developments and to maximise regeneration potential including opportunities with other public sector partners and adjoining landowners. The report summarised the Council's concept scheme which illustrated what might be possible on the site:

- Phase 1: Approx. 190 apartments and active ground floor uses. A 90 bed hotel block located on part of the Civic Car park; This phase benefitted from the award of Brownfield Land Release Fund of £2 million to deliver enabling works.
- Phase 2: Approx. 428 apartments together with active ground floor uses.

This would need to be tested by the development partner, and as a part of the procurement process bidding developers would be encouraged to consider the Council's concept scheme in bringing forward their own proposals and phasing plan for the Project. Approval was sought for a series of delegations to allow officers to take the Project to market and to identify a preferred developer before bringing a report setting out the details of a contract award to a future meeting of the Committee.

The report also set out the proposed arrangements regarding Enabling Works and Vacant Possession and the relocation of Lavender Gardens, which included a proposal to lease further community land owned by Council at the Holy Brook, close to Berkeley Avenue and land at Appleford Road. It also summarised the proposed Procurement and Delivery Strategy and Project Governance.

Resolved -

- (1) That the project vision, strategic objectives and key development principles and the priority afforded to those as set out in the report be agreed;

- (2) That it be noted that updates and progress would be reported to the Civic Board;
- (3) That the Executive Director for Economic Growth and Neighbourhood Services, in consultation with the Chief Financial Officer, the Assistant Directors of Legal and Democratic Services, Procurement and Contracts and Assets and Property Management, and the Leader and the Deputy Leader of the Council, be authorised to:
 - a) finalise procurement arrangements, documentation and negotiations with bidders up to contract award, at which stage a report would be submitted to Policy Committee;
 - b) Agree the terms of and complete acquisitions and disposals of property; at market value or less than market value as necessary to enable the development to proceed;
 - c) Agree terms for obtaining vacant possession of commercial and other non-residential properties affected by the project including the leasing of further RBC land at Holy Brook and Appleford Road to the occupiers of Lavender Gardens;
 - d) Make compulsory purchase orders as necessary for land required for the project;
 - e) Make stopping up orders as necessary to facilitate the development;
 - f) Appropriate existing Council land under the relevant statutory powers as necessary to enable the implementation of the scheme, including appropriation of land for planning purposes and of any third-party land interests necessary for, or affected by, the Project.

14. PROGRESS OF PROJECTS ALLOCATED COMMUNITY INFRASTRUCTURE LEVY 15% LOCAL FUNDS

The Executive Director of Economic Growth and Neighbourhood Services submitted a report providing an update on the 15% of collected Community Infrastructure Levy (CIL) which should be allocated to the local area in which development took place. The following documents were attached to the report:

- Appendix 1: Equality Impact Assessment;
- Appendix 2: Update on 15% local CIL projects allocated funds in November 2018;
- Appendix 3: Update on 15% local CIL projects allocated funds in June 2021.

The report explained that the projects allocated funds in November 2018 had now almost all been completed. One of the exceptions was the High Streets Heritage Action Zone programme, an ongoing four-year project running up to 2024 in which the 15% local CIL

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contribution provided match funding to Historic England funding. The other two projects outstanding were Whitley Wood Community Centre and the reinstatement of two sculptures in the town centre.

The report noted that £0.050m had been allocated towards additional community facilities as part of, or near to, improved health care provision in Whitley Wood. This had originally been identified to be used towards the development of a new church centre and health centre on the St Paul's church hall site on Whitley Wood Lane. Planning permission for this development had been granted subject to the signing of a legal agreement, but the final decision had not yet been issued, and it was likely that the development would not come forward for several years. Policy Committee on 14 June 2021 had therefore agreed that the funds should be identified for the Whitley Wood Community Centre (Minute 7 refers) but subsequently a structural survey had found significant issues with the existing building, and a way forward in terms of permanent provision might take some time. It was therefore considered that the funds should be retained within Whitley Wood and allocated to three projects in the local area already agreed by Policy Committee on 7 March 2022 as follows:

- Improvements to South Whitley Park - an additional £0.020m to make a total allocation of £0.190m;
- Gateway area pedestrian crossings (Imperial Way and Basingstoke Road) - an additional £0.010m to make a total allocation of £0.160m;
- Lulworth Road communal area improvements - an additional £0.020m to make a total allocation of £0.130m.

The report explained that the other outstanding project was the reinstatement of two sculptures in the town centre known as Bagged and Karen, Libbie and Adam which had been allocated £0.020m. These were currently being held by the Council and work had been undertaken with Reading Civic Society to identify suitable locations for their reinstatement. However, after a considerable amount of time, this work has been unable to identify sites, and it was now recommended that the funding be reallocated to the project for war memorials and public art and town centre monuments and statues which provided a broadly similar form of infrastructure within a similar geographical area. This would increase the combined allocation to £0.170m. In particular the intention would be to repair the 'cartwheeling boys' public art located in front of the site of the old Civic Offices.

The report explained that a number of the projects allocated funds in June 2021 had also now been completed, whilst most others were well underway. At this stage, there was not considered to be a need to reallocate any of these funds.

Resolved -

- (1) That the progress on the projects benefitting from the 15% local CIL allocated by Policy Committee on 26 November 2018 (Minute 49 refers) and 14 June 2021 (Minute 7 refers), as set out in Appendices 2 and 3, be noted;

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- (2) That the reallocation of £0.050m, originally allocated to additional community facilities at Whitley Wood, towards the following projects allocated funds on 7 March 2022 be agreed:

£0.020m for improvements to South Whitley Park

£0.010m for Gateway area pedestrian crossings (Imperial Way and Basingstoke Road)

£0.020m for Lulworth Road communal area improvements;

- (3) That the reallocation of £0.020m, originally allocated to reinstatement of two sculptures in the town centre, towards the following project allocated funds on 14 June 2021 be agreed:

£0.020m for town centre monuments and statues/war memorials and public art;

- (4) That the relevant officers be authorised to give spend approval in accordance with the funds approved at 2.2 and 2.3 above, and to make any variation to the allocations above in consultation with the Lead Councillors for Planning and Assets and Corporate Services and Resources and the Assistant Director of Finance.

15. CUSTOMER EXCELLENCE PROGRAMME SIX MONTH UPDATE

The Deputy Chief Executive submitted a report giving an update on the progress of the Customer Excellence Programme as part of the Customer Experience Strategy.

The report noted that the Council's Customer Experience Strategy (2020-2024) had been adopted in January 2020. The Strategy set out a vision to achieve the best possible experience for customers and ultimately would facilitate a culture and channel shift, by providing a 24/7 online service, designed around the customer, whilst still providing support to those who needed additional assistance. To achieve this the Programme was focused on building a strong offer for online self-service for the majority of simple transactions. For more complex queries, a multi-skilled central customer fulfilment team, equipped with the tools and information they needed, would look to sign post and resolve queries at first point of contact. Only specialist queries would be transferred out to wider teams in the Council. This model would result in fewer customer "hand offs" between teams and reduce demand into the contact centre, improve the customer journey and allow the realisation of financial benefits.

Resolved -

That the progress against the Customer Experience Strategy be noted and delivery of the future work programme be endorsed.

16. UK RESETTLEMENT SCHEMES - CASE SUPPORT AND INTEGRATION PROVISION 2022-2027

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The Deputy Chief Executive submitted a report proposing that the Council continue to participate in the Government's Refugee Resettlement Schemes and seeking approval to award a contract for case work and integration support. An Equality Impact Assessment was attached to the report at Appendix 1.

The report noted that the Council had been supporting the Government's Resettlement programmes since 2016, initially by committing to offer homes and support to three families a year through the Syrian Vulnerable Persons Resettlement (renamed UK Resettlement Schemes [UKRS]) and, since September 2021, offering homes and support to families resettled through the Afghan Citizens Resettlement Scheme. To date the Council had resettled 10 families/55 individuals through the UKRS and 16 families through the Afghan Citizens Resettlement Scheme. For the UKRS the Council had contracted an expert case support provider to deliver the first 12 months intensive case and integration support that was required by the Home Office; the current provider was Reading Refugee Support Group and the contract ended on 30 November 2022.

The report proposed that the Council reaffirm its commitment to the UK Resettlement Schemes beyond 2021/22, with an offer to resettle an average of 2-3 families/2-3 houses (c.10 individuals) a year, subject to availability of appropriate housing, and that the Council contract an external provider to provide case and integration support to families arriving through Government resettlement schemes for the period 2022-2027. This would include providing intensive support for the first 12 months for those arriving through resettlement schemes, and continuing support at a less intensive level beyond 12 months where families required it.

The report noted that the Homes for Ukraine scheme was not organised as a formal Resettlement Scheme, and that due to the uncertain duration of the scheme and the more general model of support through advice and referrals, it was not proposed to include the Homes for Ukraine support in this procurement.

Resolved -

- (1) That the Council continue to participate in the Government's Refugee Resettlement Schemes with an offer to receive an average of 2-3 families a year from 2022;**
- (2) That the Assistant Director for Corporate Improvement and Customer Services, in consultation with the Leader of the Council, be authorised to award a 5-year contract from 1 December 2022, for provision of case work support and integration support to the value of £42,000 per annum, with a total value of £210,000.**

17. CORONER REMOVALS CONTRACT - DELEGATED AUTHORITY TO SPEND AND AWARD CONTRACT

The Executive Director of Economic Growth and Neighbourhood Services submitted a report to inform the Committee of the ongoing procurement process for the Coroner Removals Contract to be implemented in December 2022 and seeking authority to enter

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into a contract with the most economically advantageous tenderer. A Climate Impact Assessment was attached to the report at Appendix 1.

The report explained that the Council had in place a contract with a funeral director for the removal and transportation of bodies within the county area of Berkshire, which it managed on behalf of HM Senior Coroner Berkshire. The present contract was for three years until 3 June 2022 with an option to extend for a further two years. The contractors had given notice that they would not extend the contract but had agreed to continue to provide the service for a further six months, until 9 December 2022, to allow the Council to undertake a new procurement process. It was proposed to award new contracts for this service from 10 December 2022 for a period of three years with the option of extending the contract subject to performance, with a 12 month notice period. The county area would be divided up into four zones and tenderers could bid for one or more of the zones.

Resolved -

- (1) That the proposed procurement route and process as described in the report be noted;**
- (2) That the Executive Director for Economic Growth and Neighbourhood Services be authorised, in consultation with the Leader of the Council, the Assistant Director of Legal and Democratic Services and the Assistant Director of Finance, to enter into a contract(s) and spend to provide coroner removals with the most economically advantageous tenderer.**

18. 2021/22 QUARTER 4 PERFORMANCE REPORT

The Director of Finance submitted a report setting out the provisional revenue and capital outturn positions for the Council's General Fund and Housing Revenue Account (HRA) for 2021/22 as well as performance against the measures of success published in the Council's Corporate Plan. The following documents were attached to the report:

- Appendix 1 - General Fund Outturn;
- Appendix 2 - Housing Revenue Account (HRA) Outturn;
- Appendix 3 - Capital Programme Outturn;
- Appendix 4 - Savings;
- Appendix 5 - Delivery Fund;
- Appendix 6 - Reserves Position as at 31st March 2022;
- Appendix 7 - Corporate Plan Measures for Quarter 4;
- Appendix 8 - Corporate Plan Measures for Quarter 4 (Charts);
- Appendix 9 - Corporate Plan Projects for Quarter 4;
- Appendix 10 - Debt Write-Offs for approval

The report noted that the budget for 2021/22 had been prepared at the height of the Covid-19 pandemic during a period of extreme uncertainty. It had included £20.208m of savings to be delivered and the planned use of £2.776m of earmarked reserves to deliver a balanced budget position with a total budgeted service expenditure of £124.799m. The

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actual outturn position was positive net variance of £3.177m, inclusive of £1.138m of net transfers from reserves. The outturn position for net service expenditure was £131.132m, inclusive of approved net transfers from reserves of £1.936m, resulting in an adverse net variance of £6.033m. This was an improvement of £1.963m from the projected outturn position reported to the Committee at its meeting on 7 March 2022 (Minute 84 refers). The £6.033m adverse variance included adverse variances of £2.664m within Adult Care and Health Services and of £3.447m within Economic Growth and Neighbourhood Services, which were offset by positive variances of £0.078m on other service budgets. Brighter Futures for Children had delivered within the contract sum. Detailed explanations for these variances were set out in the report. It had previously been agreed that the full overspend on services would be met from a combination of the £4.523m general Covid-19 support grant (contained within Other Corporate Budgets) and £3.844m corporate contingencies. There was no longer a requirement to make the £2.776m call on reserves that was previously approved.

The actual outturn position on Corporate Budgets was a positive net variance of £9.210m, an improvement of £0.940m from the position reported to the Committee at its meeting on 7 March 2022 (Minute 84 refers). This position included £0.798m of approved net transfers to reserves. It had previously been assumed that the positive variance on Corporate Budgets would be required to fund the adverse variance on service expenditure. However, mainly as a result of the adverse variance on service expenditure being lower than anticipated there was now an overall surplus of £3.177m. One carry-forward request totalling £0.050m had been submitted and if approved would leave a remaining surplus of £3.127m, which would be added to earmarked reserves. It was recommended that this balance be transferred to the Capital Financing Smoothing Reserve to fund capital projects that were currently on hold in 2022/23 pending the identification of funding.

The original budget for 2021/22 had included assumed savings of £20.208m, including £5.125m of savings brought forward from the previous year. A total of £14.319m of ongoing savings had been delivered in 2021/22, and £3.844m of savings had been removed as part of the 2022/23 budget setting process on the basis that they were no longer deemed deliverable. This left a residual balance of £2.045m to be carried forward for delivery in future years. This balance would be added to the £8.179m of savings already included in the 2022/23 budget to give a revised savings target of £10.224m. Savings delivery would continue to be monitored and reported on regularly throughout 2022/23.

The report explained that the provisional outturn for the Housing Revenue Account (HRA) was a positive net variance compared to budget of £0.387m which resulted in a net drawdown from HRA reserves of £1.502m, comprised of a drawdown of £1.575m from the main HRA Reserve and a transfer of £0.073m to the North Whitley PFI Reserve. The provisional General Fund Capital Programme outturn was a £46.039m positive variance against the adjusted budget of £94.738m. Approval was sought for an increase to the Renewable Energy scheme 2022/23 budget within the Capital Programme of £0.852m. The provisional HRA Capital Programme outturn was a £7.352m positive variance against the adjusted budget of £28.092m.

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The report also sets out performance against the measures of success published in the Council's Corporate Plan.

Resolved -

- (1) That the Committee note:**
 - a) That the provisional General Fund revenue outturn position for 2021/22 was a £3.177m positive net variance;**
 - b) That the provisional Housing Revenue Account outturn position for 2021/22 was a net £1.502m transfer from HRA Reserves;**
 - c) That the provisional General Fund Capital Programme outturn position for 2021/22 was a £46.039m positive net variance;**
 - d) That the provisional HRA Capital Programme outturn position for 2021/22 was a £7.352m positive net variance;**
 - e) That £14.319m of agreed savings had been delivered in year with £2.045m of non-delivered savings being carried forward into future years;**
 - f) That £2.421m of Capital Receipts had been used to fund transformation in accordance with the Capitalisation Directive (Appendix 5);**
 - g) The performance achieved against the Corporate Plan success measures as set out in Section B of the report and Appendices 7-9.**
- (2) That the service request to roll-forward funds totalling £0.050m into 2022/23 to complete future programmes of work be approved;**
- (3) That the remaining balance of £3.127m be transferred to earmarked reserves as set out in Appendix 6;**
- (4) That the net roll-forwards of budget within the General Fund Capital Programme totalling £39.692m be approved, resulting in a revised Capital Programme net budget of £131.765m for 2022/23;**
- (5) That Spend approval and an increase to the Renewable Energy scheme 2022/23 budget within the Capital Programme of £0.852m, specifically relating to the electric vehicle charging infrastructure at Bennet Road be agreed, to be funded from the Capital Financing Smoothing Reserve as set out in paragraph 7.7 of the report, increasing the Capital Programme net budget to £132.617m;**

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- (6) That the net roll-forwards of budget within the HRA Capital Programme totalling £7.353m be approved, resulting in a revised HRA Capital Programme net budget of £35.555m for 2022/23;
- (7) That the write-off of debts as set out in Appendix 10 be approved relating to:
 - a) Non-Domestic Rates - £553,105.18;
 - b) Sundry Debt - £427,781.19;
 - c) Housing Benefit Overpayments - £50,690.31.

19. EXCLUSION OF THE PRESS AND PUBLIC

Resolved -

That pursuant to Section 100A of the Local Government Act 1972 (as amended), members of the press and public be excluded during consideration of item 20 below as it was likely that there would be a disclosure of exempt information as defined in the relevant paragraphs specified in Part 1 of Schedule 12A to that Act.

20. RTL SHAREHOLDER UPDATE

The Director of Finance submitted a report to the Committee, acting as Shareholder of Reading Transport Limited, which summarised the key points of a Shareholder Update report submitted by Reading Transport Limited (RTL). Attached to the report at Appendix 1 was the Annual Review 2021/22 Shareholder Update Report from RTL. The review covered an operational update, financial performance, pension scheme commitments, dividend proposals, fleet replacement & capital investment and strategic issues. Annexes to the review set out management accounts for Reading Buses, Thames Valley Buses and Newbury & District.

Robert Williams, RTL CEO, and Laurence Jenkins, RTL Finance Director, attended the meeting to present the report and answer questions from the Committee.

Resolved:

- (1) That the report and the Company's performance update attached at Appendix 1 be noted;
- (2) That RTL's provisional management accounts for the year ended 3 April 2022 be noted;
- (3) That, given the uncertain trading conditions, RTL be required to submit an interim shareholder report covering the period to 30 June 2022 for consideration at the meeting of the Committee due to be held on 31 October 2022;

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- (4) That RTL be instructed to respond to the Council's draft tripartite agreement and seek to mitigate the significant risk of the LGPS debt crystallising, thereby protecting the interests of both the Group and the taxpayer.

(Exempt information as defined in Paragraph 3).

(The meeting started at 6.30 pm and closed at 7.51 pm)

REPORT BY EXECUTIVE DIRECTOR OF ECONOMIC GROWTH AND NEIGHBOURHOODS

TO:	POLICY COMMITTEE		
DATE:	21 SEPTEMBER 2022		
TITLE:	CONTRACTS FOR GRANT FUNDED “MOVE-ON HOMES” WITH 24/7 INTENSIVE SUPPORT FOR THOSE ROUGH SLEEPING / AT RISK OF ROUGH SLEEPING		
LEAD COUNCILLOR:	CLLR ELLIE EMBERSON	PORTFOLIO:	HOUSING
SERVICE:	HOUSING AND COMMUNITIES	WARDS:	BOROUGHWIDE
LEAD OFFICER:	VERENA HUTCHESON	TEL:	0118 937 4136
JOB TITLE:	ROUGH SLEEPING INITIATIVES MANAGER	E-MAIL:	VERENA.HUTCHESON@READING.GOV.UK

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report seeks authority to procure, award contracts and authorisation to enter into new contract arrangements for The Nova Project and 57 Caversham Road (the Pods) from 1st April 2023 to relieve and prevent rough sleeping in Reading. Contracts will be funded utilising Rough Sleeping Accommodation Programme (RSAP) grant funding from the Department for Levelling Up, Communities and Housing (DLUHC).
- 1.2 Equality Impact Assessment - attached as Appendix A.
- 1.3 The value of grant funding for the provision of “Move-on-Homes” contains exempt information under paragraph 3 of Part 1 of Schedule 12A (as amended) of the Local Government Act 1972 (as amended). This information has been provided separately to members of the Committee for their information.

2. RECOMMENDED ACTION

- 2.1 That Policy Committee notes the DLUHC award of funding from the Rough Sleeping Accommodation Programme (RSAP) 2021-24 to deliver 50 units of “Move-on Homes” in 2023/24 comprising 10 units at The Nova Project and 40 units at 57 Caversham Road.
- 2.2 That the Assistant Director of Housing and Communities, in consultation with the Lead Councillor for Housing, Director of Finance and Director of Procurement and Commissioning be authorised to (i) undertake the necessary procurement exercise to adhere to RSAP 2021-24 grant funding conditions and (ii) enter into a contract with the successful tenderer in respect of services to deliver “Move-on Homes”, referred to in 2.1 above, for 12 months from 1 April 2023.

3. POLICY CONTEXT

- 3.1 In 2018, the Government published their national Rough Sleeping Strategy and Action Plan aiming to halve rough sleeping by 2022 and eliminate it by 2027. In 2019, Reading’s Rough Sleeping Strategy 2019 - 2024 was published to support this aim with key priorities being (1) Early intervention and prevention; (2) Recovery and community

intervention; (3) Rapid intervention; (4) United support and enforcement action in Reading and (5) Provision of information and alternative ways for the public to give/support to those on the streets.

- 3.2 In October 2020, DLUHC announced allocations to local authorities and partners from £150m of Government funding to deliver Round 1 of RSAP. This was to deliver more than 3,300 new “Move-on Homes”¹ for people sleeping rough.
- 3.3 RSAP’s objective is to provide “Move-on homes” as long-term assets with accompanying support to prepare people who are rough sleeping, who have a history of rough sleeping, or who are at risk of rough sleeping, for independent living. The fund is part of a range of measures to support councils to achieve a sustainable reduction in rough sleeping.

4. THE PROPOSAL

4.1 Current Position:

- 4.1.1 Under DLUHC’s RSAP Round 1 Reading was awarded three years revenue funding to deliver 50 units of “Move-on Homes” between 2021 and 2024. These units provide an off the streets offer to those rough sleeping, or those who are at risk of rough sleeping having previously and repeatedly been verified. The units have a specific focus upon supporting with mental ill-health, substance misuse and preventing re-offending and returns to the streets.
- 4.1.2 Support to ten “Move-on Homes” has been delivered under contract with St Mungo’s since 21 December 2020 to females with complex needs requiring a 24/7 supportive environment at The Nova Project. A waiver to CPR rules was signed off by the Assistant Director of Procurement and Contracts and Executive Director of Environment, Growth and Neighbourhoods (DEGNS) on 23 November 2020 to award a contract for 15 months to St Mungo’s from 21 December 2020 until 31 March 2022 under Covid exceptions. Since officers had insufficient time to undertake a procurement without risk to service delivery, a further Officer Decision was agreed by the Executive Director of DEGNS to award contracts to St Mungo’s from 1 April 2022 until 31 March 2023.
- 4.1.3 40 units of “Move-on Homes” at 57 Caversham Road were due to be completed and ready for occupation in March 2021. Site completion was delayed until November 2021, with all clients having moved into their self-contained studio ‘pod’ with 24/7 on-site staffing presence by January 2022. Support to clients assessed and earmarked to move into one of the units has been delivered under contract with St Mungo’s since 5 July 2022 to males, females and couples with complex needs. The contract began, prior to site completion, in July 2022 to (a) engage with the client group and prepare them for moving in and (b) comply with grant conditions and spend in the financial year 2021/22 to avoid any clawback from DLUHC due to underspend. A waiver to CPR rules was signed off by the Assistant Director of Procurement and Contracts and Executive Director of DEGNS on 23 November 2020 to award a contract for 12 months to St Mungo’s from 5 July 2021 until 4 July 2022 under Covid exceptions. Since officers had insufficient time to undertake a procurement without risk to service delivery, a further Officer Decision was agreed by the Executive Director of DEGNS to award contracts to St Mungo’s from 5 July 2022 until 31 March 2023.
- 4.1.4 Officer Decisions were agreed for direct contract award until 31 March 2023 to St Mungo’s for The Nova Project and 57 Caversham Road to (a) ensure best value by procuring all 50 “Move-on Homes” under one support contract from financial year 2023/24 and (b) to enable RBC officers the time and capacity to undertake a full open procurement exercise for RSAP 2021-24 contract award. Between February and August 2022, funding application/procurement of Rough Sleeping Initiative (RSI) 2022-25

¹ Defined under RSAP as accommodation and support made available to occupants on the basis that they will be a pathway to settled accommodation.

services and preparation for contract evaluation, award and implementation by December 2022 took officer precedence. Each full open procurement and implementation process takes a minimum of six months.

- 4.1.5 Current grant conditions do not allow for spend or contract extension beyond March 2024. There may be opportunity for RBC to bid for further funding from DLUHC for this purpose, but that cannot be confirmed. Clients can be accommodated for up to 2-3 years before moving on. Both projects are specifically commissioned to enable a longer period of support with mental ill-health, substance misuse and re-offending than traditional supported accommodation models. Rough Sleeping Initiative (RSI) grant funded services will be newly contracted from December 2022 for 30 months. This will provide additional units of settled accommodation under Housing First expansion and a bespoke Couples Pathway, with capacity for up to 37 clients within this target group.
- 4.1.6 Multi-agency work to progress move-on from these units is ongoing. The NHS and Public Health, who commission a Health Outreach Liaison Team (HOLT) and Multiple Disadvantage Outreach Team (MDOT) respectively, provide outreach and in-reach specifically to those residing at The Nova Project and 57 Caversham Road. These specialist services provide wrap-around health and substance misuse support, aiming to transition clients into core/mainstream support services and independent living.

4.2 Options Proposed

- 4.2.1 It is proposed that, RBC undertake an open tender exercise and award a 12-month contract from 1 April 2023. There is no option to include a contract extension at this stage. The grant conditions under which RSAP were bid for, and awarded, are for grant to be spent by March 2024. The contract will provide a 24/7 staffed environment of accommodation with support to people who are rough sleeping, or at risk of rough sleeping, within 50 units of “Move-on Homes” across The Nova Project and 57 Caversham Road.

4.3 Other Options Considered

- 4.3.1 Not utilise DLUHC funds awarded under RSAP 2021-24, which would result in an increase in rough sleeping numbers from April 2023, with vulnerable individuals living on the streets without support or accommodation.
- 4.3.2 Delivery of services in-house; however, RBC do not have the capacity or expertise to deliver these specialist services and recognises that external agencies do, with RBC adopting a partnership approach to homelessness for some time.

5. CONTRIBUTION TO STRATEGIC AIMS

- 5.1 The report’s recommendations contribute to the Council’s Corporate Plan theme of Thriving Communities by:
- Tackling inequality in our society, to ensure everyone has an equal chance to thrive whatever their economic, social, cultural, ethnic or religious background
 - Building relationships and strengthening the capacity and resilience of the voluntary and community sector
 - Prioritising the needs of the most marginalised groups and the most vulnerable adults in our communities
 - Tackling the effects of the pandemic, such as increased unemployment, long term health problems, mental health issues and social isolation where rough sleeping/risk of rough sleeping is the ultimate symptom of these effects
- 5.2 These recommendations also contribute to TEAM Reading values by supporting the Council’s ambition to considerably reduce rough sleeping to as close to zero as possible by 2027 and making a positive difference to the lives of people with complex multiple needs including drug/alcohol misuse, offending histories and mental ill-health.

6. ENVIRONMENTAL AND CLIMATE IMPLICATIONS

- 6.1 There are no environmental or climate implications arising from the report's recommended decision and therefore no mitigations are required e.g., service user resilience to future climate change will not be impacted and there are no identified implications for the environment and biodiversity.

7. COMMUNITY ENGAGEMENT AND INFORMATION

- 7.1 The funding application to RSAP 2021-24 was co-produced with DLUHC, as informed by significant on the street intelligence and ongoing needs analysis of those sleeping rough/at risk of sleeping rough. The Nova Project and 57 Caversham Road have been, and will be, specified having learnt from best practice and knowledge of 'what works' in Reading and other boroughs for this cohort.
- 7.2 In February 2022 RBC undertook a self-assessment to assess strengths and gaps, specific cohort needs and how Reading plans to shape services and outcomes for rough sleeping groups over the next three years.
- 7.3 To inform this self-assessment and support compilation of priorities, Homeless Link provided an independently facilitated workshop with commissioned, statutory services including Public Health, VCS and faith sector partners. All of Reading's Homelessness Partnership (HoP) partners were invited to give their views. This was followed up by an on-line survey which asked sector partners to prioritise the themes they had identified in the workshop. Findings confirmed that specialist, 24/7 staffed projects for women, complex couples and those experiencing mental ill-health are a priority for Reading.

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 (EIA) has been undertaken for this decision and is attached as *Appendix A*. It concludes that a negative impact is identified regarding The Nova Project being a cis or transgender female specific project. This means that anyone who is not, cannot access the project. However, there is a justifiable reason; there can be disproportionate risks towards females who rough sleep/are at risk of rough sleeping as identified within independent sector research. This shows that a safe female-only space is key to recovery and moving away from addiction/lifestyles on the streets where mixed gender supported environments can present additional risk of continued unhealthy/co-dependent relationships, risk of domestic abuse and/or forced sex-working. 57 Caversham Road provides the same 24/7 supported environment and support offer for couples (including same sex couples), males and females with complex needs who do not meet the criteria of The Nova Project. This ensures equality of support offer. Both The Nova Project and 57 Caversham Road are for single people/couples without dependent children and are for those aged 18 or over only. This is justifiable given the complex and multiple needs of those accommodated, including offending histories and substance misuse creating an unsuitable environment for families and children. Other young person's projects with 24/7 support, including parent and baby units, are commissioned to meet the needs of those aged under 18 and aged 18 - 24 (e.g., the YMCA Reading) and these provide a specialist environment for

this age group and 16/17-year-olds owed a statutory responsibility by the local authority.

9. LEGAL IMPLICATIONS

- 9.1 The Council will need to enter into the DLUHC's grant agreement and comply with the conditions for the grant.
- 9.2 Service providers delivering the Rough Sleeping Accommodation Programme (RSAP) will need to be procured in accordance with the Council's tendering processes and Standing Orders and contracts entered into with the successful tenderer.

10. FINANCIAL IMPLICATIONS

- 10.1 The total value of grant funding for 2023/24 will be set out in a confidential appendix to this report.
- 10.2 Grant funding to cover the contract is awarded under s.31 of the Local Government Act 2003 meaning that spend will be restricted to the activities laid out in the bid application. There are no other direct financial implications, the grant received would be ringfenced to meet the contract costs. Should there be delays in contract implementation or underspend that requires grant carry-over into the next financial year, written permission would be requested by RBC from DLUHC. If this permission was not granted, and their decision was not to allow the repurposing or carry-over of funds that resulted in a surplus, clawback provisions may be enacted by DLUHC.
- 10.3 **Value for Money (VFM):** Efficiencies will be maximised by procuring support to 50 "Move-on Homes" under one contract and with one support provider, rather than deliver The Nova Project and 57 Caversham Road as two separate contracts. Two separate contracts would require additional line management costs/risk of there being no interested parties due to the smaller contract value of The Nova Project for 12 months only. Staff costings for both grant applications have been benchmarked against existing provision and known market salaries, provider on-costs, overheads and inflationary salary increases to ensure VFM as well as competitive tender interest.
- 10.4 **Risk Assessment:** No key financial risks have been identified with this proposal.

11. BACKGROUND PAPERS

- 11.1 None

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Equality Impact Assessment (EIA)

For advice on this document please contact Clare Muir on 72119 or email Clare.Muir@reading.gov.uk.

Please contact the Project Management Office at pmo@reading.gov.uk for advice and/or support to complete this form from a project perspective.

Name of proposal/activity/policy to be assessed:

Contracts for grant funded “move-on homes” with 24/7 Intensive Support for those rough sleeping / at risk of rough sleeping report and decision

Directorate: DEGNS
Service: Housing Needs

Name: Verena Hutcheson
Job Title: Rough Sleeping Initiatives Manager
Date of assessment: 22nd August 2022

Version History

Version	Reason	Author	Date	Approved By
1	Report draft to go to Policy Committee	Verena Hutcheson	22/08/22	Verena Hutcheson

Scope your proposal

- **What is the aim of your policy or new service/what changes are you proposing?**
-

Procurement, award of contracts and authorisation to enter into new contract arrangements for two specialist services for vulnerable cis and transgender females with complex needs (the Nova Project - 10 units) and for males, females and couples with complex needs at 57 Caversham Road (the Pods - 40 units). Contracts will be from April 2023 until March 2024.

An open tender may mean a change in support service provider, but the procurement process will ensure that a provider with suitable experience and expertise deliver to the same Specification and T&Cs.

- **Who will benefit from this proposal and how?**
-

Those benefiting from the services, which are existing, and will continue under the same contract terms and service specification, and are the groups outlined in the paragraph above.

- **What outcomes does the change aim to achieve and for whom?**
-

Both projects will be tendered to ensure best value from grant funds awarded by DLUHC and the outcomes of both of these projects, as per existing contracts, are to accommodate and support people with a rough sleeping history, with complex needs, to move-on into independent living within 2-3 years.

- **Who are the main stakeholders and what do they want?**
-

- Vulnerable cis and transgender females with complex needs (The Nova Project)
 - Males, females and couples with complex needs (57 Caversham Road)
-

Assess whether an EqIA is Relevant

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

- Do you have evidence or reason to believe that some groups may be affected differently than others (due to race, disability, sex, gender, sexuality, age, religious belief or due to belonging to the Armed Forces community)? Make reference to the known demographic profile of the service user group, your monitoring information, research, national data/reports etc.

Yes.

- Cis and transgender females only who will be accommodated at The Nova Project
- Those aged 18+
- Single people and couples (including same-sex couples) without dependent children

-
- Is there already public concern about potentially discriminatory practices/impact or could there be? Make reference to your complaints, consultation, feedback, media reports locally/nationally.

No.

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

If **No** you **MUST** complete this statement.

An Equality Impact Assessment is not relevant because:

An EqIA is relevant.



Recoverable Signature

X VERENA HUTCHESON

Verena Hutcheson
Completing Officer
Signed by: Hutcheson, Verena

X Bryony Hall

Lead Officer
Signed by: Hall, Bryony

Assess the Impact of the Proposal

Your assessment must include:

- **Consultation**
- **Collection and Assessment of Data**
- **Judgement about whether the impact is negative or positive**

Think about who does and doesn't use the service? Is the take up representative of the community? What do different minority groups think? (You might think your policy, project or service is accessible and addressing the needs of these groups, but asking them might give you a totally different view). Does it really meet their varied needs? Are some groups less likely to get a good service?

How do your proposals relate to other services - will your proposals have knock on effects on other services elsewhere? Are there proposals being made for other services that relate to yours and could lead to a cumulative impact?

Example: A local authority takes separate decisions to limit the eligibility criteria for community care services; increase charges for respite services; scale back its accessible housing programme; and cut concessionary travel. Each separate decision may have a significant effect on the lives of disabled residents, and the cumulative impact of these decisions may be considerable. This combined impact would not be apparent if decisions are considered in isolation.

Consultation

How have you consulted with or do you plan to consult with relevant groups and experts. If you haven't already completed a Consultation form do it now. The checklist helps you make sure you follow good consultation practice.

[Consultation manager form - Reading Borough Council Dash](#)

Relevant groups/experts	How were/will the views of these groups be obtained	Date when contacted
Consultation undertaken with St Mungo's, current providers of The Nova Project, in establishing case-by-case assessment and access criteria for The Nova Project.	Sector research and experience/existing female only services have informed the Service Specification for service delivery at The Nova Project.	November 2021

Collect and Assess your Data

Using information from Census, residents survey data, service monitoring data, satisfaction or complaints, feedback, consultation, research, your knowledge and the knowledge of people in your team, staff groups etc. describe how the proposal could impact on each group. Include both positive and negative impacts. (Please delete relevant ticks)

- Describe how this proposal could impact on racial groups
- Is there a negative impact? No

No impact on racial groups.

Access is not restricted to either The Nova Project or 57 Caversham Road on any ground apart from age (18 or over) or gender (cis or transgender female) for The Nova Project.

Those who rough sleep in Reading are predominantly single, white males aged 35+ who state that they are heterosexual and Christian/have no religious beliefs. 57 Caversham offers the same level of 24/7 supported environment that The Nova Project does. Whilst this is the trend in demography for people that rough sleep, other/any racial groups would not be precluded from accessing either project should they meet the criteria regarding a rough sleeping background, local connection and needing the level of support offered.

- Describe how this proposal could impact on Sex and Gender identity (include pregnancy and maternity, marriage, gender re-assignment)
- Is there a negative impact? No

The Nova Project offers accommodation to vulnerable females requiring 24/7 support who have a history of, or are at risk of rough sleeping. The project provides a protected environment for cis and transgender females in accordance with the following Service Specification criteria:

The Provider must: “Ensure transgender clients are not excluded from access to the Service. Referrals for transgender clients should be discussed and considered alongside all other referrals at the Specialist Projects Panel on a case-by-case basis so that the most appropriate housing offer is made for the client, considering both the needs of the client and other service users at the Service.”

People identifying as female will be considered in accordance with this referral and access criteria.

There is a justifiable reason for a female only service where there can be disproportionate risks towards females who rough sleep/are at risk of rough sleeping as identified within independent sector research. This shows that a safe female-only space is key to recovery and moving away from addiction/lifestyles on the streets where mixed gender supported

environments can present additional risk of continued unhealthy/co-dependent relationships, risk of domestic abuse and/or forced sex-working. 57 Caversham Road provides the same 24/7 supported environment and support offer for couples (including same sex couples), males and females with complex needs who do not meet the criteria of The Nova Project. This ensures equality of support offer.

No negative impact identified.

-
- **Describe how this proposal could impact on Disability**
 - **Is there a negative impact? No**

Access is not restricted to either The Nova Project or 57 Caversham Road on any ground apart from age (18 or over) or gender (cis or transgender female) for The Nova Project. Those with disabilities, requiring accessible accommodation and presenting with complex needs will be assessed and able to access either project.

No impact on disability.

-
- **Describe how this proposal could impact on Sexual orientation (cover civil partnership)**
 - **Is there a negative impact? No**

57 Caversham Road accommodation can be offered to couples (including same sex couples). All couples are accommodated in separate units due to the size of units/to reduce any potential risk of domestic abuse.

-
- **Describe how this proposal could impact on age**
 - **Is there a negative impact? No**

Both The Nova Project and 57 Caversham Road are for single people/couples without dependent children and are for those aged 18 or over only. This is justifiable given the complex and multiple needs of those accommodated, including offending histories and substance misuse creating an unsuitable environment for families and children. Other young person's projects with 24/7 support, including parent and baby units, are commissioned to meet the needs of those aged under 18 and aged 18 - 24 (e.g., the YMCA Reading) and these provide a specialist environment for this age group and 16/17-year-olds owed a statutory responsibility by the local authority.

-
- **Describe how this proposal could impact on Religious belief**
 - **Is there a negative impact? No**

Access is not restricted to either The Nova Project or 57 Caversham Road on any ground apart from age (18 or over) or gender (cis or transgender female) for The Nova Project.

Those who rough sleep in Reading are predominantly single, white males aged 35+ who state that they are heterosexual and Christian/have no religious beliefs. 57 Caversham offers the same level of 24/7 supported environment that The Nova Project does. Whilst this is the trend in demography for people that rough sleep, other/any religious groups would not be precluded from accessing either project should they meet the criteria regarding a rough sleeping background, local connection and needing the level of support offered.

-
- **Describe how this proposal could impact on the Armed Forces community (including reservists and veterans and their families)**
 - **Is there a negative impact? No**

Both The Nova Project and 57 Caversham Road are for single people/couples without dependent children and are for those aged 18 or over only. This is justifiable given the complex and multiple needs of those accommodated, including offending histories and substance misuse creating an unsuitable environment for families and children, including the families of veterans/reservists.

However, any member of the Armed Forces community, including reservists and veterans who meet the service criteria of sleeping rough/at risk of rough sleeping, with a local connection and multiple needs (mental ill-health, offending histories and substance misuse) could be referred into and offered accommodation.

Make a Decision

If the impact is negative then you must consider whether you can legally justify it. If not you must set out how you will reduce or eliminate the impact. If you are not sure what the impact will be you **MUST** assume that there could be a negative impact. You may have to do further consultation or test out your proposal and monitor the impact before full implementation.

1. **No negative impact identified - Go to sign off**
2. **Negative impact identified but there is a justifiable reason**
You must give due regard or weight but this does not necessarily mean that the equality duty overrides other clearly conflicting statutory duties that you must comply with.
3. **Negative impact identified or uncertain**
What action will you take to eliminate or reduce the impact? Set out your actions and timescale

The Nova Project is for cis and transgender female clients only and therefore male clients will not be permitted to access the project. This project is commissioned following evidence of increased risk to females who rough sleep/are at risk of rough sleeping regarding domestic abuse from males, an inability to break away from unhealthy relationships, including forced sex working, when accommodated alongside males/partners - this has been researched and evidenced across the sector and is demonstrated in an independent report by St. Mungo's (2015) *Rebuilding Shattered Lives - The Final Report: Getting the right help at the right time to women who are homeless or at risk.*

The Nova Project has been commissioned alongside 57 Caversham Road, with the same level of support and the same support provider (now and under any retender/ recommission) to ensure that males and couples with a history of rough sleeping and with complex needs receive the same level of service and support offer.

- **How will you monitor for adverse impact in the future?**

Outcomes - positive move-on, evictions and abandonments will be monitored and compared across the KPIs of each service.

Demographic data - including sexuality, gender identity - will be collated and compared against rough sleeping population data.

 Recoverable Signature

X VERENA HUTCHESON

X Bryony Hall

Completing Officer
Signed by: Hutcheson, Verena

Lead Officer
Signed by: Hall, Bryony

Agenda Item 7

READING BOROUGH COUNCIL

REPORT BY EXECUTIVE DIRECTOR OF ECONOMIC GROWTH AND NEIGHBOURHOOD SERVICES

TO:	POLICY COMMITTEE		
DATE:	21 SEPTEMBER 2022		
TITLE:	SPEND & FUNDING APPROVAL FOR IMPROVEMENTS TO LEISURE FACILITIES		
LEAD COUNCILLOR:	CLLR ADELE BARNETT- WARD	PORTFOLIO:	LEISURE & CULTURE
SERVICE:	CULTURE	WARDS:	BOROUGHWIDE
LEAD OFFICERS:	BEN STANESBY	TEL:	07554887524
JOB TITLE:	LEISURE & RECREATION MANAGER	E-MAIL:	Ben.stanesby@reading.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 It is proposed to make improvements to South Reading Leisure Centre's Pool Tank and install a waymarked paving route for vision impaired users from Wokingham Road to the new swimming pool at Palmer Park Sports Stadium. Both are to be funded from the Small Leisure Schemes in the capital programme. This report also seeks delegation to agree and sign the Sport England Strategic Facilities Funding agreement, subject to agreeable terms and conditions, of £1.5m towards the costs of the new leisure facilities at Rivermead and Palmer Park.
- 1.2 The concrete and reinforcing within the pool tank structure is corroding. Spend approval for £295,000 is sought to make repairs to extend the life of the swimming pool. The repair of this structure is the responsibility of the Council as set out within the Leisure Contract with Greenwich Leisure Limited.
- 1.3 Spend approval for £36,000 is sought to provide a waymarked pedestrian route for vision impaired users who use the local transport network (no17 bus) from Wokingham Road to the new swimming pool at Palmer Park Sports Stadium.

2. RECOMMENDED ACTION

The Committee is recommended:

- 2.1 To grant spend approval of £295,000 for the repair to the structure of the South Reading Leisure Centre Pool Tank and £36,000 to install a waymarked paving route for vision impaired users from Wokingham Road to the new swimming pool at Palmer Park Sports Stadium, funded from the Small Leisure Schemes in the capital programme.**
- 2.2 To delegate to the Executive Director for Economic Growth and Neighbourhood Services in consultation with the Director of Finance and the Lead Councillor for Leisure and Culture to procure and enter contracts for the works to the vision impaired paving route (£36,000) from Wokingham Road to the new swimming pool at Palmer Park Sports Stadium, funded from the Small Leisure Schemes in the capital programme.**
- 2.3 To delegate to the Executive Director for Economic Growth and Neighbourhood Services in consultation with the Director of Finance, the Assistant Director for Legal and Democratic Services and the Lead Councillor for Leisure and Culture to enter into Sport England funding agreements for £1.5m in line with Standing Orders, subject to acceptable terms and conditions. There will be two separate agreements one for Rivermead (£1m) and one at Palmer Park (£500k).**

3. POLICY CONTEXT

- 3.1 Since the commencement of the leisure contract in 2021, Reading's leisure facilities have started on a journey of transformation. South Reading and Meadway Sports centre have had significant investment in the last year to bring them to a good standard, whilst new facilities are being built and Rivermead and Palmer Park stadium. The Council recognises that the provision of suitable and readily accessible sports facilities underpins participation in sports and physical activity and supports the delivery of the social and economic benefits that can be attributed to an active community. With over 750,000 people using the Borough's sports and leisure facilities across the town each year, Reading needs a leisure offer that meets its needs and that aligns with the Council's wider policies and priorities, including public health objectives and tackling inequality.**
- 3.2 An extensive procurement process to find a leisure partner to design, build, operate and maintain (DBOM) boroughwide leisure facilities culminated on 20 January 2020, with Policy Committee awarding a 25-year DBOM contract to Greenwich Leisure Limited (GLL). Officers were in the process of finalising the DBOM contract terms with GLL, when the Covid19 pandemic broke out in March 2020 delaying the contract terms. The DBOM contract was signed on the 1 July 2021.**
- 3.3 The pool at South Reading forms an important aspect of the overall leisure provision within Reading. From January 2022 South Reading Leisure Centre has had 5,727 swimmers participating in sessions. This equates to around 1,000 swimmers a month. Since April, South Reading have started a swim school with 474 swimmers across the quarter. In addition to this. South Reading have average of 10 school swimming sessions per week with an average of 30 children per class.**

4. THE PROPOSAL

SOUTH READING LEISURE CENTRE POOL TANK

- 4.1 Pool water ingress into the pool tank concrete over the last 2-3 decades has corroded the steel reinforcement making the concrete crack and break away in small areas of the structure.**
- 4.2 The problem was identified during investigation into water ingress into unexpected areas of the pool undercroft (passages under the pool surround). These confined spaces/areas are not easily accessible and require appropriately trained technicians to**

access. An assessment of the cracking and necessary works was arranged by the GLL in partnership with the Council.

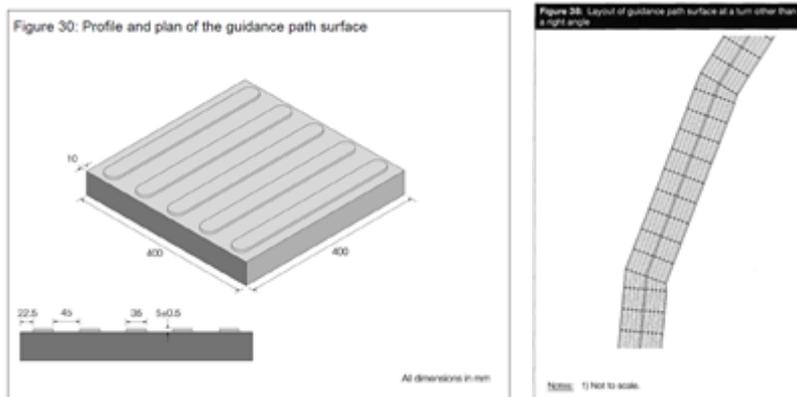
- 4.3 It is proposed to undertake repairs to the pool tank at South Reading Leisure Centre. Failure to address this will lead to greater problems and ultimately the failure of the tank if not addressed. The longer it is left the greater the expense of repair.
- 4.4 As the repairs are in a confined space, specialist contractors are required and the pool to be emptied. The work will include:
- replacing sealant and grout above the pool side, further testing of concrete and sealing of vulnerable areas to prevent further water ingress.
 - Break out affected areas, remove corrosion and install preventative treatments.
 - Resurface/fill affected areas injecting any small voids cracks
 - Replace any movement joints in the pool deck surrounds using a proprietary sealant
 - Replace any defective areas of grout using a proprietary grout
 - Make good all areas.
- 4.5 Estimation of costs was carried provided by a specialist contractor to the Council and GLL. This does include, enabling works (moving plant and equipment preventing access) contingency and management fees. However, with invasive works there remains the risk that further defects may be found. The defects found so far present themselves as repairable and, if addressed now, straightforward.
- 4.6 The Council will retain risk of any unforeseen work or repairs as a result of any defects found whilst carrying out the associated works. The estimate for the work is £295,000. It is anticipated the work will require the pool to close for approximately 3 months. The breakdown of the proposed closure is as follows:
- Pool Tank work starts Monday 9th January 2023
 - Pool Tank work completed and handed back to GLL - 17th March 2023
 - Pool Tank filling, heating and chemical dosing and testing 20th - 31st March 2023
 - Pool reopens 31st March 2023
- 4.7 The work has been timed to coincide with the brand new 6-lane community pool at Palmer Park being open in late 2022 to ensure that there is swimming availability whilst South Reading is closed.

Vision Impaired Person Paving Route

- 4.8 Visual impaired users of the existing facilities at Palmer Park Sport Stadium who use the local transport network (no17 bus route) have approached the Council to request a waymarked paved route to be installed from Wokingham Road leading to the new swimming pool currently in construction at Palmer Park.
- 4.8 Guidance from the Department of Transport (DfT) on the use of tactile paving surfaces notes that the purpose of the tactile paving is to guide vision impaired persons along a route when traditional cues such as a property line or kerb edge is not available. The aim is to guide a person along the route either by walking on the tactile surface or by maintaining contact with a long cane.
- 4.9 There are long stretches of footpath to the Palmer Park sports centre and new swimming pool that do not have these 'cues' to guide a vision impaired person. A length of the existing footpath along this route is in poor condition and will require resurfacing as part of these works.

- 4.10 DfT guidance recommend an 800mm wide buff coloured tactile paving with flat top bars running in the direction of travel is installed to act as a guide. The works will follow this advice and install 230m of buff coloured tactile paving from existing Victorian gated entrance on Wokingham Road (by the children's play area) along existing footway, past the existing football courts to the new swimming pool.

Images of tactile paving



Sport England Strategic Facilities Fund

- 4.11 Throughout the procurement, planning and build process the Council has been working closely with Sport England. The Council were invited by Sport England to submit an expression of interest to the Strategic Facilities Investment Fund in 2021. The expression of interest for the £1.5m grant was submitted in May 2021.
- 4.12 A bid for £1m for Rivermead and £500k for Palmer Park were applied for and Sport England have advised the Council that it has been successful in its application. The Terms and Conditions of the Grants have been received and the implications reviewed and are deemed acceptable.

Options Appraisal

4.13 South Reading Leisure Centre Pool Tank

- 4.14 To not carry out the required work at South Reading would mean that the swimming pool at South Reading will deteriorate and shorten the life expectancy of the pool. Work could be delayed, but costs are expected to increase as the tank's condition deteriorates. Failure to undertake work and subsequent failure would lead to a loss of service and potential income claim from GLL.
- 4.15 GLL and RBC as part of the £40m investment programme in leisure have invested into South Reading Leisure centre in the fitness suite, group exercise and changing areas. Undertaking the pool tank work will mean all the main areas of provision at South Reading will have been improved within a 12-month period.
- 4.16 GLL will also take the opportunity whilst the pool is closed to refurbish and upgrade the wetside changing areas during the closure to ensure that all customer service areas have been upgraded within a 12-month period. This is funded within the agreed leisure contract.
- 4.17 Whilst the pool is closed customers will be able to use the other swimming pools within the Borough, which will include the new pool at Palmer Park, due to open in late 2022.
- 4.18 GLL have started a swimming school at South Reading Leisure Centre. There were 474 attendees from April - June 2022. The timeline of the work has been designed to have minimal impact on the swim school. Other clubs and users will be offered sessions in the Borough's other pools where possible.

4.19 Vision Impaired Person Paving Route

4.20 To not carry out these works may deter vision impaired persons from using the new swimming pool, which is being constructed to Sport England design guidance for accessible sports facilities. This will include access to the pool and fitness facility and a 'Changing Places' room. The use of tactile paving surfaces helps provide information to vision impaired people and others about their environment and directional guidance to the new facility, helping to support independent mobility.

4.21 Sport England Strategic Facilities Fund

4.22 The application to and subsequent funding offer from the Sport England Strategic Facilities Fund has been budgeted for within the financial forecasts. It was also mentioned in the June 2021 Council report, which outlined the increase in leisure spend. Without the funding the Council would have had a £1.5m shortfall in the budget. An additional £1.5m was added to the capital line agreed in June 2021 to reflect the expected funding.

5. CONTRIBUTION TO STRATEGIC AIMS

5.1 Reading's future leisure provision will contribute towards the achievement of the following Council Priorities:

5.2 Healthy Environment

Both the improvement works to the South Reading Leisure Centre pool and the development of a vision impaired path contribute towards the Healthy Environment theme within the Borough's Corporate Plan. These projects will contribute towards a town which is easy to travel around and provide facilities which encourage physical activity and make Reading a more attractive place to live. The Council is committed to investing in walking routes and making it easier for people to make choices, which positively influence their physical and mental wellbeing.

5.3 Thriving Communities

With an increased focus on inclusion, we are focusing 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. Our investment in leisure services is modernising facilities and creating accessible, affordable opportunities for residents to improve their physical and mental health.

5.4 The repairs at South Reading will aid the new leisure DBOM contract in modernising facilities and create affordable, accessible services to improve the physical and mental health of residents.

5.5 The Council will work with GLL in the delivery of key national and local strategic policies. It will also demonstrate that investment and action is making a positive difference to people's lives and show the impact the delivery of the leisure service is having on local individuals and communities and public health outcomes.

5.6 Whilst the town's culture and leisure opportunities are accessed by many residents there are significant cohorts who face barriers to access. This can lead to increased levels of obesity and poorer health and well-being for both adults and children in respect of physical activity, and poorer quality of life, mental health, social isolation and well-being. Addressing these barriers and widening participation is a key outcome requirement.

6. COMMUNITY ENGAGEMENT AND INFORMATION

6.1 Alternative arrangement to access pools at Palmer Park, Meadway and Rivermead will be made for the duration of the pool closure at South Reading. Members will be sent emails and communication will be put up on site. There will also be posts on social media to keep members and the public up to date. Vision impaired users originally requested the new tactile paving route and will be kept up to date with progress.

7. EQUALITY IMPACT ASSESSMENT

7.1 In addition to the Human Rights Act 1998 the Council is required to comply with the Equalities Act 2010. Section 149 of the Equalities Act 2010 requires the Council to have due regard to the need to:

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

7.2 The installation of a tactile route through Palmer Park will not have a differential impact on people with any distinguishing characteristics. It is targeted at providing access for all.

7.3 The works at South Reading Pool will also not have a differential impact on people with any distinguishing characteristics.

7.4 The agreement of the Sport England Strategic Facilities Fund will not have a differential impact on people with any distinguishing characteristics.

7.4 It is not considered that a further Equality Impact Assessment (EIA) is required related to the information presented in this report.

8. ENVIRONMENTAL AND CLIMATE IMPLICATIONS

8.1 The Council declared a Climate Emergency at its meeting on 26 February 2019 (Minute 48 refers). The current leisure facilities are ageing and do not have the benefit of being built to modern standards including current energy efficiency standards. GLL has committed to developing the designs for Rivermead and Palmer Park to BREEAM Excellent standards, to use renewables where possible to achieve building control compliance and to help reduce carbon emissions and improve environmental efficiency.

8.2 There may be some negative impacts whilst the construction work is ongoing at both sites. The inclusion of the path at Palmer Park is likely to have a positive impact on travel as this will allow people to make use of public transport. The overall project is likely to have a low to no impact.

9. LEGAL IMPLICATIONS

9.1 The Council has power under the Local Government (Miscellaneous Provisions) Act 1976 to provide such recreational facilities as it thinks fit including the provision of buildings, equipment, supplies, and assistance of any kind. The Council may make such facilities available either without charge or on payment of such charges as it thinks fit.

9.2 On 1st July 2021 the Council entered a 25-year contract for the design, build, operation, and maintenance (DBOM) of new and existing leisure facilities in Reading with Greenwich Leisure Limited (GLL)

- 9.3 Within this contract the Council retains entire responsibility for defects that were not identified in the Buildings Surveys forming part of the contract other than the new buildings. The South Reading Leisure Centre pool tank defects were not identified within these surveys.
- 9.4 In accordance with Schedule 23.7 of the DBOM Contract, GLL will procure the structural repair works to the South Reading Leisure Centre Pool Tank on behalf of the Council and recharge the Council for the cost of these works.
- 9.5 The contractor appointed to install the vision impaired tactile paving will be procured in accordance with the Council's Standing Orders and a contract will be entered into with the successful contractor.

10. FINANCIAL IMPLICATIONS

- 10.1 The cost of the repairs at South Reading is estimated at £295,000, funded from the existing capital programme approved budget for 'Small Leisure schemes'. Failing to carry out the work now could result in escalating cost of repairs as well as failure and closure of the pool at South Reading. Not only would this mean a closure of service but could result in a loss of income claim from GLL for the swimming provision at South Reading Leisure Centre.
- 10.2 The £36,000 cost of installing the vision impaired tactile paving route will be funded from the existing 2022/23 approved capital funding for 'small leisure schemes.'
- 10.3 The acceptance of the Sport England Grant will enable to Council to secure £1.5m of funding to offset the Capital spend. If this is not accepted the Council would incur the full cost of the programme and would not benefit from the £1.5m funding.
- 10.4 Revenue Implications**
The maintenance cost of the tactile paving is to be covered within existing revenue budgets for general maintenance of Palmer Park.
- 10.5 The Council will be liable for a loss of income for closure of the pool as the structural work remains with RBC as part of the DBOM contract. The estimated cost of the loss of income is circa £5k for the closure period. If the pool were to fail the Council would be liable for a further loss of revenue claim for the period that the pool is unavailable.

10.6 Capital Implications

Capital Programme reference from budget book: page line	2022/23 £000
Proposed Capital Expenditure (including funds slipped forward from 2021/22) Of which, allocated Of which, unallocated	331k
Funded by Grant (specify) Section 106 (specify) Other services Capital Receipts/Borrowing	331k
Total Funding	331k

10.7 Value for Money (VfM)

Works to the swimming pool tank offers VfM as to do the works now avoids increased costs and loss of revenue in the immediate future (item 4 refers). Works to install the

visual impaired paving is to improve access and mobility opportunities for vision impaired persons and will be procured seeking competitive quotes for the work. To leave these works to a future date with current fluctuating high material costs and the likelihood of high construction inflation (predicted to be 8% in 3rd qtr. 2023) will result in higher overall costs.

10.8 Risk Assessment

A costed risk approach to these works has indicated that to delay the pool tank works will leave the Council open to an immediate requirement to carry out the works if the pool tank fails. This planned approach provides a more informed method to resolve an age-related structural issue. The vision impaired tactile paving route will provide an improved mobility and access to new facilities from the no17 bus route.

11. BACKGROUND PAPERS

None.

READING BOROUGH COUNCIL

REPORT BY THE EXECUTIVE DIRECTOR FOR ECONOMIC GROWTH AND NEIGHBOURHOOD SERVICES

TO:	POLICY COMMITTEE		
DATE:	21 SEPTEMBER 2022		
TITLE:	READING LIBRARIES IMPROVEMENT PROGRAMME: WITHDRAWAL OF LIBRARY FINES		
LEAD COUNCILLOR:	CLLR ADELE BARNETT- WARD	PORTFOLIO:	LEISURE AND CULTURE
SERVICE:	CULTURE	WARDS:	BOROUGHWIDE
LEAD OFFICER:	SIMON SMITH	TEL:	07 894 600 498
JOB TITLE:	READING LIBRARIES AND MUSEUM MANAGER	E-MAIL:	simon.smith@reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 Reading Council’s ambition for libraries is for them to be used more, by a wider number of people. Libraries have a great deal to contribute regarding improving health outcomes, improving quality of life and supporting improved education, wellbeing and skills. Reading’s libraries are an investment into reducing literacy problems in children and adults - Reading’s libraries are visited around 200,000 times a year with visits recovering after Covid, and issue over 400,000 items every year to library users.
- 1.2 However, we have evidenced that library use is lowest in areas of multiple deprivation, referenced in the library report to Housing, Neighbourhoods and Leisure Committee presented in November 2021. There is a correlation between increased book borrowing and affluence.
- 1.3 When library services were made fully digital during the first Covid lockdown in spring 2020 fines were, by necessity, suspended. Whilst in-person library services have now resumed, the fine suspension has been retained to encourage use and support people returning to the library. Fines previously were levied per item per day, and in the last full year of charging raised £22,000. The absence of income from fines has been covered by increased income elsewhere in the service.
- 1.4 The purpose of this proposal is to remove a barrier to people accessing the library, by removing fines for late return of books. This will enable more people to benefit from the opportunities arising from library use without any fear of future financial penalties from late return and encourage a return to the service for those who feel they cannot use library services as they owe money. For the same reason, we are also proposing the removal of reservation fees to make all stock freely available to all.
- 1.5 This is part of the Council’s response to the current cost of living crisis, relieving a financial pressure on residents without impacting the Council’s Medium Term Financial Strategy.

2. RECOMMENDED ACTION

It is recommended that Committee:

- 2.1 notes the work undertaken to improve the income position of the Reading library service as outlined at paragraph 3 of this report, increasing the library service's income to its highest ever level.
- 2.2 authorises the proposal to remove library fines for overdue items and other fees as outlined at paragraph 4 of this report, in line with other local authorities where fines for late return of items on library users have been removed to encourage greater library use.
- 2.3 notes that these changes are a measure of support for residents in a time of a cost of living crisis, which has no overall impact on Council financial position, and would also support marketing, developing and increasing use of the service.

3. POLICY CONTEXT

3.1 FINANCIAL POSITION OF LIBRARIES IN READING

The following table shows the budgeted position for Libraries in the last few years

	2018/19	2019/20	2020/21	2021/22	2022/23
Expenditure	1,238,800	1,300,700	1,359,600	1,455,500	1,488,470
Income	-203,100	-310,600	-310,600	-485,600	-530,600
Net position	1,035,700	990,100	1,049,000	969,900	957,870

To note increases in expenditure include increased staffing which delivers the increased income.

3.2 LIBRARIES CONNECTED

The most comprehensive UK research in this area was done by Libraries Connected during 2021/22, a membership group of library services, in a report entitled Library Fines Survey Summer Report <https://www.librariesconnected.org.uk/news/library-fine-survey-results-and-summary-report-revealed> - this looked at services which had gone fine free and researched attitudes in services which had not.

The research found that

- Most services still do charge fines but many are considering removal
- The main barrier to do so was making up a perceived income shortfall
- Reports that removing fines translated to increased membership and loans
- Further research, especially in relation to removing any Covid impact, would be useful

3.3 LIBRARY STRATEGIC PRINCIPLES

3.3.1 The strategic principles adopted by the library service following endorsement by the Housing, Neighbourhoods and Leisure Committee in November 2021, based on feedback from the consultation in Summer 2021 were:

- 1 Supporting our communities as we recover from the pandemic:**
 - * For libraries to be a key part of how Reading recovers from Covid and for Reading to 'think library' as part of recovery
 - * To be the trusted place in communities where people can engage
 - * To support the economic recovery for communities and individuals by hosting events, activities and services, enabling people to come back together.
- 2 Helping Children and Young People**
 - * To ensure children's services work closely alongside the aims of Brighter Futures for Children, in order to maximise benefit and position the service as a key one contributing to the success and wellbeing of Reading's young people - with a particular focus on early speech and literacy
 - * To provide a quality programme of events and activities that appeal to and help to develop creativity and a love of reading
 - * To ensure that the voice of children and parents is part of service planning

3 Improving access to online services

- * Work to support digitally excluded communities online, by hosting, supporting and developing device lending schemes, activities and supporting agencies who help people online, using library equipment to encourage people to get online
- * High quality online presence and offer - increased provision of e-resources, a range of resources for everyone to use, linked together seamlessly and efficiently to provide an excellent customer experience
- * Provide physical spaces that allow quality digital experiences - fast fixed networks, fast wifi and suitable spaces to plug in to support connectivity o
- Commitment to open data standards and working to encourage innovation

4 Supporting improvements in health, wellbeing and literacy

- * working with agencies in Reading to support targeted interventions and projects that will improve physical and mental health - encouraging this sector to 'think library' as a solution to reach the greatest number of people o
- Focused work in particular areas to reduce social isolation amongst particular communities to ensure that everyone can participate
- * Be key agent for town in getting public health messaging to communities and different age groups to reduce health inequality and support communities
- * A high quality book lending and digital lending service, focused on customer needs to make the service offer more attractive

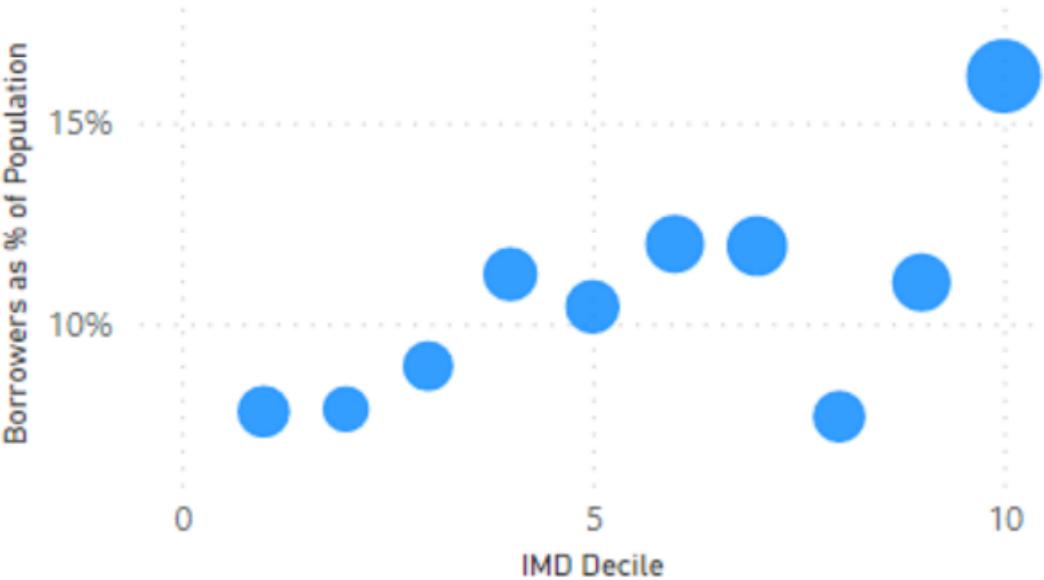
5 Bringing arts, culture and heritage to library spaces

- * Work locally, regionally and nationally to provide high quality, locally focused experiences that delight audiences to ensure Reading as a place of culture is enhanced.
- * Support Reading's amazing cultural community to realise ambitions, by hosting, providing space and providing audiences to support artists and producers to stay in Reading.
- * Ensure library programming is alongside wider Cultural programming in Reading, encouraging 'think library' as a venue, audience and creative space to build audiences

3.3.2 The proposals support all these aims in some way, but are strongest in principle 1.

3.4 LIBRARY FINES AND FEES

3.4.1 Traditionally over the counter charges in libraries have been fees and fines. Library fines historically have been there to encourage return of items. The higher fines do not automatically lead to higher income, but can act as a deterrent to use. We have shown that library usage is less in areas of higher deprivation, and the wards/Local Super Output Areas which are the most deprived have the fewest users. These areas are also facing the biggest impact from the current cost of living crisis and of changes over the last few years. The chart below is reproduced from the HNL June 2021 report, showing a correlation between increased deprivation and lower library use.



3.4.2 Library staff also find that a fine is a deterrent to use the library, whether it is a historical fine, a memory of a fine as a child or a worry about incurring a fine. This was also reflected in the results to the public consultation on libraries in 2021, which was reported to the Housing, Neighbourhoods and Libraries Committee in November 2021. Specifically asking non-users of the service the question ‘What are the main reasons you don’t use the library service?’ 11% indicated the reason to be a worry regarding fines.

3.4.3 Since libraries in Reading suspended fines as part of the pandemic response, the service has not seen substantially more items become set to ‘lost’. Historically, there is a fear that because charging fines is a deterrent, removing them is likely to see books go missing, however this is not generally seen the case in the 30 UK library authorities that have already removed fines. The current position in Reading is below.

Year	Number of items set to lost	Number of physical issues	%age issues > lost
2018	1022	452601	0.23%
2019	989	437465	0.23%
2020	1154	119046	0.97%
2021	746	185396	0.40%
2022 (>30/6/22)	101	165211	0.06%

3.4.4 The library service would continue to message customers if books were not returned. Reminders are sent prior to the due date, 2 days after and then a final reminder at 21 days. If the item is not returned after the final reminder it is classed as ‘lost’.

Items can be renewed online, on the phone or in person. We are also exploring automatic renewals with our service provider.

- 3.4.5 Fines and fees are often an area of confrontation within libraries, and removal would lessen this and provide a more welcoming space.
- 3.4.6 Around 30 UK library authorities have gone fine free in recent years, based on wanting to avoid deterring users from using the service, for a relatively small amount of income. These services did not report greater losses in the Libraries Connected report cited at 3.1.
- 3.4.7 One of the main areas of change for libraries during the pandemic was a greater use of the reservations service. The service had previously been charged for to cover the cost of sending postal notices. As part of pandemic response post lockdown March-June 2020, fees were suspended, reservations were compulsory and postal reservation letters ceased. Customers had to choose items in this way during the initial 'click and collect' phase of opening but reservation levels have stayed high. The library stock sees more issues as a result, as there is no barrier or cost to request, evidenced by an additional 20,000 issues compared to 2018/19.

Year	2018/19	2019/20	2020/21	2021/22	2022/23 (projected)
Reservations made	6,755	15,625	26,311	35,700	27,000

- 3.4.8 We anticipate that the removal of fines and reservation fees will encourage use, help residents impacted by the cost of living crisis, and send a positive message about our libraries as welcoming community resources, open to everyone. The removal of these charges will also remove an area of confrontation between library users and staff, with associated time and efficiency savings in dealing with and counting money. The service review conducted in 2021 has provided a detailed dataset which will enable us to track impact and affect on usage across the borough.
- 3.4.9 Removal of this income stream will not impact the Medium Term Financial Settlement (MTFS). As the table below shows, library fines were last charged in 2019/20 and made up 8% of income, down from 15% the year before. Library service income has increased by 70% since 2019/20.

Actual income '000s	2018/19	2019/20	2020/21	2021/22	2021/22 Oracle budget lines	2022/23 forecast
Leases	110	85	91	91	98	91
Fines and fees	30	22	0	0	31	0
CD/DVD hire fees	7	4	0	0	29	0
Copying/printing	29	35	0	10	30	12
Visa income	21	130	94	377	287	420
College	9	10	0	7	10	10
Total	206	286	185	485	485	533
Budget reduced by		50	0	100		45

3.4.10 In the recent past there has been an income stream from rental charges for music and film on CD and DVD. The demand for these items has reduced greatly and therefore Reading no longer maintains a stock of music CDs and DVDs for hire.

3.4.11 Reading maintains a collection of audiobook CDs as there is still a demand for these as well as downloadable audiobooks. Downloadable audiobooks have always been free of charge as they were introduced as part of pandemic response and the model does not allow for charging per loan. Physical and digital CDs for lending usually cost the library service between £20-40 per title to purchase. The service purchased 167 adult and 35 children’s audiobook CDs in 2021/22. Reading made children’s audiobook CDs free to hire a in 2017 to encourage use, which increased usage, and we would anticipate a similar increase by making adult audiobook CDs free to borrow.

3.5 DIVERSIFYING INCOME STREAMS

3.5.1 The library service has in recent years concentrated on letting space and the provision of services such as a visa verification service to provide a diversified income base. These services offer good returns and are complementary to the core provision.

3.5.2 The success of this diversification means that total income recorded now runs at levels around 150% higher than 5 years ago, despite a reduction in income from fines and charges, as is noted at section 3.1

3.5.3 This income has been factored into financial planning, and has reduced the net library service cost to residents in recent years to one of the lowest in the UK, based on returns to CIPFA.

2019/20	£ net spend (exc SSC) per 1,000 population	compared to Reading (%)
RBWM	14,455	280%
<i>all authorities</i>	9,504	184%
<i>English unitaries</i>	8,317	161%
Bristol	8,176	158%
Slough	7,796	151%
Southampton	7,451	144%
Reading	5,163	

3.5.4 This means we are in a position to benefit residents by going fines-free without impacting budgets.

3.4.5 A charge for printing and copying would remain, further enhanced with chargeable wifi printing and chargeable scanning as part of the library delivery plan. This will be rolled out to all libraries to provide a better overall customer experience for those wanting to quickly print. It will enable direct printing from phones or other devices without needing a library card or a session on the computer. It will also be possible to print from home and collect from a library.

4. THE PROPOSAL

4.1 For all libraries in Reading to:

- a) remove fines for late return of items completely

- b) remove borrowing fees for any audio-visual items remaining in stock, ensuring parity with online digital lending
- c) remove fees for reservations of items in stock within Reading's libraries

These proposals directly contribute to library strategic principles 1,2 and 5 and therefore help the service deliver on the strategic plan.

5. CONTRIBUTION TO STRATEGIC AIMS

5.1 The strategic principles of the library service in 3.3 above align with the Strategic aims of the library service and the Corporate plan of Reading Borough Council, which seeks to

- Develop our library network to provide innovative local services in person and online.
- Work towards a town where everyone can access education, skills and training and good jobs and where child poverty is eradicated.
- Tackle 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.
-

5.2 The proposals align with providing thriving communities and an inclusive economy, and also are a mitigation against current cost of living increases.

5.3 By removing one of the most significant deterrents to library usage and reengagement, we hope to see increased library usage as a result of this decision

6. ENVIRONMENTAL AND CLIMATE IMPLICATIONS

6.1 The Council declared a Climate Emergency at its meeting on 26 February 2019 (Minute 48 refers).

6.2 There are no environmental or climate implications arising as a result of this report.

7. COMMUNITY ENGAGEMENT AND INFORMATION

7.1 The library strategic principles, from which this proposal emerged, were consulted on in Summer 2021 and received a total of 1,500 responses

7.2 The consultation was notable in the high number of non-library users engaged, of whom 10% indicated they did not use the service due to worries over fines.

8. EQUALITY IMPACT ASSESSMENT

8.1 The changes reduce the cost of using the library service for customers and do not disproportionately disadvantage any group, an equality impact assessment is not required.

9. LEGAL IMPLICATIONS

- 9.1 Public libraries are a statutory service under the 1964 Libraries and Museums Act, and local authorities must provide a service which is ‘comprehensive and efficient’.
- 9.2 The proposal in this report is in line with Reading Libraries’ vision to deliver a library service accessible to all and at the heart of all of its communities and enhancing the lives of Reading people.
- 9.3 The Council has a statutory duty to promote health and wellbeing and reduce inequality of the inhabitants of its area.

10. FINANCIAL IMPLICATIONS

- 10.1 The removal of fines does not impact on the library service’s ability to meet budgets set out in the Medium Term Financial Settlement (MTFS)
- 10.2 Whilst income would cease from fines, the more diverse areas from which library income is now sourced means that there would be no overall impact on library budgets.
- 10.3 Library fines have been suspended since March 2020, and in 2021/22, the most recent year of full library opening, with fines suspended, library income was higher than in any previous year.
- 10.4 Fines made up only 8% of library income in 2019/20, the last full year in which they were charged. Total income in 2019/20 was £286,000. Income in 2021/22, when no fines were charged, was £485,000, and the service is confident that this income position can continue with permanent removal of fines.
- 10.5 The amount in the Council’s budget line for library fines can be transferred to another income line within the Library service with the overall amount of income to be generated unaffected.

11. BACKGROUND PAPERS

- 11.1 None

READING BOROUGH COUNCIL

REPORT BY DIRECTOR OF ECONOMIC GROWTH AND NEIGHBORHOOD SERVICES

TO:	POLICY COMMITTEE	
DATE:	21 SEPTEMBER 2022	
TITLE:	BUILDING SERVICES MECHANICAL & ELECTRICAL CONTRACT AWARD	
LEAD COUNCILLOR:	CLLR LENG	PORTFOLIO: PLANNING & ASSETS
SERVICE:	PROPERTY & ASSET MANAGEMENT - FACILITIES	WARDS: BOROUGHWIDE
LEAD OFFICER:	CHARAN DHILLON	TEL: 07817 085309
JOB TITLE:	ASSISTANT DIRECTOR PROPERTY & ASSET MANAGEMENT	E-MAIL: charan.dhillon@reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1 This paper seeks Policy Committee’s approval to procure, award and enter into several new mechanical and electrical (M&E) contracts for planned preventative maintenance and reactive repairs, through the Westworks Dynamic Purchasing System, for:

- Water Treatment (legionella);
- Lift Servicing and Maintenance; and
- Maintenance of the Trend Building Monitoring System (BMS) (together the M&E Contracts).

1.2 The M&E Contracts are critical for the Council and necessary to maintain statutory compliance and to ensure that services such as heating, lifts, water systems and automated equipment are kept safe, functional and running at maximum efficiency.

2. RECOMMENDED ACTION

2.1 That the Executive Director of Economic Growth and Neighbourhood Services in consultation with the Lead Councillor for Planning and Assets, the Director of Finance and Assistant Director of Legal & Democratic Services be authorised to procure, award and enter into the M&E Contracts for planned preventative maintenance and reactive repairs, through the Westworks Dynamic Purchasing System and be given approval to delegate any subsequent contract extension or variation in line with the contract terms for:

- (i) Water Treatment (legionella) for the period 1st November 2022 to 31st October 2027.
- (ii) Lift Servicing and Maintenance for the period 1st November 2022 to 31st October 2027; and
- (iii) Maintenance of the Trend Building Monitoring System for the period 1st November 2022 to 31st October 2027.

3. POLICY CONTEXT

- 3.1 The Council as an employer must, as far as is reasonably practicable, safeguard the health, safety and welfare of its employees under Section 2 of the Health and Safety at Work etc Act 1974, in particular a safe place of work with safe access and egress, this also applies to the public under section 3 of the said Act.
- 3.2 In addition, the Council has responsibilities for the safety of its property portfolio under the Building Act 1984, under which regulations have been issued concerning asbestos, water management, electrics, wiring, lighting, ventilation, materials, structure testing, resistance to moisture etc. There is also fire legislation in relation to the building, materials etc.
- 3.3 The M&E Contracts are necessary to achieve the above legal requirements as well as assisting the Council to comply with its statutory duties under numerous regulations and codes of practise covered by these contract areas.
- 3.4 The individual M&E Contract values are between £400,000 and £2.5 million. Authority to proceed with procurement in adherence with the Council's CPR's is sought along with delegation for the Executive Director of Economic Growth and Neighbourhood Services to award the M&E Contracts upon completion of the prescribed tendering and evaluation processes in accordance with the provisions of the Westworks Dynamic Purchasing System.

4. THE PROPOSAL

4.1 Current Position:

- 4.1.1 Corporate Property Services manage contracts with external contractors for planned and reactive maintenance to the majority of the Council's corporate buildings (including the Civic Centre, the Town Hall and the Hexagon), Brighter Futures for Children, a large number of schools under an SLA and sheltered housing units and housing blocks. With the assistance of the Procurement team, the intention is to procure all of the M&E Contracts via the Westworks Dynamic Purchasing System.
- 4.1.2 Reading Borough Council currently spends in the region of £250,000 per annum on building services for the management of Water Treatment (legionella) and maintenance of Lifts and the Trend BMS, which control and monitor the building's mechanical and electrical equipment such as ventilation, lighting, heating and cooling.
- 4.1.3 All current contracts relating to the services referred to at paragraph 4.1.2 above of this report are either due or overdue for renewal and there is therefore a need to go to out to the market to reprocure these services in order to: (i) achieve best value; and (ii) to comply with the Council's CPR's for the continued delivery of these critical services. Should framework analysis or commercial research identify a better value route in line with CPRs, e.g. Open process, alternate framework, these may be used instead.

4.2 Options Proposed

- 4.2.1 All the services supplied by these various contracts are of a specialist nature for which the Council does not directly employ appropriately trained staff and it is custom and practise for organisations the size of local authorities to purchase such services via specialist contractors or through a multi-disciplined Facilities Management contractor.
- 4.2.2 Whilst termed "specialist" there are numerous companies including local SMEs (Small, Medium Enterprises) that can provide the work required. The intention is therefore to

go to market and procure a contract offering best value for each work area via a measured term contract via the Westworks Dynamic Purchasing System.

- 4.2.3 Each M&E Contracts will be for a term of 5 years each and the tender returns shall be evaluated on both price and quality submissions in accordance with the terms of the Westworks Dynamic Purchasing System.

4.3 Other Options Considered

4.3.1 Direct Employment of Staff

These contracts cover a wide variety of M&E disciplines. They stand alone as individual specialisms which would need specifically trained engineers with suitably competent supervision. The volume of work would not be sufficient to directly employ staff and the economies of scale are maintained by contractors, as they will have multiple similar contracts in the surrounding area.

5. CONTRIBUTION TO STRATEGIC AIMS

- 5.1 The recommendations in this report are designed to ensure the efficient delivery of key Council services. This supports corporate plan aims as follows:

- **Healthy Environment** - this procurement supports tackling climate change and working towards our goal of a carbon neutral town by 2030, by ensuring that our mechanical and electrical equipment which uses energy is well maintained providing for optimum performance while also working with specialist to always review the quality and performance of our kit, understanding how implementing improvements can support the reduction of carbon emissions.
- **Thriving Communities** - This procurement supports the employment of small, medium enterprises (SMEs) helping to tackle the effects of the pandemic on small local businesses. The safety of our properties is essential, in particular those used by vulnerable adults and children in our communities therefore ensuring that we provide assets that are fit for purpose, compliant and safety is paramount.
- **Inclusive Economy** - This procurement supports us in keeping Reading at the forefront of advances in technology as we utilise developments that enable us to use more efficient equipment in our buildings reducing our carbon emissions.

6. ENVIRONMENTAL AND CLIMATE IMPLICATIONS

- 6.1 These contracts make a small contribution to environmental and climate impact but not to the extent of requirement an impact assessment. Regular maintenance of existing M&E systems and equipment ensures that they work at their optimum efficiency, so by keeping their energy use at an optimum.

7. COMMUNITY ENGAGEMENT AND INFORMATION

- 7.1 The procurement of mechanical and electrical services maintenance is essential for the delivery of compliant and fit for purpose Council buildings and does not require consultation.

- 7.2 Information about the process and the chosen supplier would be available to the public.

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, victimization 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.

8.2.1 Having carried out an initial assessment, this decision is not expected to have a differential impact on those with protected characteristics and therefore no Equality Impact Assessment is required for the M&E Contracts.

9. LEGAL IMPLICATIONS

9.1 The Council intends to use Westworks Dynamic Purchasing System (DPS) for the M&E Contracts. The Westworks DPS has been established using the restricted tendering process as set out in Regulation 34 of the Public Contracts Regulations 2015 (PCRs) to appoint the DPS suppliers.

9.3 A mini competition shall be conducted under the Westworks DPS and subsequently a call-off contract will be entered between the Council and the successful tenderers for each M&E Contract awarded. Contracts will be procured in line with CPR 5 and/or 9; both options are in compliance with the Public Contracts Regulations 2015 and all relevant notices will be verified and published as required.

10. FINANCIAL IMPLICATIONS

10.1 Currently the budget for all mechanical and electrical maintenance is held centrally by Corporate Property Services. The annual costs of this maintenance for the following years is forecast based on previous year costs and present charges. The supplier's margin is known and set for the term of the contract. The awarding of this contract has no specific financial impacts as expenditure is within the existing budgets of the council. However following trends in increase in material prices in the industry due to economic factors, there may be some impact on budget, however this will not be known until the market submit their interest and prices.

11. BACKGROUND PAPERS

None.

READING BOROUGH COUNCIL

REPORT BY EXECUTIVE DIRECTOR FOR ADULT CARE AND HEALTH

TO:	POLICY COMMITTEE		
DATE:	21 SEPTEMBER 2022		
TITLE:	ADULT SOCIAL CARE REFORM - MEETING THE FAIR COST OF CARE AND MARKET SUSTAINABILITY FUND REQUIREMENTS FOR READING		
LEAD COUNCILLOR:	CLLR JOHN ENNIS	PORTFOLIO:	ADULT SOCIAL CARE & HEALTH
SERVICE:	ADULT SOCIAL CARE COMMISSIONING	WARDS:	BOROUGHWIDE
LEAD OFFICER:	LARA FROMINGS	TEL:	07929 796 696
JOB TITLE:	HEAD OF COMMISSIONING	E-MAIL:	Lara.Fromings@Reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The government has committed to a national programme of Adult Social Care reforms to be implemented over the next two years of which four key elements will significantly impact on the 'cost' of Adult Social Care. This report focusses on the 'Fair Cost of Care' element of the reforms which requires local authorities to undertake a collaborative exercise with Adult Social Care Providers of Home Care (for people aged over 18) and Providers of Nursing and Residential services (for people aged over 65) to determine a 'Fair Cost of Care' and to develop a 3-year Market Sustainability Plan.
- 1.2 The current care market is such that, at the present time, people who fund their own care often need to pay much higher rates for their care than people whose care is commissioned by local authorities. This has long been considered unfair and the government is keen to address this and create a system whereby comparable rates are paid for care, no matter whether the care is funded by the local authority or directly by the person funding their own care. As a consequence of the government's social care reforms therefore, any care provider currently charging a higher rate to self-funders and/or using self-funder income for the same service to subsidise the true cost of care, may be at financial risk as this is unlikely to be a viable business model.
- 1.3 In order to ensure the overall sustainability of the care market the government has made available a three-year Fair Cost of Care and Market Sustainability Fund - "the Fund" - to support local authorities in ensuring the ongoing sustainability of their local care markets. A sum of £384k (of which 25% can be spent on implementation) has been made available to Reading Borough Council this financial year with future year allocations to be confirmed, noting that current projections suggest that the cost of achieving the fair cost of care is likely to exceed the total amount of funding allocated to Reading for the Social Care Reforms. Of note, failure to submit the requirements of the Fund may mean that a local authority will not have access to future Fund resource.
- 1.4 This report outlines the requirements of the Fund which include:
- A fair cost of care exercise, and
 - A market sustainability plan;

It provides an overview of the actions to date alongside the planned next steps notably a requirement to publish a 'Fair Cost of Care' on the Council's website and submit a

2. RECOMMENDED ACTION

- 2.1 Policy Committee is asked to note the requirements of the Market Sustainability and Fair Cost of Care Fund 2022/23 (see paragraph 3.5 below) and the actions of officers to date to meet the requirements of the Market Sustainability and Fair Cost of Care Fund in its first year - 2022/23.
- 2.3. Policy Committee is asked to delegate authority to the Executive Director of Adult Social Care and Health in consultation with the Director of Finance and the Lead Member for Adult Social Care to approve the submission of both the cost of care exercise and the provisional Market Sustainability Plan to the Department of Health & Social Care by 14th October 2022, and to publish the cost of care exercise outcome to the Reading.gov.uk website.
- 2.4. Policy Committee is asked to note that the final Market Sustainability Plan outlining how the Market Sustainability & Fair Cost of Care Funds will be spent in Reading will be submitted and published in February 2023, after local government budgets have been finalised.

3. POLICY CONTEXT

- 3.1 In December 2021, the government published a white paper - People at the Heart of Care, which outlined a 10-year vision “putting personalised care and support at the heart of adult social care”. As part of its commitment to social care reforms, the government is committed to wide-ranging changes which will impact significantly on costs sustained by local authorities, the financial contributions paid by residents when they need and receive social care, as well as on the care markets which provide this care.
- 3.2 At the moment, unlike NHS health care, which is free to all¹, residents may pay a financial contribution to, or, all of their care costs dependent on an assessment of their income and assets. Across the Country, this has led to situations where the price paid by people who self-fund all of their care is significantly higher than the price paid by local authorities. It has also led to situations where care providers may rely on higher fees paid by self-funders to subsidise rates paid by the local authorities.
- 3.3 Every local authority has a duty under the Care Act 2014, Section 5, to promote the efficient and effective operation of the market in services for meeting care and support needs, with a view to ensuring services are diverse, sustainable and high quality for the local population, including those who pay for their own care. The government recognised that the opportunity for self-funders to access local authority rates may have the potential to increase risk to markets which have relied on self-funders to subsidise local authority care rates.
- 3.4 In preparation for the Reforms, in December 2021, the Government introduced the **Fair Cost of Care and Market Sustainability Fund** - “the Fund” - to support Local Authorities to prepare their markets for reform, including the commencement of the Section 18 (3) Care Act responsibilities and to support local authorities to move towards paying a fair cost of care. In total, the national Fund amounts to £1.36 billion (as of 29th June 2022 update). In 2022 to 2023, £162 million has been allocated with a further £600million being made available in both 2023/24 and 2024/25. The amount of funding available to the Council for this first year (22/23) is £384k.

¹ With minor exceptions like prescription charges.

3.5 As part of the Council's implementation of the Social Care Reforms, the full financial implications will be set out in the "Financial Impact" workstream of the programme, along with an analysis of how these costs will need to be met (either through existing LA funds, additional Central Government funds, or a combination thereof). At this stage, however, the only financial impact data available is that provided by Newton Europe², which is not comprehensive and only looks at the financial implications of the 65+ cohort. The money allocated to the Council by central government for managing the Reforms amounts to £2.9m. This is at least £500k lower than the cost implications estimated by Newton Europe which total up to £3.4m additional expenditure FYE in 23/24. Market sustainability is a key aspect of social care reform and will be informed by the outcome of current expectations.

3.6 As part of the requirements of the Fund, every local authority is required to:

- Engage with providers to determine a fair cost for home care (18+ years) and care homes (65+ years) in the local area. This is defined as the median cost for home care; residential care, nursing care and dementia care (including the upper and lower quartiles). The Fair Cost of Care exercise must be submitted to the Department of Health and Social Care (DHSC) by the 14th October 2022 and published on each local authority's website.
- Complete a 5-page Market Sustainability Plan which considers the local market, the anticipated impact of the Social Care Reforms particularly in relation to self-funders and the actions to be taken to achieve a market sustainable fee rate over the next three years. A provisional Market Position Statement must be submitted to the DHSC by 14th October 2022.
- The full Market Sustainability Plan must be finalised by February 2023, submitted to the DHSC and published on the local authority website.

4. THE PROPOSAL

4.1 Context and actions taken to date

Funding

- As stated above, for 22/23, the Council received £384k from the Fund. This amount has been made available to contribute to the ongoing stability of the Reading care home and home care markets. Up to 25% can be spent on resourcing any activities needed to complete the Fund requirements.

Expert Support

- In May 2022, the Council appointed CIPFA C.Co Ltd as a sector expert to work alongside the Directorate Adult Care Health Service's Commissioning Team to complete a cost of care exercise with the local eligible care homes (13) and home care providers (46).

Toolkits

- On a national basis, toolkits were developed for data collection across the two markets. These include a toolkit for home care developed by the Care & Health Improvement Programme (CHIP) of the Local Government Association (LGA) and a tool commissioned in late Spring 2022 by the LGA from public sector transformation partner - iESE Ltd for Care Homes. Whilst the Fund does not stipulate what specific toolkits are to be used by local authorities, a decision was taken to use the nationally recommended toolkits so that Reading could benefit from the national support available, and the additional and beneficial opportunity to benchmark across providers and with other local authorities.

² Newton Europe and the County Councils' Network - 'Planning for Reform' May 2022

Provider engagement

- All local residential and nursing care providers and home care agencies registered in Reading were initially contacted in late May 2022 then throughout June and July. In total 15 sessions (both face to face and remote) have been offered to providers to support them in understanding the tool and the purpose of the exercise; this has been supplemented with further information shared through forums led by the Commissioning Team and direct contact from both C.Co and the Commissioning Team.

Working with other Local Authorities and national organisations

- As a nationwide exercise, all local authorities are separately completing cost of care exercises with the providers in their areas. This has provided opportunity for learning and sharing of experiences and feedback through the regional SE ADASS network meetings; briefing sessions with the LGA, iESE Ltd and with the local and national care associations. Reading has been liaising with neighbour authorities - Wokingham Borough and West Berkshire Councils who separately commissioned CIPFA C.Co to undertake their fair cost of care exercise (which in itself has offered efficiencies as well as benefits of knowledge transfer) and liaising with other Berkshire authorities and their partnering agencies.

- **Timescale and Milestones**

As a national exercise, contributing to the broader requirements of the social care reforms, the Council must meet certain milestones and deadlines. In relation to the fair cost of care and market sufficiency, the first of these critical dates is the 14th October 2022 when the outcome of the fair cost of care and the Provisional Market Sustainability Plan must be submitted to the DHSC. The outcome of the fair cost of care exercise must also be published to Reading.gov.uk website. The DHSC has also indicated that a Final Market Sustainability Plan must be submitted in February 2023 and published to Reading.gov.uk. The specific date for this has not yet been publicised. It is anticipated that the full market sustainability plan will inform and be informed by the Local Government Finance Settlement.

A summary of the key actions, timescales and progress is provided below.

Action	Timescale	Progress
Launch	May 2022	Complete
Appoint expert consultant to support.	May 2022	Complete - CIPFA C.Co appointed
Engagement with providers	Apr - Aug 2022	Ongoing - see below
Data cleansing, challenge and analysis	Aug 2022	Ongoing - see below
Data analysis	Aug 2022	Ongoing - see below
Finalise cost of care exercise	Aug/Sep 2022	Ongoing - see below
Estimate of self funder numbers	August 2022	Ongoing - see below
Market sustainability plan	Aug/Sept 2022	Ongoing - see below
Sign off cost of care and <i>provisional</i> market sustainability plan	Sep/Oct 2022	To be completed
Submit cost of care and provisional market sustainability plan to DHSC	14 th Oct 2022	To be completed - on track
Publish median cost of care information to Reading.gov.uk	14 th Oct 22	To be completed - on track

4.2 Current Position

Provider engagement

One of the challenges all authorities have experienced, including Reading, is the level of provider engagement. Officers in the Commissioning Team are working with C.Co to both encourage engagement but also to look at how information from providers across Berkshire can inform the Reading cost of care exercise. This will need to take into account, where possible, any local differences impacting on the market;- for example, workforce differences and the impact on costs arising from travel time (e.g urban versus rural landscape).

Providers (local and across the country) have given feedback on concerns about the complexity of the exercise, the time needed to complete it (when delivery of care is the priority focus over busy summer months when many care workers may face additional childcare demands); concern about sharing sensitive financial information with commissioners and not having information readily available. Some providers have declined to be involved; whilst others have expressed willingness and interest but have not had sufficient time. Of note, national providers have largely submitted information across the country (e.g., BUPA) - potentially benefitting from the advantage of national teams and resources; but this is not the case for smaller, more local providers. Within Reading we have a mix of both. This lack of engagement is problematic as it does mean a comprehensive data set is not available to support conclusions.

Data Cleansing

In addition to the challenges of ensuring sufficient provider engagement; another issue has been with the quality of the data submitted with some partial and inaccurate returns being received. This is necessitating time-consuming and significant follow up and may mean that some data submissions cannot be used in the overall exercise at risk of creating 'distortions'.

Another requirement at this stage is that of 'challenge' to ensure that the information submitted by providers is not only accurate but fair and reasonable and to ensure that the Council fulfils its responsibilities as a guardian of public finance.

Data Analysis

In Reading, C.Co are currently completing the analysis on the available data; alongside ongoing work to encourage provider participation and data cleanse. No local authority has yet completed and published their cost of care exercise - but anecdotal evidence suggests that providers are indicating that a fair cost of care would be higher than the fees currently paid by local authorities.

Market Sustainability Plan - Provisional and Full

The Market Sustainability Plan draws on information about the local home care and care home markets. It includes an assessment of the sufficiency of good quality provision to meet needs now whilst using information from the cost of care exercise to anticipate the likely actions that will need to be taken by each local authority to ensure provider sufficiency from October 2023. A key aspect of this is understanding the influence of the self-funder market in each area as it is likely an increasing number of self-funders will access local authority support to secure local authority rates, and an increasing number of people will no longer be required to self-fund (as a result of the higher capital limits or care cap).

Office of National Statistics data suggests that the number of self-funders in Reading is currently in the region of 34.7% of the total number of people with eligible care needs [July 2022]. At present, further work is being undertaken to verify this by analysing the number of self-funders currently supported by providers (noting that not all providers are willing to share information). This analysis appears to be showing that whilst the projection for care homes is accurate, for home care, it is under-estimated, and the percentage of self-funders is higher. The working projection for the number of self-funders is 600 to 650 people.

4.3 Next Actions

Options proposed

1. To finalise the cost of care exercise and Provisional Market Sustainability Plan for submission to the DHSC by 14th October 22 and meet the requirement to share the cost of care median outcomes on Reading.gov.uk website.

This will include maximisation of the provider engagement, robust data cleansing and challenge and opportunity to benchmark against neighbouring local authorities.

Seek delegation as detailed in point 2 above to approve the submission of the Fair Cost of Care and provisional market sustainability plan in line with the timescale.

Complete the full Market Sustainability Plan for submission to DHSC and publication to Reading.gov.uk in February 2023 as detailed in point 2 above.

2. To prepare the full market sustainability plan for February 2022. This will include:
 - a. Full consideration of the DACHS financial position and pressures, Local Government Settlement 23/24 and additional resource available through the Market Sustainability and Fair Cost of Care Fund to meet the requirements of the Social Care Reforms.
 - b. Ongoing engagement with the local provider market in preparation of the full Market Sustainability Plan which will ensure broad understanding of the impact of the Social Care Reforms.
 - c. Fair cost of care and the Market Sustainability Plan will be one of the key strands of the proposed Social Care Reform Programme being mobilised in Reading.

To complete the full Market Sustainability Plan for submission to DHSC and publication to Reading.gov.uk in February 2023 as detailed in point 2 above.

Other Options Considered

To do nothing - This is not a viable option. Failure to meet the requirements of the Fair Cost of Care and Market Sustainability Plan may result in the Council needing to return the £384k received from the Fund this financial year. It may further mean the Council would not have access to the Fund for 23/24 and 24/25.

The Fund has been made available to support all local authorities in preparing their markets for the Social Care Reforms, in particular in ensuring sufficiency and stability of the care sector when self-funders have opportunity to access council rates (under Care Act Section 18(3)); the capital limits are increased, and care metering is introduced. Failure to proactively prepare for the Social Care Reforms would mean that the Council is unable to meet its statutory obligations come October 2023.

5. CONTRIBUTION TO STRATEGIC AIMS

- 5.1 It is a statutory duty on the local authority to meet the obligations of the Care Act 2014 and to deliver the Social Care Reforms by October 2023. The completion of the Market Sustainability and Fair Cost of Care Fund requirements is a key step in the preparation and delivery of the reforms and compliance is essential to ensure the Council can realise its vision - *To help Reading realise its potential - and to ensure that everyone who lives and works here can share the benefits of its success* - and its corporate themes.

5.2 Healthy environment

- A strong and diverse care market in Reading is an essential requirement to ensure that residents have fair access within Reading to the social care services they need which will support early intervention, promote independence, health and well-being, recognise individual strength and reduces the need for intensive support.

Thriving Communities

- A strong and diverse care market in Reading ensures that a diverse, good quality and affordable range of services is available to support the most vulnerable people in Reading.

Inclusive economy

- A strong and diverse care market in Reading not only ensures that local services are available to meet individual need, but also supports the economy through opportunities for employment.

6. ENVIRONMENTAL AND CLIMATE IMPLICATIONS

- 6.1 There are no immediate climate implications arising from the recommendations within this report, as the recommendations in and of themselves will not carry an environmental impact. Environmental impact will continue to be given consideration in the council's ongoing engagement and work with the care market - for example in influencing choices around sustainable forms of travel within the home care market and in maximising social value opportunities in future contracts.

7. COMMUNITY ENGAGEMENT AND INFORMATION

- 7.1 The Council is already engaging with the care market in completion of the Fair Cost of Care. Information has been shared with providers through forums, regular written updates and engagement sessions to support completion of the Fair Cost of Care Toolkit. All local providers have been strongly encouraged and supported to provide information for the cost of care exercise. The Council has also drawn on the support of the local care association and the voice of national care associations.

- 7.2 Of note, discussions through ADASS (including the SE ADASS networking meetings) indicate the ongoing challenge of securing the engagement of the market. This will need to be an ongoing focus for the Council to ensure that the local market is fully aware of the breadth of the pending changes. Communication and engagement with care providers will need to be persistent and ongoing. It is proposed that communication (providers, residents, staff) will be one of the key strands of the overall DACHS proposal to deliver the Social Care Reforms.

8. EQUALITY IMPACT ASSESSMENT

- 8.1 An Equality Impact Assessment (EIA) has not been completed as it is not anticipated that this decision will or could have a differential impact on racial groups; gender; people with disabilities; people of a particular sexual orientation; people due to their age; people due to their religious belief; and the Armed Forces community.

9. LEGAL IMPLICATIONS

- 9.1 The Council has statutory obligations under the Care Act 2014 to meet the requirements of the Act. Of particular relevance to this report are duties under Section 5; the duty on local authorities to promote diversity and quality in the market for care and support and to ensure that there is sufficient variety of service provision available; and the duties under Section 18 - the duty to meet needs for care and support - including 18(3) which is being fully enacted in October 2023 - the duty to arrange care and support to

meet the eligible needs of adults with resources over the financial limit. The Social Care Reforms will additionally impact - notably, the raising of the capital limit and the introduction of the maximum lifetime financial contribution to care.

10. FINANCIAL IMPLICATIONS

- 10.1 The funding available to the Council from the Market Sustainability and Fair Cost of Care Fund for 2022/23 is £384,000 but the impact of this work will wide-reaching into future years as the Social Care Reforms are implemented.

Local authorities are required to use all the funding provided this year to improve the sustainability of the 65+ care home market and the 18+ domiciliary care market and “not just cover existing pressures.” Local authorities are expected to use at least 75% of allocated funding for 2022/23 to increase fee rates paid to providers beyond pressures funded by the Local Government Finance Settlement 2022/23. Up to 25% of allocated funding in 2022/23 (up to £96k) can be used to fund implementation activities associated with meeting the fund purpose. This funding has been used to cover the costs of the external expert - CIPFA C.Co Ltd. Of the 25% £46,550, has not yet been committed to implementation activities and is available either to support activity or contribute towards provider fee rates.

The final Market Sustainability Plan which will detail the Council’s plan for ensuring stability of the care home and home care market for the next 1 to 3 years and planned expenditure from the Market Sustainability and Fair Cost of Care Fund will be shared with members as part of the budget planning cycle and MFTP for 2023/24.

In 2023/2024, the Fair Cost of Care alone has been estimated to cost an additional £2m per year (rising to £3m per year from 28/29 - 31/32) ³which is £600k more than the £1.4m in total funding that central Govt. have allocated to RBC for managing the whole cost of the reforms in 2023/2024. The actual cost may well be higher as Newton Europe’s projections are based only on people aged 65+ living in residential care.

11. BACKGROUND PAPERS

- [Market sustainability and fair cost of care fund 2022 to 2023: guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/guidance/market-sustainability-and-fair-cost-of-care-fund-2022-to-2023)

³ Newton Europe

READING BOROUGH COUNCIL

REPORT BY EXECUTIVE DIRECTOR OF ADULT CARE AND HEALTH SERVICES

TO:	POLICY COMMITTEE		
DATE:	21 SEPTEMBER 2022		
TITLE:	DACHS - BERKSHIRE COMMUNITY EQUIPMENT SERVICE JOINT PROCUREMENT		
LEAD COUNCILLOR:	CLLR ENNIS	PORTFOLIO:	ADULT SOCIAL CARE AND HEALTH
SERVICE:	DACHS COMMISSIONING	WARDS:	BOROUGHWIDE
LEAD OFFICER:	MELISSA WISE		
JOB TITLE:	DEPUTY DIRECTOR - ADULT SOCIAL CARE	E-MAIL:	wilma.grant@reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The current Berkshire Community Equipment Service (BCES) contract provides equipment and TECH products to support people to live as independently as possible at home. The current contract is held between Nottingham Rehabilitation Service Healthcare (now known as Healthcare Pro) and the lead authority (West Berkshire Council) who act on behalf of the BCES Partnership which is made up of all six Berkshire Unitary Authorities and the NHS Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board, and NHS Frimley Integrated Care Board (the NHS ICB's covering West & East of Berkshire respectively for the purposes of this contract). The current 5-year contract commenced on 1st April 2017 and was extended in 2022 for a further 2 years to 31st March 2024. There is no further contract extension available.
- 1.2 This report proposes that Reading Borough Council join the Berkshire Community Equipment Service (BCES) Partnership commissioning process with West Berkshire Council as the lead authority to commission a new service in line with the end of the current contract. The procurement process will commence from September 2022 and all existing partners are seeking approval to enter into the joint procurement.
- 1.3 It is proposed that the partnership enter into a new contract for an initial term of 5-years from 1st April 2024 -31st March 2029 with the ability to extend for another 2-years to 31st March 2031, equalling a total of 7 years. The actual budget for Reading for 2022/23 is £0.822m. The budget for 2023/24 has yet to be agreed, but would assume some level of growth, which will cover the proposed contract spend. The proposed contract would be for 7-years with an estimated 3% annual increase, resulting in total spend of £6.486 million for the life of the contract.
- 1.4 The Berkshire Community Equipment service has been provided for over 7-years and is well embedded in professional practice across Berkshire, in both Health and Social Care partners. The service and the provision of equipment plays a

significant role in keeping people safe and provides assurance to carers thus enabling independent living in people's own homes and reduces the impact on other more costly care services such as hospital admission, care home or domiciliary care provision.

2. RECOMMENDED ACTION

- 2.1 That Policy Committee agree to the recommendation that the Council enter into a joint procurement, led by West Berkshire for the provision of a County wide Community Equipment service on behalf of the Berkshire Community Equipment Partnership to go live on 1 April 2024, with a maximum total cost to the Council of £6.486m for a maximum term of 7 years (5 years with the option to extend for up to 2 years);**
- 2.2 That Policy Committee grant delegated authority to the Executive Director of Social Care and Health, in consultation with the Lead Councillor for Adult Social Care, Director of Finance and Assistant Director of Legal & Democratic Services to enter into a contract with West Berkshire Council for the provision of Equipment services post Procurement.**

3. POLICY CONTEXT

- 3.1 Local authorities have a statutory duty under the Care Act 2014 and the Children and Families Act 2014, to meet the assessed Adult Social Care eligible needs of residents. This includes children, older people, people with physical or learning disabilities, mental health issues, sensory impairment, and other groups. The provision of equipment, disability aids, and adaptations is a recognised way of supporting people to meet these needs. An equipment service supports the delivery of the Care Act 2014 outcomes through the supply of community equipment for long- and short-term care in the community, and for the prevention of hospital admission and timely discharge of hospital admissions. It supports rehabilitation and reablement patient pathways. Outcomes are achieved by providing equipment and tech solutions and/or minor adaptations to individual's so that they can remain in a familiar, safe and secure home environment. This enables individuals to stay at home and to live independently and prevent potentially more expensive long-term care in care home settings.**

4. THE PROPOSAL

Current Position

- 4.1 The Berkshire Community Equipment Contract (BCES) is a partnership which is made up of all six Berkshire Unitary Authorities and the NHS Buckinghamshire, Oxfordshire and Berkshire West ICB, and NHS Frimley ICB (the NHS ICB's covering West & East of Berkshire respectively). The BCES Partnership operates by combining joint purchasing power to deliver a cost-effective and quality equipment service. West Berkshire Council is the lead authority and the current service provider is Nottingham Rehabilitation Supplies (NRS) Healthcare (known as Healthcare Pro). The current contract ends on 31 March 2024.**
- 4.2 NRS Healthcare provide, deliver, install, collect, repair and recycle a wide range of equipment ranging from low level items such as bath boards and walking**

frames, to complex items such as hoists, turning aids, specialist seating, TEC (Technology Enabled Care) and sensory needs equipment. The range provided is dynamic and is always under review to ensure it remains fit for purpose and keeps up with the market. In addition, there is the provision of a Pathfinder Service (phone access to TEC advice, a Trusted Assessor service (carry out assessment for low tech and equipment needs in own home) and an Occupational Therapist Assessment Service (for complex cases, assessment at home, follow up review phone/on person). In the last financial year £907K cost avoidance was achieved across the Berkshire contract through effective use of recycling used equipment and the 'Share Our Specials'¹ facility (between Berkshire and Buckinghamshire This increased people's independence and enabled people to stay in their own homes for longer by maximising the use of equipment and Reading's recycling rate increased from 34% in 20/21 to 37% in 2021/22.

- 4.3 The BCES service and contract has been designed to keep pace with Government initiatives and any new legislation, demographic changes and budgetary pressures. It is aimed to:
- Be responsive to meet the growing demand for community equipment solutions in line with increasing numbers of older people and people with complex needs living in the community; particularly those aged over 75; and increasing numbers of young people with complex disabilities reaching adulthood
 - Provide solutions to reduce the length of stay in an acute hospital; enable people to live in supported housing with TEC solutions; and support end of life care through equipment solutions
- 4.4 The objectives of the equipment service are to provide cost effectiveness and value for money on equipment purchases through collective buying power achieved through a joint partnership and to deliver a high recycling rate; high levels of customer satisfaction; maintain an exemplary safety record with health and safety policies in place and implemented; timely and effective deliveries and collections; a person-centred approach with regular stakeholder feedback and consultation systems and staff training.
- 4.5 The contract operates a robust governance model and is overseen by a Steering Group where all partners are represented. Furthermore an Operations Group meets to discuss equipment and evaluates new items for core stock including occupational therapists representatives from partners. Monthly reports are sent to Steering Group members and budget leads. To manage the budget on all levels there is a list of approved prescribers at different levels to ensure control of spend and clinical sign off on so the budget can be managed on all levels.

Options Appraisal

4.6 Option 1

To enter into a joint procurement for an equipment service with all 6 Berkshire Community Equipment Service Partners local authorities alongside the 2

¹ Share our Specials is an agreement between Buckinghamshire and Berkshire whereby NRS Healthcare allows both counties can see and order from cross county list of free, used specialist equipment. Berkshire has benefitted significantly from this arrangement and has accessed many products from the Bucks depot that would otherwise have had to be purchased as new specials. Not only does this reduce waster but it is estimated in the last year, that the Council avoided costs in the region of £211K as a result.

Integrated Care Boards covering these areas under a Section 75 agreement, with West Berkshire Council as lead contracting and procurement authority.

Advantages:

- Shared costs with other local authorities for an equipment service e.g., transport, staffing, office/building space for storage/maintenance and disposal in warehousing, transport, IT system and admin support, cleansing, recycling, maintenance, disposal of damaged equipment.
- Procurement costs are shared equally across the partnership through the annual management fee. This is £10k for Reading and a more cost effective way of managing a contract compared to running and managing a procurement independently. Decisions for award and service developments are agreed at the partnership Steering Group and the recommendations will be formally agreed by the governance process within the lead contracting authority.
- A jointly procured and managed service offers increased purchasing power and economies of scale with both Health and Adult Social Care expertise and relationships across Berkshire.
- Economies of scale and expertise in developing new technology solutions and service benefits across the partnership.
- Part of a partnership wide recycling arrangement which will help meet environment and climate implications (Section 6), this will in turn have a positive impact on the budget.

Risk:

- Increased costs if not continuing with a joint commissioning approach

Option 1 is recommended

4.7 Option 2

To procure a new stand-alone equipment contract for Reading Borough Council outside of the partnership agreement

Advantages:

- Potential to secure a service that is more tailored to the specific needs of Reading service users
- No requirement to pay a Management Fee to another Local Authority

Risks:

- Cost of equipment could be higher as not buying at scale
- Inability to secure a Provider within a small market which focusses on large contracts
- Less ability to respond to local needs due to small scale of purchasing
- Issues regarding flow of equipment as hospital equipment (health colleagues) would need to be purchased from a separate provider

This option is not recommended

4.8 Option 3

Do nothing and not enter into a procurement of a new equipment service for Reading and purchase on a spot basis

Advantages:

- No foreseen advantages

Risks:

- Inability to meet the Council's statutory duty as spot purchasing may not guarantee equipment provision.
- No contract in place would mean potentially no equipment available or available in a timely manner to meet the needs of those in need and could result in increased costs to the Council through increased hospital admissions, possible delayed hospital discharges, increased falls in the home and potential increased care home costs.

This option is not recommended

4.9 Option 4

To consider commissioning a joint procurement on a larger scale with other counties including Berkshire. This was discounted due to timescales and capacity.

Advantages

- Potential economies of scale on equipment options and pricing

Risks

- Timescales of contracts not in alignment with Berkshire joint procurement start
- Capacity to explore larger joint procurement not in scope or within current joint arrangement

This option is not recommended

5. CONTRIBUTION TO STRATEGIC AIMS

5.1 The Corporate Plan's overarching 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.

5.2 The Council's 2022-2025 Corporate Plan "Investing in Reading" priorities are focused on three inter-connected themes.

1. Healthy environment
2. Thriving neighbourhoods
3. Inclusive economy

This service supports theme 2: *Thriving Neighbourhoods*

We are prioritising the needs of the most marginalised groups and the most vulnerable adults and children in our communities. The provision of the equipment service is inclusive to all communities and individuals whose health needs would benefit from the right equipment and technology package to enable people to stay at home for longer in their own community.

5.3 This contract contributes to all of the TEAM Reading values.

It involves Health and Adult Social care working **together** to assess and meet the needs of service users to enable smooth discharge from hospital and to have the right equipment at home to enable the service user to remain living at home

independently for longer. It is an **efficient** service due to the economies of scale in the partnership in terms of provision of equipment and technology at an effective price with improved purchasing power with Health and Adult Social Care working together. It is **ambitious** as the new equipment service aims to improve on the current service provision in terms of equipment and technology to offer our service users the best quality and range of equipment, they require to meet their needs and has demonstrated this in previous years. Providing the right equipment and technology **makes a difference** to improving people's lives and well-being whilst enabling them to remain in their own home and local community.

6 ENVIRONMENTAL AND CLIMATE IMPLICATIONS

- 6.1 National and global risk assessments have consistently identified climate change and ecological degradation as two of the greatest threats to our way of life. The Council declared a Climate Emergency at its meeting on 26 February 2019 and is working towards a net zero carbon resilient Reading by 2030.
- 6.2 The Council aims to minimise the impact of any climate or environmental change wherever and whenever possible. In this example the BCES Service involves deliveries to service users across Reading, but delivery schedules are planned as much as possible to minimise journeys and duplication of routes. However, this is a responsive service to service users to enable them to be fully equipped in their home and often discharged from hospital which can require multiple deliveries due to supply of items and availability of equipment.
- 6.3 Equipment is recycled and re-used wherever possible to minimise the impact on the climate and landfill. As part of the procurement the environmental and climate impact of the service and associated measures will be explored.

7. COMMUNITY ENGAGEMENT AND INFORMATION

- 7.1 In the past year, 2021-2022, there were 160 compliments across the whole contract The NRS Client Survey saw the Berkshire depot achieve the highest percentage (87.19%) of clients who said they felt 'very satisfied' with the service they had received from NRS (10.05% were 'satisfied'). This is the highest score out of 16 contracts NRS provide around the country.
- 7.2 West Berkshire Council, as lead authority has reviewed and shared service data with commissioning partners. Information on take up of the service, service costs, recycling, training and staffing requirements is gathered and is shared through the regular Operational and Steering Group meetings as part of the governance arrangements for the contract. This will continue as part of the procurement process and the new contract.
- 7.3 As part of community engagement, service users will form part of the procurement process from September 2022 onwards and this will be coordinated by the Steering Group.

8 EQUALITY IMPACT ASSESSMENT

- 8.1 An Equality Impact Assessment will form part of the joint procurement exercise and West Berkshire Local Authority will carry this out on behalf of the partnership. There is no planned change to the service provided to people and

no evidence or reason to believe that any groups may be affected any differently than others.

- 8.2 The BCES service is inclusive and serves all residents within Reading. The aim of the service is to ensure that all residents and service users receive the equipment service they need to enable them to live independently and longer in their own homes.

9. LEGAL IMPLICATIONS

- 9.1 The Council would enter into this agreement with West Berkshire Council under Section 101 of the Local Government Act 1972 which enables a local authority to enter arrangements for the discharge of its functions jointly with, or by, one or more other local authority. This is a joint agreement exclusively between multiple authorities which implements both cooperation in achieving common objectives and is governed solely by considerations relating to the public interest. As such, this contract is exempt from the need to be procured under Public Contract Regulations 2015. The arrangement is part of the Section 75 (of the National Health Service Act 2006).
- 9.2 The BCES joint procurement will comply with the Public Contract Procurement Regulations and the Council’s Contract Procedure Rules by advertising this opportunity in the open market within the allocated timescales which will be carried out by West Berkshire as lead authority for the joint procurement.
- 9.3 The Section 75 Partnership Agreement was created in response to the Transforming Community Equipment Services Programme (Department of Health 2009) and no changes are required to the Section 75 for this procurement. It enables the partner organisations to deliver the joint vision for the provision of equipment. This Agreement provides a robust framework under which the partners pool budgets for the provision of an integrated community equipment service in Berkshire to the benefit of residents living in Berkshire, and defines the legal, practical and strategic context for pooling budgets. The Partnership Councils and the Berkshire BOB ICS delegate responsibility to the lead Council for the pooled budget. The partnership Councils and the Berkshire BOB ICS delegate responsibility to the lead Council for the commissioning of an integrated community equipment service.

10. FINANCIAL IMPLICATIONS

- 10.1 The spend during the life of the current contract is outlined in the table below. This demonstrates the net spend budget increase year on year which is likely to continue going forward. As part of the contract there is a 6% management fee for all partners which for 2022/23 is £10,756.

Reading	£	£	£	£	£	£	£
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24 estimate
Net spend	£0.465m	£0.471m	£0.618m	£0.807m	£0.809m	£0.822m	£0.846m
Average net cost per service user	214.72	225.23	266.14	324.20	251.90		

No of service users served	2165	2092	2323	2488	3211		
No of equipment items delivered	7100	8807	7988	10767	12865		

10.2 Projected spend on a new contract is outlined below allowing a 3% increase year on year. Years 1-5 (core contract term) totals £4.494m and to Year 7 for the lifetime of the contract (including the extension) is £6.486m.

Year 1	Year 2	Year 3	Year 4	Year 5	Year6	Year 7
2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	20230/31
£0.846m	£0.872m	£0.898m	£0.925m	£0.953m	£0.981m	£1.011m
				£4.494m		£6.486m

10.3 The current budget for Reading is £0.822m for 2022/23 and given the steady increase in demand for the service and more complex needs of service users the equipment solutions are likely to rise going forward. In addition with an estimated inflation rate of 3% on equipment costs the budget will need to increase as reflected in the above table.

10.4 Equipment costs have risen significantly in the last 18 months on average by over 3%, with some items considerably more and there has also been an increase in the complexity of needs of service users. There was an 11% increase (across the partnership) in the number of items of equipment ordered through 2021/22 compared to the previous year.

10.5 The increase in costs was largely due to various economic factors including the impact of Brexit, Covid, shipping and container costs; driver costs; port issues, costs of materials and availability e.g. steel which has driven up the cost of the equipment and impacted on the supply chain. NRS has kept the partnership fully informed on the issues and increases throughout. This is likely to continue in the foreseeable future.

10.6 The service operates an effective recycling credit model. This means that equipment no longer needed by those it was prescribed for is recycled and used again for other people. Items recycled in this way receive financial credits back to the local authority as part of the contract.

10.7 There is a base budget available within the Adult Social Care Directorate to fund Reading's share of the partnership. A budget will be needed to meet the inflationary pressures of the contract which will be built into Medium Term Financial Planning. Any impact over the agreed MTFs will need to be managed by DACHS DMT

11. BACKGROUND PAPERS

[BCES Annual report 2021/2022 \(Appendix 1\)](#)

Data sourced from:

https://reading.berkshireobservatory.co.uk/population/#/view-report/1ce1223976f94778a2a7e1d5cfa35345/____iaFirstFeature

https://reading.berkshireobservatory.co.uk/health-and-social-care/#/view-report/e997f0f5faf34fb9bf3544072b6c6fac/____iaFirstFeature

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READING BOROUGH COUNCIL

REPORT BY EXECUTIVE DIRECTOR OF RESOURCES

TO:	POLICY COMMITTEE		
DATE:	21 SEPTEMBER 2022		
TITLE:	RISK MANAGEMENT POLICY AND PROCEDURE		
LEAD COUNCILLOR:	COUNCILLOR LIZ TERRY	PORTFOLIO:	CORPORATE SERVICES AND RESOURCES
SERVICE:	CORPORATE HEALTH & SAFETY & RISK MANAGEMENT	WARDS:	N/A
LEAD OFFICER:	ROBIN PRINGLE	TEL:	07730 804 547
JOB TITLE:	CORPORATE HEALTH, SAFETY AND RISK MANAGEMENT LEAD	E-MAIL:	<u>robin.pringle@reading.gov.uk</u>

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report presents the updated Risk Management Policy and Procedure document to the Committee. The document has been updated to reflect best practice and to incorporate a formal Risk Management Procedure including clear instructions on how to utilise the SharePoint site to record and update risks.
- 1.2 The aim of the Policy is to identify, analyse and appropriately manage potential threats and opportunities posed by risk.
- 1.3 Appendix 1 - Risk Management Policy and Procedure

2. RECOMMENDED ACTION

- 2.1 To review and agree the updated Risk Management Policy and Procedure attached at Appendix 1.

3. POLICY CONTEXT

- 3.1 The Risk Management Policy was last reviewed in December 2020.
- 3.2 The Risk Management Policy and Procedure document has been updated to bring it in line with best practice and to incorporate a formal Risk Management Procedure including clear instructions on how to utilise SharePoint to record and update risks.

4. THE PROPOSAL

4.1 RBC will be operating a more comprehensive risk management system, which will provide more robust governance and hence increased reassurance to the Council and its insurers.

This will be achieved by:

- Clarifying Policy commitments and roles and responsibilities,
- Defining a clear operating procedure,
- Increasing the frequency of Risk Register reviews and reporting, and working closely with our insurers and risk consultants to embed the new system

4.2 The updated Policy and Procedure set out in Appendix 1 now incorporates:

- A one-page Policy Statement
- Key definitions to improve understanding of terms and processes
- The Council's risk management process including factors to consider
- Details of the reporting framework
- The need to identify the risk appetite per risk and to plan in risk management proactively rather than reactively. This is a change in process that will involve regular horizon scanning.
- Expanded details of the monitoring process
- Updated roles and responsibilities for elected members, staff, and those with specific duties.
- Enhanced commitment to the Policy and Procedure Review.

4.3 The updated Policy has:

- Removed the operational risk, resilience, financial management, insurance, audit, and assurance statements as these specified control measures which should be incorporated within Risk Registers rather than the Policy.
- Removed reference to the online course, as the module is no longer purchased.

4.4 The Policy has been reviewed by the Corporate Management Team, the Council's Chief Internal Auditor, Risk Management Partners and the Council's casualty Insurers.

4.5 The Directors, Deputy and Assistant Directors received Risk Management training in June 2022, where this draft Policy and Procedure was presented and explained.

4.6 The revised Risk Management Policy and Procedure was endorsed by the Audit & Governance Committee on the 19th July 2022 for onward submission to Policy Committee.

4.7 The Corporate and Directorate Management Teams have subsequently been asked to review their existing risks, determine if they are still relevant and fit for purpose and determine whether there are new risks that need incorporating into their respective Risk Registers.

4.8 The SharePoint site, which holds the Strategic, Directorate and Project Risk Registers will be updated to reflect the requirements of the updated policy & procedure.

4.9 Risk management training is being sourced for elected members.

5. CONTRIBUTION TO STRATEGIC AIMS

5.1 Regular review of the Policy, and Strategic Risk Register, is an integral part of effective risk management arrangements and corporate governance. Identifying risk appetite enables the Council to clarify the extent of risk mitigation required in order to achieve its strategic aims. Each risk is linked to a Corporate Plan theme.

6. ENVIRONMENTAL AND CLIMATE IMPLICATIONS

6.1 There are no specific environmental and climate implications arising from the decision.

7. COMMUNITY ENGAGEMENT AND INFORMATION

7.1 The consultation duty is not applicable to the Risk Management policy & procedure.

7.2 Internal consultation has taken place with the Corporate Management Team, and the Council's insurer and consultants and their feedback is reflected in the revised policy & procedure at appendix one.

8. EQUALITY IMPACT ASSESSMENT

8.1 An Equality Impact Assessment (EIA) is not relevant to this report.

9. LEGAL IMPLICATIONS

9.1 There are no specific legal implications arising from the recommendations in this report

10. FINANCIAL IMPLICATIONS

10.1 There are no specific financial implications arising from the recommendations in this report, but effective mitigation of risks helps safeguard the Council's financial position.

11. BACKGROUND PAPERS

11.1 Risk Management Policy, 2020

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RISK MANAGEMENT POLICY & PROCEDURE

Our aim is to identify, analyse
and appropriately manage potential threats
and opportunities posed by risk

Version (Final Draft)
xxxx 2022
Review Date: xxx 2023



Reading
Borough Council
Working better with you

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Risk Management Policy

The Council has a Corporate Plan 'Investing in Reading's Future 2022-2025'.

Strong risk management arrangements are essential to managing the risks associated with achieving our ambitions and delivering our Corporate Plan objectives. To achieve this, management of risk is integral to our culture.

We recognise that we live in an uncertain world and that risk is present in everything we do to improve outcomes and deliver services. We also appreciate that our communities and partners encounter a wide range of significant risks during their activities. These include cyber-attacks, adverse weather conditions and the impacts of national and international events.

Managing risk is the responsibility of everyone; it is at the heart of the Council's culture and values and is reflected in the behaviours of staff and elected members.

This Policy Statement is supported by our risk management approach, providing systematic, effective, robust, consistent and proportionate management of risk.

The benefits gained through utilising risk management arrangements are considerable, as they allow:

- improved strategic, operational, and financial management,
- continuity of knowledge,
- data based management decisions,
- improved statutory compliance and
- clear and transparent leadership.

Thereby improving the resilience and quality of the services we deliver and protecting the people of Reading.

Introduction and Objectives

This document sets out how Reading Borough Council ('the Council') will effectively identify and manage potential threats and opportunities to achieving our Corporate Plan and associated activities. Our vision is 'to help Reading realises its potential and to ensure that everyone who lives and works here can share in the benefits of its successes'. We can achieve better outcomes for the Council through a realistic assessment of the challenges faced, informed decision making and targeted risk mitigation and treatment.

Risk Management affects all parts of the Council's business and the strategic and operational decisions made at all levels across the Council.

This document along with the Risk Management SharePoint and Corporate Governance Framework, supports the effective and proportionate management of risk.

It should also be read in conjunction with supporting documentation including:

- The Corporate [Health and Safety Policy | Reading](#) for managing health and safety at the Council in accordance with Health and Safety at Work Act 1974.
- The [Resilience Policy | Reading](#) and responsibilities to ensure we are able to respond effectively and deliver critical services in the event of an emergency, whilst ensuring compliance with the Civil Contingencies Act 2004.

The Policy and Procedure aim to provide staff, elected members and partners with guidance to help ensure there is an effective, robust, consistent, and communicated way of managing risk across the whole Council.

This will be achieved by:

- Regularly reviewing the scope of risk management across the Council and its key partners.
- Ensuring a consistent framework is in place for determining, analysing, and managing risk to ensure all reasonable steps are taken to mitigate risk ensure the level of risk accepted is balanced against the expected reward.
- Ensuring risk management remains integral to the Council's culture, values, and behaviours, and is mandatory.
- Raising awareness and reinforcing the importance of the Council's risk management arrangements and the benefits to staff, elected members and stakeholders, and providing guidance and comprehensive training and sharing good practice. This will also develop awareness and a common understanding of the Council's expectations.
- Establishing clear responsibilities, accountabilities and reporting lines.
- Incorporating risk management into business planning, procurement, project management, budget monitoring, decision making and operational processes.
- Ensuring that high quality, non-biased information is used when making decisions. This will minimise failure and determine the level of acceptance of the potential positive and negative impacts of each major decision taken.
- Undertaking regular monitoring and reporting of risk to identify the threats and opportunities facing the Council, as well as anticipating and responding to changing social and legislative requirements, minimising the impact and likelihood of risks occurring and to reduce the cost of risk.
- Providing key performance risk management information for management.
- Endorsement of this document from Members and the Corporate Management Team who are accountable for effective risk management within Reading Borough Council.

Definitions: Risk and Risk Management

'Risk' can be defined as 'The effect of uncertainty on objectives'

Risks are threats, incidents, or adverse events that, should they arise, would prevent, or disrupt the achievement of ambitions. In simple terms, risks are the tangible threats that we need to be concerned with.

It is important to be aware of what does not constitute a risk in order to avoid misunderstandings. Issues (problems that are happening right now or have already occurred); statements; certainties; sources; consequences and observations are not, in themselves, risks.

Risks can be classed as internal or external facing.

Internal risks are those faced by the Council from within the organisation, that arise from routine day to day activities such as managing staff, safeguarding, health and safety, financial challenges or operating IT systems etc.

External risks are those that arise from outside the Council but may still have an adverse impact on its activities, for example, a major cyber-attack or extreme weather conditions. External risks are harder to manage as we have less control over whether they occur.

Risks change with time, as the environment changes and as we treat and manage the risk.

Opportunity risks are those associated with decisions that aim to benefit Reading, for example from an investment. These are taken to support the targets of the Corporate Plan and are an important part of risk management, provided the risks are well thought out and properly managed.

The Council's risk culture balances an acceptance that risks need to be taken to achieve our plans. The Council is fully committed to developing a culture where risk is appropriately, effectively, and proportionately managed. This culture flows throughout the whole organisation from employees to elected members who understand and comply with the Council's Risk Management Policy and processes and are aware of their own roles and responsibilities.

The "**Risk Management Process**" is a series of co-ordinated activities, through which risks are regularly identified, evaluated, treated, reported, and monitored.

The risk management process helps us to:

- Understand the nature of the risks faced and 'what could go wrong'
- Be aware of the extent of these risks
- Identify the level of risk that the Council is willing to accept
- Recognise the Council's ability to manage and treat each risk, so appropriate decisions and action can be taken
- Take action, where possible, to avoid something going wrong and to minimise the impact

The purpose of risk management is not to eliminate all risks, but to develop a better understanding of the nature, scale and potential effects posed by the Council's risk exposure so that it can take effective action to reduce or mitigate downside threats and maximise upside opportunities.

A glossary of terms can be found in Appendix 1.

Risk Management Process



Figure 1: Risk Management Process

Step 1- Establish objectives

The starting point for the management of risks and opportunities should be the Corporate Plan, Directorate and Service Plans and the objectives and strategies that underpin them.

Step 2 - Identify the risks

The purpose is to generate a comprehensive, up to date, easy to understand list of risks that are relevant to Council, Directorate and Service Plan delivery, as well as associated projects.

To identify risks managers should:

- Undertake a risk assessment exercise as a Corporate Management Team / Directorate Management Team /Service or project management team.
- Horizon scan: Research and consider the risks or adverse incidents that have affected others. This can also involve keeping up to date with new local, national, and international policies, legislation, and events.
- Measuring current performance and identifying weaknesses.
- Reviewing reports about Council services including those issued by internal and external auditors, agencies, and inspection results.
- Consider the risk categories listed below. (Note: this is not a finite list.)

Risk Category Examples		
Business Continuity	Community	Service Delivery
Economic	Environmental	Finance
Health and Safety	Information Management	Legal / Regulatory
Partnerships	Projects and Programmes	Reputational
Security	Staffing	Technology / IT
Climate Change	Safeguarding	Political
Social	Visions and Values	Physical Assets
Contractual	Operational	Transformation / Change

Describing a risk:

Risks need to be described in clear terms that can easily be understood and must specify what the tangible threat is. The description should help determine how the risk will be managed and treated.

Risk descriptors are often prefaced with:

'Lack of...' 'Loss of...' 'Failure to...' 'Inability to...' 'Reduction of...' 'Disruption to' 'Inappropriate...'

Risks should generally be described in a couple of sentences, explaining the **risk**, **cause**, and **effect**.

Example:

Failure to deliver a major change project on time and in budget due to lack of project management and appropriate resources and conflicting priorities which will result in detrimental impact to deliver the next stage of the program and will increase temporary staffing costs.

Step 3 - Analyse and evaluate the risk

Once identified, risks need to be analysed, evaluated, and prioritised for treatment.

Risks are rated through a combined assessment of:

- Impact: The potential impact / consequences (both before or after mitigation)
- Likelihood: How likely the risk is to occur

A 5 by 5 scoring matrix set out in Figure 2 below, is used to carry out the assessment of 'impact' and 'likelihood' to ensure that the risks are rated in a consistent way.

This allows risks to be plotted on the risk chart, which is the visual tool used to illustrate and compare risks.

The greater the risk, the more effort will be required to manage it, where it is within our control, and it would be best use of resources.

During this process the risk rating will need to be determined for the risk appetite, inherent risk, residual risk, and target risk value.

Figure 2: Risk Matrix:

Likelihood	Almost Certain	5	10	15	20	25
	Highly Likely	4	8	12	16	20
	Possible	3	6	9	12	15
	Unlikely	2	4	6	8	10
	Remote	1	2	3	4	5
		Negligible	Slight	Moderate	Critical	Catastrophic
Impact						

The Council has predetermined ‘likelihood’ and ‘impact’ criteria to ensure consistency as set out below.

Figure 3: Likelihood and Impact Criteria

Likelihood

Score	Description	Example Detail	
5	Almost certain	Almost certain occurrence / The event is expected to occur in most circumstances / There is a history of very frequent occurrence at the council or similar organisations.	Measured over a one-year period or life of the project
4	Highly likely	There is a strong possibility that the event will occur / There is a history of frequent occurrence at the council or similar organisations	
3	Possible	The event might occur / There is a history of occurrence at the council or similar organisations	
2	Unlikely	Not expected/ but there's a moderate possibility it may occur.	
1	Remote	Highly unlikely, but it may occur in exceptional circumstances. It could happen, but is very unlikely.	

Impact

5	Catastrophic
H&S	Death or life threatening
Service Delivery	Loss of service for more than 5 days / Impacts on vulnerable groups /Affects the whole Council
Reputation	Negative sustained <u>national</u> publicity, resignation or removal of CE, Director, or elected member.
Environmental	Major damage, long term contamination to local area
Legal	Legal action almost certain and difficult to defend, Catastrophic breach of duty resulting in imprisonment
Financial	Financial impact not manageable within existing funds & requiring Member approval for virement or additional funds i.e., in excess of £1,000,000 or >15% of monthly budget

4	Critical
H&S	Extensive, permanent/long term injury or long-term sick
Service Delivery	Loss of service 3 to 5 days / Possible impact to small numbers of vulnerable people/ definite impacts on property or non-vulnerable groups /Affects most Directorates
Reputation	Negative <u>national</u> publicity
Environmental	Serious damage, medium term contamination to local area
Legal	Legal action expected / Significant breach of duty resulting in fines/disciplinary action
Financial	Financial impact manageable within existing Directorate budget but requiring Director and Head of Finance approval for virement or additional funds i.e., between £500,000 and £1,000,000 Or >10% of monthly budget

3	Moderate
H&S	Injury, lost time, short term sick absence
Service Delivery	Loss of service 2 to 3 days / Impacts to non-vulnerable groups / Affects a single Directorate
Reputation	Negative sustained <u>local</u> publicity, High proportion of negative customer complaints
Environmental	Moderate impact, to short term contamination to local area
Legal	Legal action possible / Moderate breach of duty resulting in disciplinary action
Financial	Financial impact manageable within existing Directorate budget but requiring Director and Head of Finance approval for virement or additional funds i.e., between £250,000 and £500,000 Or >5% of monthly budget

2	Slight
H&S	Injury - no lost time
Service Delivery	Loss of Service 1 to 2 days / Impacts to non-vulnerable groups / Affects 1 or a few services of the Council
Reputation	Negative <u>local</u> publicity
Environmental	Minor impact, short term contamination
Legal	Legal action unlikely / Minor breach of duty resulting in disciplinary action
Financial	Financial impact manageable within existing service budget but requiring service manager approval for virement or additional funds i.e., between £50,000 and £250,000 Or >2% of monthly budget

1	Negligible
H&S	Incident - no lost time
Service Delivery	Brief disruption, less than 1 day / Impacts to non-vulnerable groups /Affects a project
Reputation	Minor adverse local publicity
Environmental	Local incident would be dealt with immediately with minimal impact
Legal	Legal action unlikely / Localised service level deviation from duties

Financial	Possible financial impact manageable within service budget i.e., less than £50,000 Or > 1% of monthly budget
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Step 4 - Manage (mitigate /treat) risks

Once the risk has been identified and its priority determined, the options for managing (mitigating) the risk to either stop it for arising or to minimise the impact should occur. This involves:

- Identifying the existing controls in place
- Identifying what further controls are required. This will either involve improving existing controls or developing and implementing new ones
- Accepting that it is not possible to eliminate all risk and there are not reasonable mitigations available

Mitigating actions should either, minimise the likelihood of the risk event occurring, reduce the frequency or limit the severity of the event should it occur.

Progress in implementing the identified mitigations will be monitored and reported on a quarterly basis.

The residual risk values need to be determined, and recorded, with the controls identified in place.

If the residual risk value (after mitigation) remains too high i.e., exceeding the risk appetite, further controls need to be identified to ensure that the risk is below the risk appetite. If this is not possible, a formal decision will need to occur about the risk and whether the activity can occur.

Responsibility and accountability for managing each risk needs to be assigned:

Risk owner: The person who is responsible and accountable for the risk.

This should be the persons with the knowledge of the risk area and sufficient seniority to enable them to allocate resources to manage the risk and to ensure that actions required to treat it are completed. This is normally an Executive Director, Deputy or Assistant Director.

Delegated control owner: The risk owner may allocate someone else, of appropriate seniority and who is perhaps closer to the service/event/project to which the risk relates, to oversee the risk on their behalf. The delegated control owner reports progress in managing the risk to the 'Risk Owner'.

Step 5 - Record and report

Risks need to be recorded and reported: This occurs through the Strategic and Directorate Risk Registers, based on SharePoint.

The risk registers are working documents that record the key details of the risks, such as title/description, risk owner, risk rating, the main controls in place to manage the risk, a summary of the actions and their progress, and comments providing further information and updates on the management of the risk.

Risk reporting should:

- Provide relevant, concise but sufficient risk information in a timely manner that facilitates decision making and action
- Ensure that the views of the leadership/management team/ Committee receiving the risk

report are passed to the relevant risk owners

- Focus on the most significant risks, ensuring adequate responses are put in place

Step 6: Monitor and update

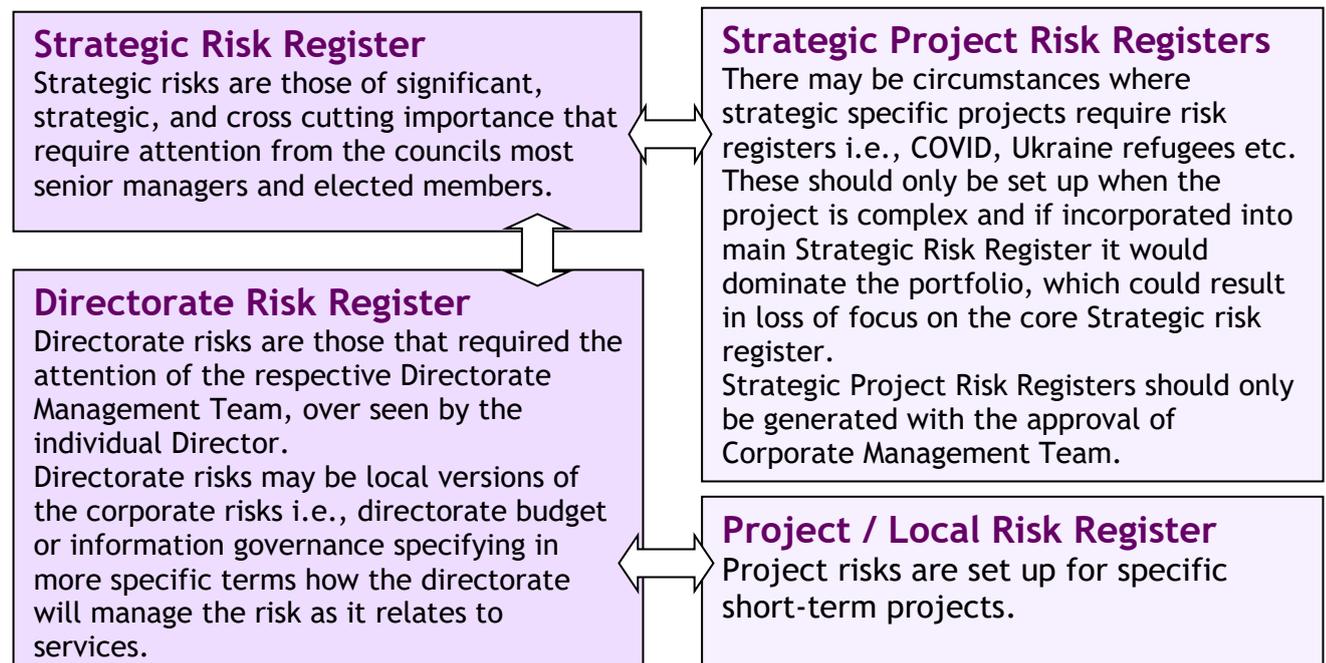
Few risks and risk registers remain static, they evolve over time: Risk characteristics, priorities and responsibilities change, and actions get completed. Therefore, risk monitoring is required. It includes:

- Monitoring the changes in the risk characteristics and values
- Monitoring the effectiveness of our response to the risk by considering the adequacy of controls and how the risk actions are progressing and changing. Controls dependent upon a people may fail and should be avoided or increased monitoring should occur.
- Monitoring the risk profile; reviewing the risks facing the Council via the reporting of risk registers to relevant Boards, Committees, and leadership teams

Any changes identified during the monitoring meetings should be reflected

Risk Registers

There are four types of risk registers operated within Reading Borough Council



Details on how to input data onto the Risk Registers can be found at Appendix 2.

against the relevant risk and risk register.

Risk Escalation

Identifying when a risk should be escalated is an important part of the monitoring process. There may be instances where further action to mitigate a risk cannot be taken by the current owner meaning it needs to be escalated e.g., from the Directorate to the Strategic Risk Register or from the Project/Programme to Directorate Risk Register.

In these circumstances a report will be presented to either the Corporate Management Team, or Directorate Management Team by the Risk Owner for discussion. Where a Directorate risk increases in significance to the extent it may have a corporate impact, the risk may be escalated to the Strategic Risk Register.

Reporting Framework

The reporting hierarchy for risk and the associated review bodies are included in the table below:

Risk Reporting	Review Body
<p>Annual assurance report on corporate risk management arrangements</p> <ul style="list-style-type: none"> • Presents assurances to the Committee on the effectiveness of the Council’s corporate risk management arrangements 	<p>Audit & Governance Committee</p>
<p>Quarterly Strategic Risk Management Report</p> <ul style="list-style-type: none"> • Updates Audit & Governance Committee on the Council’s most significant corporate risks and provides assurance on how they are being managed 	<p>Audit & Governance Committee Corporate Management Team</p>
<p>Strategic Risk Report</p> <ul style="list-style-type: none"> • Strategic cross cutting risks that could have a significant impact on the Councils’ operations 	<p>Corporate Management Team</p>
<p>Directorate Risk Report</p> <ul style="list-style-type: none"> • Risks that impact on the objectives of the directorate and its services. ‘RAG’ ratings for programmes & major projects also reported 	<p>Directorate Management Teams</p>
<p>Service, operational and programme / project risks</p> <ul style="list-style-type: none"> • Risks directly impacting on the service, operation, or programme / project delivery • Programmes & Projects: Each has its own risk register. Summary ‘RAG’ rating and supporting comments escalated to directorate management teams for review 	<p>Service/Operational Management Teams Programme & Project Boards</p>

Risk Management Policy Review

It is important that the Risk Management Policy and Framework remain up to date, fit for purpose, are embedded across the Council and that they work as intended.

The following actions help achieve this:

- Keeping up to date with risk management best practice and guidance
- Regular risk management reporting, including feedback from stakeholders
- Obtaining feedback from risk management training sessions and workshops
- Periodic reviews of the controls and governance arrangements behind the most significant corporate risks
- Periodic comparison against arrangements of UK Core Cities and LA's and national standards
- Ensuring consideration of Equality, Diversity and Cohesion matters.

Risk Governance Assurance

Risk Management is a key part of the Council's governance arrangements, and the Risk Management Policy supports the authority's compliance with its statutory requirements. Local authorities are required to conduct a review of the effectiveness of their systems of internal control, which include the arrangements for the management of risk, at least once a year.

Through the Annual Governance Statement, the Council is required to

comment on the effectiveness of its arrangements in this regard. The Statement must also identify any significant governance issues that may have resulted from failures in governance and risk management.

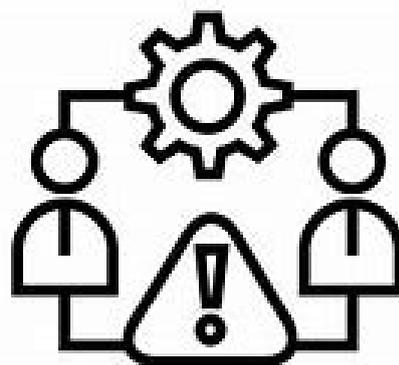
Risk Management Training

It is important that elected members, and staff develop their knowledge and understanding of risk management.

Organisational Development & Learning will annually set out a risk management training programme which will include a variety of training modules that must be completed: Employee training will be subject to their role and responsibilities for Risk Management issues.

The training programme will contain a mixture of both formal and informal training sessions and will remain adaptable to the changing risks within the organisation.

Managers will be responsible for ensuring employees within their Service /Team receive adequate Risk Management training and that records of training are retained.



Roles and Responsibilities

This section details our responsibilities for risk management.

Elected Members

The Leader of the Council will

- Ensure the work of Policy Committee and Full Council is conducted in accordance with Council policy and procedures for management of risk and with due regard for any statutory provisions set out in legislation

Policy Committee will

- Approve and review the Council's Risk Management Policy
- Require officers to develop and implement an effective framework for risk management
- Understand the risks facing the Council and the Borough of Reading

Members will

- Ensure that they understand the Council's risk management arrangements and the strategic risks facing the Council
- Take reasonable steps to properly consider all the risks implications during the decision making and policy approval taken by them
- Understand the risks facing the Council and the Borough
- Take an active and supporting role to Council Officers and communities of Reading in times of emergency
- Ensure that all the decisions they make are in line with Council policy and procedures for health and safety and any statutory provisions set out in legislation

Risk Management Champion (Chair of Audit and Governance Committee) / Lead Member will

- Raise the portfolio of risk management, promoting the benefits to Members and staff, ensuring that everyone is aware of their responsibilities and accountabilities
- Ensure that the risk management process is applied to all key and major decisions made by elected members through the use of quality risk assessments with all reports requiring decisions
- They will promote risk management and related training to elected members

Audit & Governance Committee will

- Agree and endorse the Corporate Risk Management Policy
- Review and scrutinise the implementation and effectiveness of the Corporate Risk Management Policy
- Monitor the Council's Strategic Risk Register
- When appropriate, undertake 'deep dives' into high level risks
- Receive an annual review of the Council's approach to Corporate Governance, including risk management

Council Staff

Chief Executive

The Chief Executive takes overall responsibility for the Council's risk management performance and in particular will ensure that:

- The Council has effective and efficient risk management arrangements in place
- All decision-making is in line with Council policy and procedures for management of risk and any statutory provisions set out in legislation
- Adequate resources are made available for the management of risk
- Management of risk performance is continually reviewed
- The risks facing the Council and the Borough are understood

Corporate Management Team will:

- Promote and oversee the implementation of the Corporate Risk Management Policy and Procedures
- Take a lead in identifying and analysing significant corporate and crosscutting risks and opportunities facing the authority in the achievement of its key objectives; determine RBC's approach to each risk and set priorities for action to ensuring they are effectively managed, and reviewed and updated on a quarterly basis
- Identify, develop, manage, and update the Strategic Risk Register on a quarterly basis
- Ensure that "decision book" reports and 'delegated decision reports' incorporate a section on risk management information
- Understand the risks facing the Council and the Borough of Reading
- Review and challenge the Directorate Risk Registers as appropriate
- Support and promote a risk management Culture throughout the Council

Executive Directors will:

- Develop a Directorate Risk Register and review and update it on a quarterly basis
- Monitor the Directorate Risk Register and ensure that mitigating actions are allocated to nominated staff and completed
- Ensure that the risk management process is an explicit part of all major

projects, partnerships and change management initiatives within their Directorates

- Ensure that Risk Management roles and responsibilities and performance management targets are included within appropriate job descriptions
- Understand the risks facing their Directorate, the Council, and the Borough
- Be accountable for escalating/deescalating risks between the different Risk Registers

Deputy/Assistant Directors / Managers will:

- Take primary responsibility for identifying and managing significant strategic and operational directorate risks arising from their service activities. These will be recorded, monitored, and reviewed via the Directorate Risk Register on a quarterly basis
- Ensure that identified mitigating actions are nominated to specific personnel and are completed
- Ensure that reports for decision include comprehensive risk management information to allow effective decisions to be made
- Promote Risk Management and ensure that the Risk Management Policy is implemented effectively across their Service and that they and their staff undertake training as required
- Ensure that their teams carry out risk assessments where appropriate as a routine part of service planning and management activities
- Ensure that all employees are aware of the risk assessments appropriate to their activity
- Produce Service Risk Registers if required.
- Provide support and resources in order to effectively respond to an emergency situation or business disruption

Managers will:

- Support Senior Management in the identification of risks and the completion of actions to mitigate the risk

Project Managers:

- Are responsible for ensuring that adequate risk management arrangements are in place throughout the project lifecycle
- Will report the risk status of the project for inclusion in the relevant Strategic / Directorate risk register.

All Staff will:

- Comply with the Risk Management Policy for their operational activities and processes
- Comply with mitigating actions identified to reduce risk
- Report potential hazards and risks they cannot manage to line managers
- Support continuous service delivery and any emergency response
- Work in a safe manner not putting themselves, others, or the organisation at risk

Internal Audit will:

- Provide assurance on the implementation of the Risk Management Policy
- Ensure that internal audits coverage is risk based, considering the risks identified within the Strategic and Directorate Risk Registers
- Provide assurance on the robustness of the Council's management of risks
- Provide assurance on Resilience

The Health, Safety and Risk Management Lead will:

- Develop, promote, support, and oversee the implementation of the Risk Management Policy and systems
- Monitor and review the effectiveness of Risk Management Policy, framework, procedure, and Registers

- Support identify and communicate risk management issues to services, project managers, contractors, and partner organisations.
- Assist services in their risk management activity through training and/or direct support
- To ensure compliance with all risk-based legislation through monitoring systems including Health & Safety, Risk Management, and the Civil Contingencies Act 2004
- Support the preparation of risk registers for services, projects, and partnerships

Other Partners

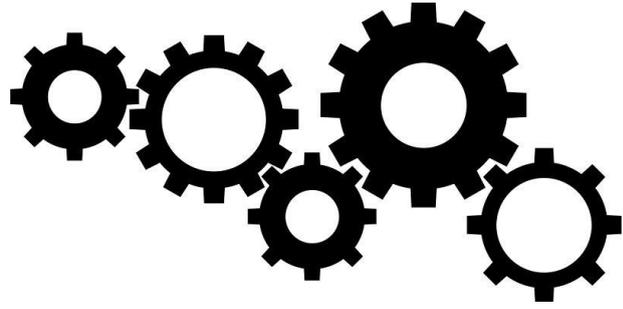
Schools

- All maintained schools should be aware of the risk management systems in place at the Council including the Corporate Health and Safety Policy and have a local school policy in place
- Schools should be aware of the risk in the Schools Emergency Response Plan (Rainbow Plan) and have local arrangements in place

Partners and Contractors

The Council expects third parties upon which it relies (including contractors, partners, associates, and commissioned independents) to:

- Comply with the Risk Management and H&S Policies and procedures and demonstrate exemplary standards
- Work safely, comply with all relevant legislation, and best practice and have in place appropriate sources of expert advice. Provide and evidence all Business Continuity procedures that relate to services provided and additional support that has been agreed
- Establish training requirements with regard to strategy implementation



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Specific Duties

Risk Management is an integral part of the Corporate Governance Framework. The following service leads/teams bring together the disciplines of Risk Management.

The Insurance Manager will

- Provide advice on operational risk, risk retention and transfer, by placing transferred risk with a reputable insurer.
- Provision of operational risk management advice and guidance
- Working with the Council's insurers, provide claims management and investigation services for claims made by and against the Council under its insurance policies
- Provide advice and guidance with regard to insurance requirements, indemnities, and legal liabilities
- Manage the day to day use of the internal Insurance Fund for payment of self-insured losses
- Provide provision of a buy back insurance service for schools

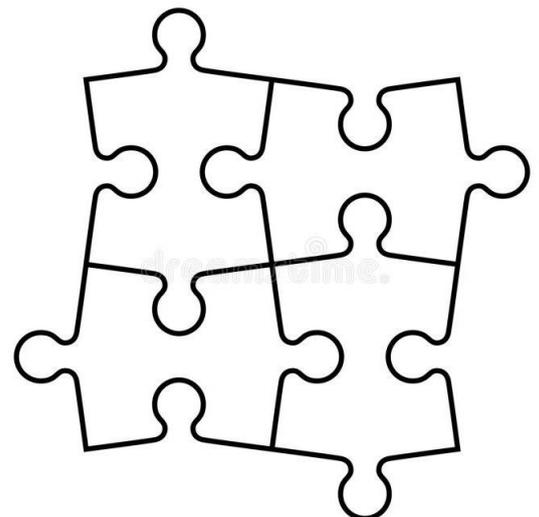
The Health, Safety and Risk Management Lead and Health & Safety Advisers will

- Act as the Council's competent persons as required by the Management of Health and Safety at Work regulations.
- Provide expert health and safety advice and support to all levels within the organisation
- Develop and maintain the Council's Health and Safety Policy and Procedures
- Support the Health and Safety training programme
- Carry out Health and Safety audits and inspections of Council establishment
- Evaluate accident/incident near miss reports and carry out accident investigations of serious accidents

Resilience

The Emergency Planning Team will aim to ensure that Reading Borough Council is prepared and able to respond to an emergency situation or business disruption, in compliance with the Civil Contingencies Act 2004 through:

- Liaison with enforcing authorities
- Provision of expert advice, assistance and support to Members, Officers and Service Areas in the event of an emergency and/or business disruption
- Provision of advice and assistance in establishing the Council's Critical Services and functions
- Provision of expert advice and support on preparedness and response to all Council services and teams
- The production and validation of plans and procedures, including training and awareness
- 24hr/365 day integrated Local Authority on-call service
- Facilitation of Resilience implementation, awareness, training and exercising
- Regular monitoring, review and refresh of Resilience Plans, procedures, and reports



Appendix 1: Glossary

Accept	A risk response that means RBC takes the chance that the risk will occur, usually after all viable options to treat the risk have been exhausted.
Consequence	The impact and implications for the organisation should the risk materialise.
Delegated Control Owner	The person chosen by the risk owner to oversee the implementations of controls on their behalf. The delegated risk owner reports progress in managing the risk to the owner.
Inherent Risk	The level of risk before any actions have been taken to change the probability or impact.
Issue	An event that has already occurred i.e., not a risk.
Key risk indicator (KRI)	An early warning indicator that can be used to monitor a change in the likelihood or impact of a risk. Indicates that the risk event is about to materialise.
Likelihood	How likely the risk is to occur = the probability of the risk actually materialising.
Mitigate	The application of controls and actions to a risk to reduce its probability and/or impact down to acceptable levels. The industry uses the word 'treat' to describe managing risks
Opportunity Risk	Opportunity risks are those which are taken deliberately in line with RBC's risk appetite in order to gain a positive return.
Probability	See likelihood (above)
Residual risk	The remaining level of risk after mitigation and control measures have been taken.
Risk	The effect of uncertainty on objectives.
Risk Action	Additional/further work required to mitigate the risk
Risk Analysis	Systematic use of available information to determine how often specific events may occur and the magnitude of the impact
Risk Appetite	Amount and type of risk that RBC is prepared to accept or tolerate.
Risk Assessment	The process by which the significance of a risk is determined.
Risk Category	The general areas, categories or types of risk that may face the Council.
Risk Culture	Risk culture is 'the ways we do risk management within RBC'. The values, behaviours, and attitudes towards risk management.
Risk Matrix	The table used for scoring the probability and impact of a risk to determine its overall rating.
Risk Management	The term used to describe the process and activities operated to manage risk within RBC.
Risk Chart	The pictorial model that displays the relationship between the likelihood and impact of specific risks.
Risk Owner	The person responsible and accountable for the risk. They have the knowledge and seniority to allocate resources to manage the risk and ensure actions are completed.
Risk Management Policy	The document that sets out the principals of action regarding Risk Management and how it will be achieved.
Risk Management Process	A series of regular steps, carried out in sequence, by which risks are identified, evaluated, responded to, reported, and monitored.
Risk Rating	The result of the probability and impact calculation for a risk.
Risk Register	The working document that records the risks identified and their key details such as title/description, risk owner, risk rating and the main controls in place to manage the risk. This is located on SharePoint.
Source	The things that could give rise to the risk / cause it to occur
Stakeholder	Any individual, group or organisation that can affect, be affected by, to perceive itself to be affected by a risk.
Standing Risks	Risks that will always face the Council, no matter how well they are managed.
Strategy	The processes and systems designed to achieve the long-term overall aim.
Target Rating	The rating based on the lowest probability and impact scores deemed viable to manage the risk to an acceptable level given the number of resources available.
Treat	The industry uses the work 'treat' to describe managing risks. See 'Mitigate' above.

Appendix 2: How to use SharePoint to add new risks or update the Risk Register

Reading Borough Council use SharePoint to record its risk registers and the background information associated with these risks.

Access to Risk Registers and individual risks is restricted to individual Risk Owners, Directors, and the Risk Management Team.

The Risk Registers operate on a rolling two-year basis as it is recognised that risks do not suddenly ‘appear and disappear’ each financial year.

Incorporating a new risk

Once a new risk has been identified the Risk Management Team will set up a new ‘Risk Card’ for use. This will either be within the Master Strategic, Directorate, Service or Project Specific Risk Register.

The allocated Risk Owner will be responsible for researching the risk, best practice, and mitigations from a number of sources and incorporating the decisions made regarding the risk within the register.

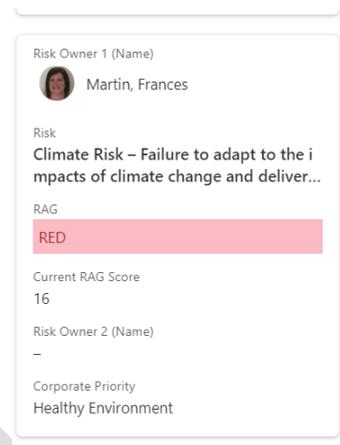
The Risk Owner is required to complete a series of questions within the risk card. This includes:

- Details of the risk
- The potential impact
- Details of the current actions being taken to mitigate and treat the risk
- The initial Risk Appetite and the Target Risk Level (note these only need to be recorded on the initial entry)
- Inherent Impact and Likelihood and Residual Impact and Likelihood for the relevant quarter
- Specify what actions will be occurring within the next quarter and who will be responsible for them
- Add attachments that support the decisions or demonstrate completion of the mitigating action

Updating the risk

Each quarter the information detailed above, must be updated by the Risk Owner and the relevant quarters risk ratings must be calculated. A forward look is also required for the next quarter, as above, to explain the actions which will take place in the next quarter.

NB: The Risk Owner does not need to manipulate the charts or change the formatting of the form. The system is set up to automatically display the relevant data.



READING BOROUGH COUNCIL
REPORT BY DIRECTOR OF FINANCE

TO:	POLICY COMMITTEE		
DATE:	21 SEPTEMBER 2022		
TITLE:	2022/23 QUARTER 1 PERFORMANCE AND MONITORING REPORT		
LEAD COUNCILLOR:	COUNCILLOR TERRY	PORTFOLIO:	CORPORATE SERVICES AND RESOURCES
SERVICE:	FINANCE CORPORATE IMPROVEMENT AND CUSTOMER SERVICES	WARDS:	BOROUGHWIDE
LEAD OFFICER:	STUART DONNELLY	TEL:	01189 373468
JOB TITLE:	FINANCIAL PLANNING & STRATEGY MANAGER	E-MAIL:	<u>stuart.donnelly@reading.gov.uk</u>

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1 This report sets out the projected revenue and capital outturn positions for 2022/23 for both the General Fund and the Housing Revenue Accounts as at the end of Quarter 1 (June 2022).

General Fund (Revenue)

1.2 The forecast General Fund (GF) revenue outturn position at the end of Quarter 1 includes a projected adverse net variance on service expenditure of £4.058m. This variance is offset by a projected £4.616m positive net variance on Corporate budgets, of which £3.627m relates to the unallocated Corporate Contingency, resulting in a projected overall positive net variance of £0.558m.

1.3 The forecast adverse variance on services includes net pressures totalling £0.564m within Adult Care and Health Services relating to care cost pressures; £1.669m within Economic Growth and Neighbourhood Services, primarily relating to ongoing income shortfalls in Car Parking and Planning as an ongoing impact of Covid-19; £1.761m within Brighter Futures for Children (BFfC), relating to pay, inflation and demand pressures; and a total £0.064m across Resources and Chief Executive Services relating to income pressures. Detailed explanations for these variances are contained in Section 4 of this report.

1.4 These pressures are offset by positive net variances within Corporate Budgets, specifically £1.713m on Capital Financing Costs as a result of the 2021/22 Capital Programme outturn position and £3.627m on Corporate Contingencies.

1.5 Other Corporate Budgets are forecasting an adverse net variance of £0.724m. This is primarily due to a current forecast pressure of £0.934m relating to the 2022/23 pay award. A pay award of 2% was assumed as part of 2022/23 budget setting with additional contingency retained corporately to fund a pay award up to 4%. The pay offer made in July 2022 is estimated to cost an additional £1.434m above the amount budgeted (including the contingency) across the Council and BFfC. BFfC had included a forecast pressure of £0.500m in their forecast which was prior to the pay award offer announced

in July, therefore the difference of £0.934m is included within the Corporate forecast. This forecast will be reviewed as more up to date information becomes available.

- 1.6 £1.570m (15%) of budgeted savings have been delivered (blue) to date in this financial year, with a further £5.415m (53%) of savings on track to be delivered (green) by March 2023. £2.061m (20%) of savings are currently categorised as non-deliverable (red) and £1.178m (12%) categorised as at risk of delivery (amber). There is therefore a potential impact on the 2023/24 budget should these savings not be deliverable on a recurring basis. These savings will be reviewed as part of the 2023/24 budget setting and 2023/24-2025/26 Medium Term Financial Strategy processes.

Housing Revenue Account

- 1.7 The Housing Revenue Account (HRA) is projecting a positive net variance of £2.505m as at the end of Quarter 1, which results in a forecast contribution to HRA reserves of £0.422m.

Capital

- 1.8 The General Fund Capital Programme is forecast to spend to budget against a revised budget of £115.980m in 2022/23.
- 1.9 The HRA Capital Programme is forecast to spend to budget against a revised budget of £30.502m 2022/23.

Performance

- 1.10 The report also sets out performance against the measures of success published in the Council's Corporate Plan.
- 1.11 The detail supporting this report is included in:
- Appendix 1 - Financial Monitoring for Quarter 1
 - Appendix 2 - Capital Programme for Quarter 1
 - Appendix 3 - Corporate Plan Measures for Quarter 1
 - Appendix 4 - Corporate Plan Projects for Quarter 1
 - Appendix 5 - Debt Write-Offs.

2 RECOMMENDED ACTIONS

That Policy Committee notes:

- 2.1 The forecast General Fund revenue outturn position as at the end of Quarter 1 is a positive net variance of £0.558m.
- 2.2 The Housing Revenue Account (HRA) is projecting a positive net variance of £2.505m as at the end of Quarter 1, which results in a forecast contribution to HRA reserves of £0.422m;
- 2.3 £1.570m (15%) of savings have been delivered (blue) to date in this financial year, with a further £5.415m (53%) of savings on track to be delivered (green) by March 2022. £2.061m (20%) of savings are currently categorised as non-deliverable (red) and £1.178m (12%) categorised as at risk of delivery (amber);

- 2.4 There is a total £4.065m Delivery Fund available for 2022/23 (inclusive of 2021/22 approved carry forwards). At Quarter 1, £2.051m of this funding has been allocated out to approved schemes;
- 2.5 The General Fund Capital Programme is forecast to spend to budget against a revised budget of £115.980m;
- 2.6 The HRA Capital Programme is forecast to spend to budget against a revised budget of £30.502m;
- 2.7 The performance achieved against the Corporate Plan success measures as set out in Section 13 of this report and Appendices 3 and 4.

That Policy Committee approves:

- 2.8 The write-off of debts as set out in Section 8 and Appendix 5 relating to:
 - a) Non-Domestic Rates - £58,562.68;
 - b) Housing Benefit Overpayments - £25,944.98.
- 2.9 The amendments to the General Fund Capital Programme (as set out in further detail in Section 12 of this report and Appendix 2) resulting in a revised budget of £124.480m;
- 2.10 The amendments to the HRA Capital Programme (as set out in further detail in Section 12 of this report and Appendix 2) resulting in a revised budget of £30.502m;
- 2.11 Spend approval for the Capital Programme Schemes set out in Table 9 totalling £3.650m.

3 POLICY CONTEXT

- 3.1 The Council approved the 2022/23 Budget and Medium-Term Financial Strategy 2022/23 - 2024/25 in February 2022.

4 GENERAL FUND REVENUE

- 4.1 The forecast outturn as of Quarter 1 is a positive net variance of £0.558m and is broken down by service in the following table:

Table 1. General Fund Forecast 2022/23

2021/22 Outturn £m		Budget £m	Forecast Outturn £m	Variance £m
40.611	Adult Care and Health Services	43.391	43.955	0.564
24.252	Economic Growth and Neighbourhood Services	18.560	20.229	1.669
16.343	Resources	17.711	17.741	0.030
1.550	Chief Executive Services	1.540	1.574	0.034
0.684	Children's Services retained by Council	0.781	0.781	0.000
47.392	Children's Services delivered by BFFC	48.251	50.012	1.761
130.832	Total Service Expenditure	130.234	134.292	4.058
13.155	Capital Financing Costs	16.824	15.111	(1.713)
0.000	Contingency	3.627	0.000	(3.627)
(1.298)	Other Corporate Budgets	(0.695)	0.029	0.724
11.857	Total Corporate Budgets	19.756	15.140	(4.616)
142.689	Net Budget Requirement	149.990	149.432	(0.558)
	Financed by:			
(99.220)	Council Tax Income	(104.403)	(104.403)	0.000
(32.095)	NNDR Local Share	(26.510)	(26.510)	0.000
(2.108)	New Homes Bonus	(2.038)	(2.038)	0.000
(3.549)	Section 31 Grant	(12.580)	(15.580)	0.000
(2.040)	Revenue Support Grant	(2.108)	(2.108)	0.000
(6.739)	Other Government Grants	(2.404)	(2.404)	0.000
(0.415)	One-off Collection Fund Deficit	19.981	19.981	0.000
(0.000)	Section 31 Grants Released from Reserves	(19.928)	(19.928)	0.000
(146.166)	Total Funding	(149.990)	(149.990)	0.000
(3.477)	Over / (under) Budget	0.000	(0.558)	(0.558)

4.2 These variances have been categorised and summarised in the following table, which highlights that the Council is forecasting a total of £6.788m of pressures comprising:

- £1.819m of inflationary pressures, of which £1.434m relate to the latest employer's pay offer for 2022/23;
- £1.247m of demand pressures across adult's and children's social care;
- £2.521m of income pressures, predominantly within Economic Growth and Neighbourhood Services, partially due to the ongoing impacts of Covid-19 e.g. the reduced demand on car parking spaces;
- £1.201m of other expenditure pressures, primarily consisting of staffing and agency staffing pressures totalling £0.884m across Environmental & Commercial Services and Brighter Futures for Children.

4.3 These pressures are offset by a total of £7.346m of the following savings and contingencies:

- £1.225m of expenditure savings across services, mainly within Economic Growth and Neighbourhood Services and in particular Environmental and Commercial Services due to lower waste disposal tonnage levels and staffing vacancies;
- £0.571m of income savings across services, mainly due to £0.400m of additional grant income within BFFC;

- £1.713m of expenditure savings within Capital Financing Costs resulting from the 2021/22 Capital Programme Outturn position;
- £3.627m of unallocated Corporate Contingency;
- £0.210m of expenditure savings within Other Corporate Budgets.

4.4 The £1.434m of forecast pressures relating to the latest employers' pay offer will have an ongoing impact on the Council's Medium Term Financial Strategy as they are recurring pressures. The other pressures and savings will be reviewed to assess whether or not they are recurring and need to be addressed as part of the 2023/24 budget setting and 2023/24-2025/26 Medium Term Financial Strategy processes.

Table 2. General Fund Forecast Variance by Type 2022/23

	Expenditure Pressures			Income Pressures	Total Pressures	Savings			Net Variance
	Inflation	Demand	Other			Expenditure	Income	Total	
	£m	£m	£m			£m	£m	£m	
Adult Care and Health Services	0.000	0.564	0.000	0.000	0.564	0.000	0.000	0.000	0.564
Economic Growth and Neighbourhood Services	0.185	0.000	0.720	2.152	3.057	(1.217)	(0.171)	(1.388)	1.669
Resources	0.000	0.000	0.007	0.031	0.038	(0.008)	0.000	0.000	0.030
Chief Executive Services	0.000	0.000	0.000	0.034	0.034	0.000	0.000	0.000	0.034
Children's Services retained by Council	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Children's Services delivered by BFFC	0.700	0.683	0.474	0.304	2.161	0.000	(0.400)	0.000	1.761
Total Service Expenditure	0.885	1.247	1.201	2.521	5.854	(1.225)	(0.571)	(1.796)	4.058
Capital Financing Costs	0.000	0.000	0.000	0.000	0.000	(1.713)	0.000	(1.713)	(1.713)
Contingency	0.000	0.000	0.000	0.000	0.000	(3.627)	0.000	(3.627)	(3.627)
Other Corporate Budgets	0.934	0.000	0.000	0.000	0.934	(0.210)	0.000	(0.210)	0.724
Total Corporate Budgets	0.934	0.000	0.000	0.000	0.934	(5.550)	0.000	(5.550)	(4.616)
Total	1.819	1.247	1.201	2.521	6.788	(6.775)	(0.571)	(7.346)	(0.558)

Adult Care and Health Services - £0.564m adverse variance

4.5 Adult Care and Health Services is forecasting an adverse net variance of £0.564m at Quarter 1. This pressure relates to the current care cost forecast being £36.256m compared to a budget of £35.692m.

4.6 The forecast overspend includes a number of factors:

- 165 new packages have been raised since April 2022, of which 85 were in Period 1, which links to the end of the hospital discharge scheme funded through the Covid-19 pandemic. Funding was allocated for the start of 2022/23 to fund the final cases, which caused the higher than normal increase in numbers for April. Many of these service users will have now returned home or have a lower package of care. These figures also include the younger adults transitioning from children’s social care to adult’s social care, for which budgetary provision is included within the Medium Term Financial Strategy;
- The overall services users have increased from 1,552 at the start of 2022/23 to 1,578 at week 16 (21/07/2022), an increase of 26 users. This is the net impact, so although there have been 165 new packages, there has also been 139 service users leaving the care system;
- The forecast includes the assumption that all transformation and recovery savings will be achieved;
- Whilst the transformation & recovery initiatives implemented by the Directorate are delivering against plan, they are currently not mitigating the full impact of the demand. Further analysis of the demand will be undertaken during the next monitoring period to identify key themes.

Economic Growth and Neighbourhood Services - £1.669m adverse variance

4.7 Economic Growth and Neighbourhood Services is forecasting an adverse net variance of £1.669m at Quarter 1 as set out in the following paragraphs. The forecasts include the impact of £2.061m of savings being categorised as non-deliverable and £0.425m of savings being at risk of delivery.

Transportation - £0.593m adverse variance

4.8 This variance arises mostly from an anticipated income shortfall of £0.523m still attributable to the aftermath of Covid-19. Based on year-to-date activity levels in parking and traffic enforcement, income levels as at Quarter 1 are above those in the same period last year and the recovery is gaining momentum, particularly for Off-Street Car Parking - the most material Parking income stream by budget. The table below shows the position since 2019/2020 the baseline year before the impact of the Covid Pandemic.

Table 3. Off Street Car Parking Income Trend

Financial Year	Budget £m	Actual/Forecast £m	Variance £m
2019/20	(4.244)	(4.333)	(0.088)
2020/21	(4.734)	(1.183)	3.551
2021/22	(3.668)	(2.933)	0.734
2022/23	(4.126)	(3.564)	0.562
2023/24	(4.776)		

4.9 The adverse variance of £0.562m in Off-Street Car Parking is occurring despite a large increase in income compared to 2021/22. The income budget for this area was increased in 2022/23 towards pre-covid levels and whilst there has been increased

income compared to last year, the level of income has not yet returned to the pre-covid levels. Additionally, the ongoing cost of living crisis with high fuel costs has led to less visits to town centre and renting spaces to Royal Berkshire Hospital at Queens Road has not delivered the income anticipated due to the Hospital trialling other arrangements.

- 4.10 There is also a current forecast shortfall in income relating to Residents Parking Permits of £0.132m, however this is being closely monitored and it is hoped that this position will recover. Strategic Transportation is also forecasting further net pressures of £0.070m.
- 4.11 These pressures are partially offset by income overachievements on Bus Lane Enforcement (£0.088m) and On Street Pay & Display Car Parking of £0.083m.

Planning and Regulatory Services - £0.666m adverse variance

- 4.12 There is a forecast income shortfall of £0.638m across building control (£0.250m), premises license fees - Reading Festival variation (£0.066m), planning applications and planning fees (£0.127m), Houses of Multiple Occupancy (HMO) licences (£0.177m), and miscellaneous Fees & Charges (£0.018m). These income shortfalls are primarily arising from the ongoing Covid recovery as well as non-fee earning work on the Homes for Ukraine scheme which diverts officer time away from fee earning activities. Houses of Multiple Occupancy has a requirement to inspect homes under the Homes for Ukraine scheme, so this decision to undertake this work has a direct impact on the ability to generate income in this area. The Council receives income under the Homes for Ukraine scheme and it is being investigated as to whether this could be applied to cover the staffing costs of inspecting the properties.
- 4.13 The Building Control shortfall directly relates to the lack of staffing and a lack of availability of suitable agency staff to undertake the fee earning work. The £0.066m was built into the budget for Reading festival but that is entirely based on Festival Republic's need for a license variation which has not materialised in 2022/23, the need in future years is under discussion.
- 4.14 Planning applications and planning fees are market driven so it is difficult to control the level of fees particularly as the level of fee is statutorily set. Following on from the Covid recovery the supply chain issues around costs and availability of construction materials, plus skills shortages in the construction and design industry, is holding up the planning application process. Therefore, the ongoing uncertainty following on from the Covid pandemic and the ongoing Inflation and risk of recession is having a direct impact on fee generation that is likely to be an ongoing issue.
- 4.15 There are also forecast pressures relating to ongoing public enquiries arising within Planning, forecast at £0.150m for 2022/23. There are some residual costs from a previous prosecution with sentencing of the Plaintiff due to be heard in October 2022. One public enquiry has been withdrawn with one further public enquiry to be heard by April 2023 with spend likely to be incurred until Summer 2023.
- 4.16 These pressures are partially mitigated by a staffing underspend due to vacancies arising within the service and lack of suitable Agency staff - £0.122m.

Housing and Communities - balanced budget

- 4.17 An area of ongoing concern is the potential impact of the cost of living crisis on Homelessness budgets. Evictions have been steadily rising following on from the Covid restrictions being released. It is not yet clear the impact or the timing this will have but it is being closely monitored.

Culture - balanced budget

4.18 Culture is forecast to be on budget at Quarter 1. This is mainly due to pressures relating to contract inflation and the lower take up of services in the Reading Play Services being offset by underspends in the Archives service.

4.19 The forecast variance is comprised of the following elements:

- £0.035m pressures due to higher than anticipated contractual inflation within the GLL Leisure contract as this contract is based on CPI inflation as at March 2022;
- £0.060m of pressures in the Reading Play Services due to income delays, due to works still progressing at Palmer Park. The Service is also expecting a risk of staff costs rising due to the need for interims covering permanent posts;
- £0.015m positive variance due to salaries savings in Libraries and the Town Hall due to delays in recruitment;
- £0.080m positive variance for 2022/2023 on Reading's contribution to the joint arrangement for the Archives service.

Environmental and Commercial Services - £0.300m adverse variance

4.20 Streetscene is forecasting an overall net pressure of £0.250m. There is a forecast shortfall in income of £0.500m due to staffing shortages in the Arboricultural Team resulting in commercial work not being possible. There are also reductions in income from reduced grounds maintenance/commercial opportunities on industrial sites and New Build Housing developments, as the market continues to recover slowly to post covid levels. Vacancy levels are expected to create a £0.250m positive variance within this area, which will partially offset the shortfall of income.

4.21 Refuse Collection is presently forecasting pressures of £0.500m. This relates to employee costs as the service is continuing to employ over-establishment to ensure full-service delivery post pandemic. A mitigation plan has been drawn up to attempt to reduce these pressures in 2022/23, however with current sickness and absence levels combined with increased levels of agency staff and overtime, there is a high risk that this pressure will continue throughout the year.

4.22 Highways and Drainage is forecasting an adverse variance of £0.150m, due to the inflationary pressures leading to increased cost of direct materials, paying for waste disposal arising from our work programme and paying increased subcontractor rates.

4.23 Network Management is forecasting an adverse variance of £0.150m primarily due to a reduction in the income from the Pan Berkshire Urban Traffic Control joint arrangement which arose due to National Highways having pulled out of the scheme. There is a mitigation plan in place for 2023/24 onwards to offset this loss of income.

4.24 Within Waste Disposal overall tonnages are 5% down on expected levels, potentially linked to the economic downturn and residents returning to work, which has generated a forecast £0.750m positive variance expected to come from reduced waste disposal costs, as a result of less residual waste per household being presented for disposal.

Management & Sustainability - £0.110m adverse variance

4.25 The Business Development service is forecasting a pressure of £0.110m primarily due to the Covid impact on Advertising Income schemes. There have been delays in the planning agreements for some advertising sites, as well as contractual and developer

delays linked to reduced demand for use of advertising screens as an ongoing impact of the Covid-19 pandemic. Further planning consents are required before the income can be received, with further updates on progress due in September 2022, which could have an impact on the pressure in this budget extending into 2023/24. This service has recently transferred from Environmental and Commercial Services and was previously included as a pressure within that overall service forecast.

Resources

- 4.26 The Directorate of Resources is forecasting an adverse net variance of £0.030m at Quarter 1. This solely relates to pressures within Human Resources & Organisational Development which is forecasting an adverse net variance of £0.030m at Quarter 1, relating to Kennet Day Nursery income.

Chief Executive Services - £0.034m adverse variance

- 4.27 Chief Executive Services is forecasting an adverse net variance of £0.034m at Quarter 1. This solely relates to underachievement of advertising income within Communications.

Children's Services Delivered by Brighter Futures for Children (BFfC) - £1.761m adverse variance

- 4.28 BFfC are currently forecasting net budget pressures totalling of £1.761m.
- 4.29 There are total pressures of £2.161m consisting of:
- £0.500m due to forecast pay inflation being higher than the budgeted 2%;
 - £0.490m pressure on transport related budgets due to rising inflation of £0.200m and increasing SEN pupil numbers totalling £0.290m;
 - £0.384m due to agency staff within Children's Social Care. This pressure has arisen due to the additional cost of employing agency workers who are all covering vacant posts;
 - £0.393m due to demand for Children's Social Care. Most of this budget pressure relates to a single high cost placement;
 - £0.304m pressure on Children's Home income generation;
 - £0.090m pressure on interest charges.
- 4.30 These pressures are partially offset by additional Unaccompanied Asylum Seeking Children Grant from Central Government of £0.400m.
- 4.31 As at the end of Quarter 1, against a target of £1.175m, BFfC are reporting that £0.550m of savings have been delivered and are on track to deliver a further £0.625m by the end of the financial year.

Corporate Budgets - £4.616m positive variance

- 4.32 Capital Financing Costs are forecasting a positive net variance £1.713m taking into account the impact of the slippage on the Capital Programme reported in the 2021/22 Outturn Report.

- 4.33 The Corporate Contingency budget of £3.627m is currently not forecast to be used and therefore contributes a further positive variance.
- 4.34 Other Corporate Budgets are forecasting an adverse net variance of £0.724m. This is primarily due to a current forecast pressure of £0.934m relating to the 2022/23 pay award. A pay award of 2% was assumed as part of 2022/23 budget setting with additional provision made corporately to fund a pay award up to 4%. The pay offer made in July 2022 is estimated to cost an additional £1.434m above the amount budgeted (including the contingency) across the Council and BfFC. BfFC had included a forecast pressure of £0.500m in their forecast therefore the difference of £0.934m is included within the Corporate forecast. This forecast will be reviewed as more up to date information become available.
- 4.35 This pressure is partially offset by positive net variances of £0.210m within Other Corporate Budgets.

5 SAVINGS DELIVERY

- 5.1 Delivery of the Council's budget is predicated on achieving savings and additional income as agreed as part of the budget setting process in February 2022. Detailed monitoring of agreed savings is tracked on a monthly basis.
- 5.2 The projected financial impact of any non-delivery of savings have been included in the projected outturn position reported above.
- 5.3 The following table summarises the current forecast savings delivery for 2022/23 (a further detailed breakdown by saving is provided in Appendix 1):

Table 4. General Fund Savings Tracker Summary

Service	Savings At Risk £000	Savings Delayed or at Risk £000	Savings on Track £000	Savings Achieved £000	Directorate Total £000
Adult Care and Health Services	0	676	39	1,020	1,735
Economic Growth and Neighbourhood Services	2,061	425	4,093	0	6,579
Resources	0	0	658	0	658
Corporate	0	77	0	0	77
Children's Services delivered by BfFC	0	0	625	550	1,175
Total	2,061	1,178	5,415	1,570	10,224

- 5.4 Any savings not delivered in 2022/23 will cause an immediate pressure on 2023/24 unless mitigated with alternative ongoing savings. Delivery of existing savings within the Medium-Term Financial Strategy will also be reviewed as part of the 2023/24 Budget setting and 2023/24-2025/26 Medium-Term Financial Strategy processes over the upcoming months.

6 DELIVERY FUND

- 6.1 There is a total £4.065m Delivery Fund available for 2022/23 (inclusive of 2021/22 approved carry forwards). At Quarter 1, £2.051m of this funding has been allocated out to approved schemes, leaving £2.014m available to be allocated.

7 SUNDRY DEBT

- 7.1 Total General Fund sundry debt, over 30 days old, as at the end of Quarter 1 is £9.075m, compared to £8.005m as at the end of 2021/22. The following table shows the outstanding debt over 30 days old as at the end of June 2022:

Table 5. Outstanding Debt Over 30 Days Old

	Under 1 month £000	1 to 2 months £000	2 to 3 months £000	3 to 6 months £000	6 months to 1 year £000	1 to 2 years £000	Over 2 years £000	Total Overdue Debt £000
Adult Care & Health Services	275	166	168	672	533	1,347	2,722	5,883
Economic Growth & Neighbourhood Services	344	256	315	132	170	391	787	2,395
Resources	43	238	24	6	31	2	129	473
Chief Executive	-	-	-	1	-	-	-	1
Former Children's Services	-	-	-	-	81	111	27	219
Corporate	-	-	-	-	-	-	104	104
Total General Fund	662	660	507	811	815	1,851	3,769	9,075
Housing Revenue Account	4	-	2	2	7	2	18	31
Intercompany Debt	-	-	-	-	-	-	1,435	1,435
Total Including HRA and Intercompany	666	660	509	813	822	1,853	5,222	10,541

- 7.2 The Council has several wholly-owned active subsidiaries. The outstanding intercompany debt related to these subsidiaries, including loans, is shown in the following table:

Table 6. Outstanding Intercompany Debtors

Debtor	Outstanding Debt £
Reading Transport Ltd	0
Homes for Reading Ltd	1,435,264
Brighter Futures for Children	0
Total Outstanding Debt from Intercompany Debtors	1,435,264

- 7.3 The outstanding debt relating to Homes for Reading Ltd (HfR) is due to the company's cashflow pressures. A repayment profile had been proposed and the first payment was made in 2021/2022. Formal ratification of the repayment schedule is being taken to the next Homes for Reading board meeting in October 2022.

8 DEBT WRITE-OFF

- 8.1 Having complied with the requirements of the Council's Debt Management Strategy, all recovery activity has been exhausted and the Director of Finance recommends that the total amounts submitted to the Committee for write-off for cases above £20,000 are:
- Non-Domestic Rates - £58,562.68;
 - Housing Benefit Overpayments - £25,944.98.
- 8.2 The list of specific debts requested to be written-off are set out in Appendix 5. It is considered that information contained within Appendix 5 contains exempt information under the meaning of sections 1, 2 and 3 of Schedule 12A of the Local Government Act 1972, as amended, and therefore cannot be made public.
- 8.3 The write-offs will be contained within the existing respective bad debt provisions. These bad debt provisions are reviewed annually to take account of the likely levels of bad debt write-offs and the potential for any recovery of debt that has been previously written off.
- 8.4 The cost of non-domestic rates write-offs is shared between the Council (49%), Royal Berkshire Fire and Rescue Service (1%) and Central Government (50%).
- 8.5 Statutory Benefit Subsidy Orders specify that Housing Benefit Overpayments, subsequently not recovered, have to be mostly paid for by the Council through loss in Central Government subsidy. Most Housing Benefit paid out under the General Fund is claimed back from the DWP through the annual subsidy claims. The subsidy rules are designed to act as an incentive for authorities to minimise error and overpayments and to maximise recovery of recoverable overpayments. It is therefore financially prudent for Local Authorities both to minimise the incidence of overpayments and to seek to maximise recovery of overpayments.
- 8.6 The standard rate of reimbursement for Housing Benefit paid is up to 100%, reducing to 40% for identified overpayments caused by claimant error and either 100%, 40% or down to 0% for those caused by Authority error if certain thresholds are exceeded. Overpayments caused by fraud are reimbursed at 40% and given the cause of such overpayments, there is an expectation that the overwhelming majority of cases should be considered recoverable from the persons who have either committed or significantly contributed to the fraud. The Council is entitled to keep 100% of the income collected from overpayments recovery in addition to any subsidy claimed.

9 STAFFING

- 9.1 The Council currently has 92 agency contracts across the directorates. £0.151m has been spent on overtime during Quarter 1.
- 9.2 There has been one redundancy to date during 2022/23 at a total cost of £0.053m, there have also been additional severance costs incurred to date of £0.009m. Redundancy expenditure will be funded through the redundancy revenue reserve.

10 COLLECTION FUND

The following table shows the Council's collection rate to date of the total annual debit for Council Tax and Non-Domestic (Business) Rates as at the end of Quarter 1 and are still behind the collection levels at the same point when compared to pre-Covid-19 pandemic rates (2019/20).

Table 7. Collection Fund Collection Rates

	2019/20	2020/21	2021/22	2022/23	Comparison to 2021/22	Comparison to 2019/20
	%	%	%	%	%	%
Council Tax	37.81	37.26	37.19	37.01	(0.18)	(0.80)
Non-Domestic Rates	36.67	32.82	29.86	36.44	6.58	(0.23)

11 HOUSING REVENUE ACCOUNT (HRA)

11.1 The approved Housing Revenue Account (HRA) budget assumed a drawdown from HRA reserves of £2.083m. At Quarter 1 the forecast revenue outturn position on the HRA is a positive net variance to budget of £2.505m. Therefore, a transfer to the HRA Reserve is forecast of £0.422m rather than the originally budgeted £2.083m draw down from reserves. The breakdown of the net variance is set out in the following table and explained below.

Table 8. Housing Revenue Account Forecast 2022/23

	Budget £m	Forecast Outturn £m	Variance £m
Management & Supervision	9.840	8.595	(1.245)
Special Services	3.454	3.203	(0.251)
Provision for Bad Debts	0.753	0.753	0.000
Responsive Repairs	3.429	3.429	0.000
Planned Maintenance	2.403	2.403	0.000
Major Repairs/Depreciation	11.616	11.616	0.000
Debt Costs	6.741	5.622	(1.119)
PFI Costs	7.197	7.197	0.000
Revenue Contribution to Capital	0.600	0.600	0.000
HRA Income	(43.950)	(43.840)	0.110
Over/(Under) Budget	2.083	(0.422)	(2.505)
Movement to/(from) HRA Reserve	(2.083)	0.422	2.505

11.2 Within Management and Supervision and Special Services there are a large number of vacant posts leading to a current projected positive variance of £0.681m. Additionally, the expected charge to the HRA for the central support costs is currently expected to be around £0.815m less than the maximum budget for these charges available within the HRA. A review of the HRA contribution towards General Fund capital schemes is programmed for Autumn 2022 and any changes will be factored into the updated HRA Business Plan and future year budgets.

11.3 Debt costs are forecast to be lower than budgeted by £1.119m due to less borrowing currently being required within the HRA to meet its capital expenditure as planned expenditure has been re-programmed into future years.

11.4 HRA Income is forecast to be under budget by £0.110m. This is due to;

- Dwelling Rents and Service Charges are currently projected to be slightly under budget by a total of £0.344m. It is likely that income in this area could pick up during the year as more new flats and houses come onstream and the rents for these properties become collectable. This underachievement is slightly offset by a £0.019m overachievement forecast on Other Income.

- Interest income is forecast to be overachieved by £0.215m as the HRA has a higher level of reserve balances than anticipated so it takes a higher share of the interest income on those balances. The recent increases in the Bank of England interest rate have helped push the income up slightly too.

12 CAPITAL PROGRAMME

General Fund

12.1 The General Fund Capital Programme for 2022/23 has an approved budget of £131.766m. The following amendments to the Capital Programme are requested to be formally approved which would result in a revised Capital Programme budget of £115.980m. These amendments are set out on an individual scheme basis in Appendix 2.

Table 9. General Fund Capital Programme Amendments

Approved Budget	Budget Movements Between Schemes	Additional Budgets added to the Programme - Funded by Grants & Contributions	Additional Budgets requested to be added to the Programme - Funded by Capital Receipts & Borrowing	Reduced Budgets - Completed Schemes & Other carry forward budget adjustments	Budgets reprogrammed (to)/from Future Years	Revised Budget Quarter 1 2022/23
£m	£m	£m	£m	£m	£m	£m
131.766	0.000	4.101	0.384	(3.963)	(16.308)	115.980

12.2 A total of £4.101m of additional budgets that are fully funded by grants and contributions are requested to be formally added into the Capital Programme. These additions include:

- £1.200m for Reading West Station to reflect the additional funding granted to cover the shortfall in the project delivery. The additional sums are from Great Western Railway of £1.000m plus an additional £0.200m from the Council's Integrated Transport Grant;
- £1.969m for Construction of Green Park Station reflecting the additional funding received from Network Rail and Great Western Railways to complete the scheme at Green Park Station;
- £0.664m for s106 Individual Schemes List to reflect the spend approvals given as part of the Allocation of s106 Funding for Transport & Highways Schemes 2022/23 approved at Strategic Environment, Planning & Transport Committee in July 2022;
- £0.062m for Tilehurst Library Works to reflect the additional Arts Council England (ACE) Grant allocation as approved by Housing Neighbourhoods & Leisure Committee in June 2022;
- £0.206m for Annual Bridges and Carriage Way Works Programme & Highway Infrastructure Works to reflect additional s106 funding relating to Station Hill.

- 12.3 A total of £0.384m of additional budget relating to the Education Management System scheme is requested to be formally added into the Capital Programme to reflect the spend approval given by Policy Committee in April 2022.
- 12.4 A total of £3.963m of budget reductions are requested to be formally approved as set out in Appendix 2 due to a number of schemes having finished and remaining funding brought forward into 2022/23 not being required.
- 12.5 A total of £16.308m of budgets are requested to be reprogrammed from 2022/23 into future years of the Capital Programme in line with the latest delivery forecasts. This includes:
- £1.050m for Central Library - Reconfiguration/Refurbishment Feasibility. This budget has been submitted as match funding in the Council's Levelling up Fund (LUF) bid for the Culture projects for the new theatre at the Hexagon and the Library moving to the Civic Centre. Announcements on funding are due in Autumn 2022 and if granted then this full amount would be required for the LUF project with scheme delivery due to commence in 2023 and into 2024. To reflect this scheme timeline, the full amount of £1.050m is requested to be reprofiled into 2023/24;
 - £2.031m for Replacement Vehicles. The programme of replacement of vehicles has a long lead in time due to the complexity of many of the vehicles required, the reprogramming of £2.031m from 2022/23 to 2023/24 reflects the expected delivery of a number of vehicles in September 2023. The remaining budget within 2022/23 is sufficient to meet the expected delivery of vehicles in this financial year including 5 new Electric Refuse vehicles;
 - £2.600m for Regeneration Projects. This budget relates to schemes within the Regeneration of Reading which includes the Minster Quarter programme which are well progressed, with the Prior Information Notice (PIN) for this scheme being issued in August 2022 inviting tenders from developers to become delivery partners. The reprofiling of £2.600m of budget from 2022/23 into 2023/24 reflects that expenditure works for schemes within the Minster Quarter as well as wider works in Reading will not be required until 2023/24 or later as schemes develop further;
 - £2.436m across Education Schemes to reflect the re-programming of fully grant funded schemes;
 - £7.500m for Loan to RTL (Bus Replacement Programme) to reflect the updated Bus Replacement Programme delivery schedule as advised by RTL;
 - £0.691m across other schemes.
- 12.6 It was approved as part of the 2021/22 Outturn Report that £3.127m of the 2021/22 positive net variance would be transferred to the Capital Financing Smoothing Reserve to fund capital projects that were on hold in 2022/23 pending identification of funding.
- 12.7 It is requested that the following schemes are now given spend approval as they will be funded from the Capital Financing Smoothing Reserve (£3.127m from the 2021/22 roll-forward and £0.523m from the existing reserve balance:

Table 10. Capital Programme Spend Approval Requests

Scheme	Budget £m
1 Dunsfold fit out for family contact centre	0.350

Katesgrove Community & YOS Refurbishment	0.750
Town Hall Equipment	0.205
Berkshire Record Office	0.232
Digitised TROs	0.150
Replacement Vehicles	0.513
Bennet Road EV Chargers	1.280
Hexagon Lighting	0.150
Prospect Park	0.020
Total	3.650

Housing Revenue Account (HRA)

12.8 The HRA Capital Programme for 2022/23 has an approved budget of £42.796m. The following amendments to the Capital Programme are requested to be formally approved which would result in a revised Capital Programme budget of £30.502m. These amendments are set out on an individual scheme basis in Appendix 2.

Table 11. Housing Revenue Account (HRA) Capital Programme Amendments

Approved Budget	Budget Movements Between Schemes	Additional Budgets added to the Programme - Funded by Grants & Contributions	Additional Budgets requested to be added to the Programme - Funded by Capital Receipts & Borrowing	Reduced Budgets - Completed Schemes & Other carry forward budget adjustments	Budgets reprogrammed (to)/from Future Years	Revised Budget Quarter 1 2022/23
£m	£m	£m	£m	£m	£m	£m
42.796	0.000	0.000	0.000	0.000	(12.294)	30.502

12.9 A total of £12.294m of budgets are requested to be reprogrammed from 2022/23 into future years of the HRA Capital Programme in line with the latest delivery forecasts. This includes:

- £0.748m for Major Repairs - Existing Homes Renewal due to a lack of staffing resources and procurement issues;
- £5.999m for Major Repairs - Zero Carbon Retrofit Works due to a lack of staffing resources and procurement issues;
- £0.131m for Local Authority New Build Programme for Older People and Vulnerable Adults;
- £5.416m for New Build & Acquisitions to reflect the updated planned programme of works.

13 CORPORATE PLAN PERFORMANCE

13.1 A new three-year Corporate Plan for 2022/23-2024/25 was published in March 2022, and a revised set of 58 performance measures were developed for monitoring from April 2022, along with a set of 52 key projects and initiatives which are helping to deliver the Council's mission and priorities. 31 of the performance measures are annual measures that will not be reported on until after March 2023.

13.2 These measures and projects were identified by directorates as those that best demonstrate progress in achieving key outcomes. This report is therefore intended to provide an overview of the contribution that the Council makes across all its activities to improving Reading as a place to live, work and visit.

13.3 The performance measures and projects are set against each of themes of the Corporate Plan for 2022/23-2024/25:

- Healthy environment
- Thriving communities
- Inclusive economy

13.4 The tables below present a summary of performance for Quarter 1 against the target for each of the measures. Direction of travel will be reported next quarter.

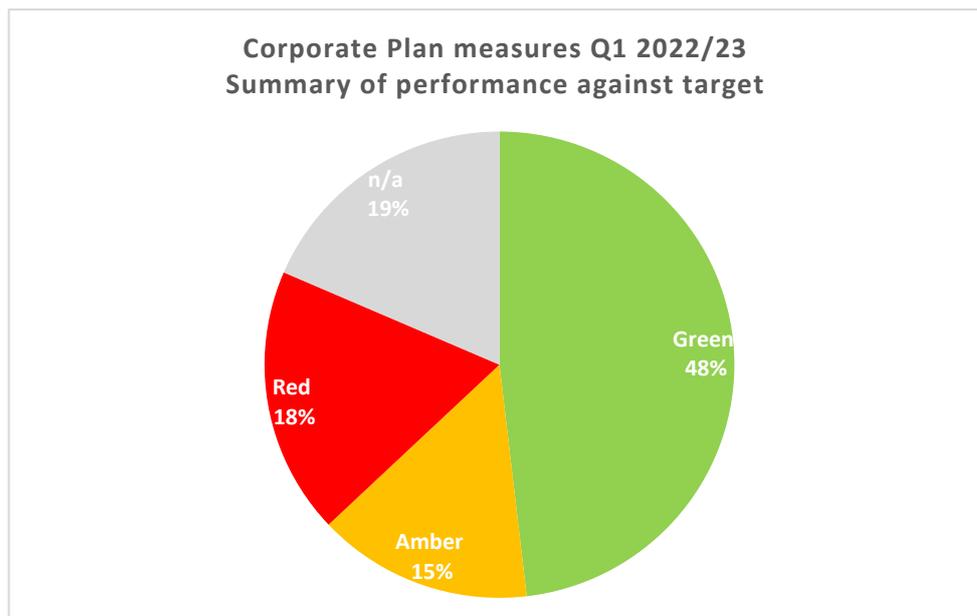
13.5 The set of monthly/quarterly measures is attached at Appendix 3. For the Corporate Plan projects, a summary of the RAG status is provided below. The full list of projects is provided at Appendix 4.

Corporate Plan Measures

13.6 The RAG status for the Corporate Plan measures is shown below. Future reports will show the change in RAG status from the previous period.

Table 12. Summary of Performance Against target¹

	Number of Measures	Q1 %
Green	13	48
Amber	4	15
Red	5	18
N/A - No Target/Comparison	5	19
Total	27	100



¹ Green = target achieved; Amber = up to 10% below target; Red = more than 10% below target

13.7 The five Corporate Plan measures recorded with a Red status against 2022/23 targets are listed below. Explanatory commentary is included where appropriate in Appendix 3.

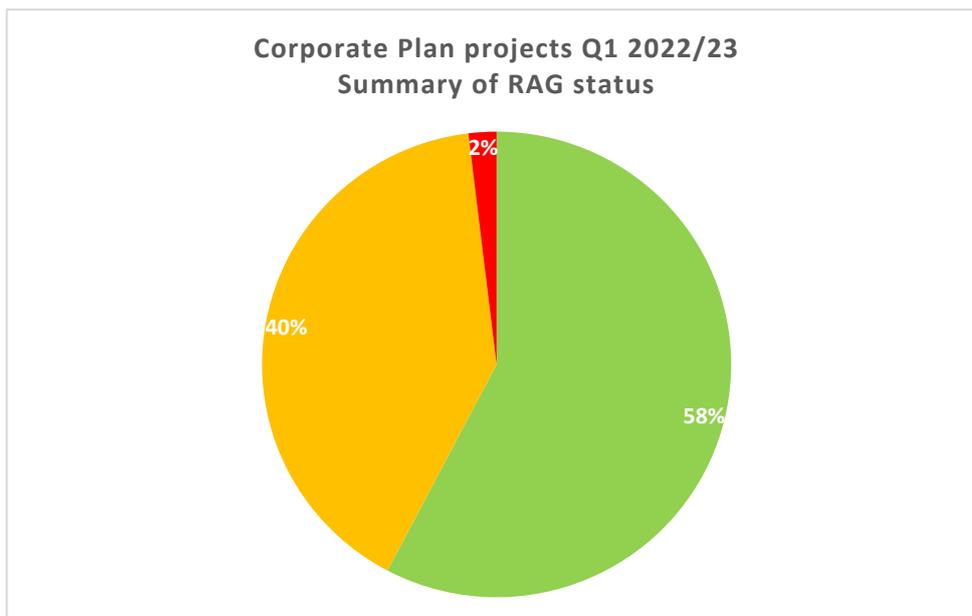
- Food waste recycled (percentage of household waste)
- Percentage of children in care living more than 20 miles from Reading
- Number of carers supported to maintain their caring role
- Customer satisfaction in the Customer Fulfilment Centre
- Number of self- service transactions via My Account self- service

Corporate Plan Projects

13.8 The RAG status for the Corporate Plan projects is shown below.

Table 13. Summary of RAG Status

	Number of Projects	Q1 %
Green	30	58
Amber	21	40
Red	1	2
N/A - No Target/Comparison	0	0
Total	52	100



13.9 The Corporate Plan project recorded with a Red status this quarter is “Create a workforce that is fully representative of the population we serve”. Explanatory commentary is included where appropriate in Appendix 4.

14 CONTRIBUTION TO STRATEGIC AIMS

14.1 The Council’s vision is to ensure that Reading realises its potential - and to ensure that everyone who lives and works in Reading can share the benefits of its success. The Council has three inter-connected themes which contribute to delivering this vision. The themes are:

- Healthy environment;
- Thriving communities;
- Inclusive economy.

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

14.3 Full details of the Council's [Corporate Plan](#) are available on the website.

15 ENVIRONMENTAL AND CLIMATE IMPLICATIONS

15.1 The Council declared a Climate Emergency at its meeting on 26th February 2019. The Corporate Plan monitors our progress in reducing our carbon footprint (Appendix 3).

15.2 There are no specific environmental and climate implications to report in relation to the recommendations set out in this report.

16 COMMUNITY ENGAGEMENT AND INFORMATION

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

17 EQUALITY IMPACT ASSESSMENT

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

18 LEGAL IMPLICATIONS

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

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

19 FINANCIAL IMPLICATIONS

19.1 The financial implications are set out in the body of this report.

19.2 The scheme of delegation gives delegated authority to Directors/Assistant Director delegated authority to write off debts, for a particular debtor, for sums up to £1,000 at their own discretion; and for sums of up to £20,000 with the consent of the Finance Director. In both cases they must keep a written record of the debt and the reasons for writing it off. The Finance Director will report to the Policy Committee on the writing-off of individual debts of over £20,000.

20 BACKGROUND PAPERS

20.1 None.

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MONTHLY FINANCIAL REPORT

End of June 2022

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For further information regarding this report, please contact:

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Total General Fund - Period 3

Latest Revenue Position and Forecast

	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Approved Budget £'000	Forecast Outturn £'000	Full Year Variance £'000
<u>Objective Analysis</u>						
Adults Care and Health Services	10,848	5,652	(5,196)	43,391	43,955	564
Economic Growth & Neighbourhood Services	4,640	5,151	511	18,560	20,229	1,669
Resources	4,428	10,978	6,550	17,711	17,741	30
Chief Executive Services	385	414	29	1,540	1,574	34
Children's Services retained by the Council	(1,388)	(4,431)	(3,043)	781	781	-
Children's Services delivered by BFFC *	12,063	12,446	383	48,251	50,012	1,761
TOTAL SERVICE BUDGETS	30,975	30,208	(767)	130,234	134,292	4,058
Capital Financing Costs	4,206	(185)	(4,391)	16,824	15,111	(1,713)
Contingency	907	-	(907)	3,627	-	(3,627)
Other Corporate Budgets	(174)	(57,838)	(57,664)	(695)	29	724
TOTAL CORPORATE BUDGETS	4,939	(58,023)	(62,962)	19,756	15,140	(4,616)
TOTAL BUDGET	35,914	(27,815)	(63,729)	149,990	149,432	(558)
Funding:						
Council Tax Income	(26,101)	-	26,101	(104,403)	(104,403)	-
NNDR Local Share	(6,628)	-	6,628	(26,510)	(26,510)	-
New Homes Bonus	(510)	(509)	1	(2,038)	(2,038)	-
Section 31 Grant	(3,145)	(10,277)	(7,132)	(12,580)	(12,580)	-
Revenue Support Grant	(527)	(190)	337	(2,108)	(2,108)	-
Other Government Grants	(601)	(73)	528	(2,404)	(2,404)	-
One-off Collection Fund (Surplus)/Deficit	4,995	-	(4,995)	19,981	19,981	-
Section 31 Grants Release from Reserves	(4,982)	-	4,982	(19,928)	(19,928)	-
TOTAL FUNDING	(37,498)	(11,049)	26,449	(149,990)	(149,990)	-
NET CONTROLLABLE COST	(1,584)	(38,864)	(37,280)	0	(558)	(558)
<u>Subjective Analysis</u>						
Employee Costs	33,473	30,246	(3,227)	134,205	133,336	(869)
Premises Costs	5,704	4,545	(1,158)	22,704	22,704	-
Transport-Related Costs	603	514	(89)	2,412	2,412	-
Supplies and Services	14,839	(12,080)	(26,919)	57,711	54,161	(3,550)
Contracted Costs	53,326	53,865	538	213,306	215,631	2,325
Transfer Payments	5,348	776	(4,572)	21,392	21,392	-
CONTROLLABLE COST	113,292	77,866	(35,427)	451,729	449,635	(2,094)
Fees & Charges	(26,323)	(7,705)	18,618	(106,592)	(105,900)	692
Traded Services Income	(12,922)	(50,295)	(37,373)	(42,626)	(41,832)	794
Grants & Contributions	(75,631)	(58,730)	16,901	(302,511)	(302,461)	50
CONTROLLABLE INCOME	(114,876)	(116,730)	(1,854)	(451,729)	(450,193)	1,536
NET CONTROLLABLE COST	(1,584)	(38,865)	(37,281)	-	(558)	(558)

Adult Care and Health Services [DACHS] - Period 3

Revenue Forecast

Objective Analysis	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Approved Budget £'000	Forecast Outturn £'000	Full Year Variance £'000
Commissioning & Improvement	408	(1,170)	(1,579)	1,634	1,634	-
Adult Services Operations	10,051	8,823	(1,228)	40,206	40,770	564
Public Health	(75)	(2,482)	(2,407)	(300)	(300)	-
Preventative Services	95	225	130	381	381	-
Directorate & Other	197	92	(104)	787	787	-
Safeguarding, Quality, Performance & Practice	171	147	(24)	684	684	-
Suspense	-	2	2	-	-	-
Inactive Codes	-	15	15	-	-	-
NET TOTAL COST	10,848	5,652	(5,196)	43,391	43,955	564

Subjective Analysis

Employee Costs	3,511	3,285	(225)	14,043	14,043	-
Premises Costs	70	61	(8)	278	278	-
Transport-Related Costs	15	15	(0)	62	62	-
Supplies and Services	1,931	908	(1,023)	7,723	7,723	-
Contracted Costs	12,297	9,508	(2,789)	49,188	49,752	564
Transfer Payments	283	57	(227)	1,133	1,133	-
TOTAL EXPENDITURE	18,107	13,834	(4,273)	72,427	72,991	564
Fees & Charges	(81)	-	81	(325)	(325)	-
Traded Services Income	(2,204)	(2,091)	113	(8,815)	(8,815)	-
Grants & Contributions	(4,974)	(6,091)	(1,117)	(19,896)	(19,896)	-
TOTAL INCOME	(7,259)	(8,182)	(923)	(29,036)	(29,036)	-
NET TOTAL COST	10,848	5,652	(5,196)	43,391	43,955	564

Revenue Forecast

	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Approved Budget £'000	Forecast Outturn £'000	Full Year Variance £'000
Objective Analysis						
Transportation	(485)	(1,532)	(1,047)	(1,939)	(1,346)	593
Planning & Regulatory Services	621	421	(200)	2,484	3,150	666
Housing and Communities	468	224	(245)	1,873	1,873	-
Culture	944	469	(475)	3,777	3,777	-
Environmental and Commercial Services	3,987	5,822	1,835	15,947	16,247	300
Property and Asset Management	(1,041)	(543)	498	(4,166)	(4,166)	-
Management and Sustainability	146	290	144	582	692	110
Suspense	-	(0)	(0)	-	-	-
Inactive Codes	-	0	0	-	-	-
NET TOTAL COST	4,640	5,151	511	18,560	20,229	1,669

Subjective Analysis

Employee Costs	9,486	8,112	(1,374)	37,945	38,073	128
Premises Costs	4,271	3,539	(732)	17,084	17,084	-
Transport-Related Costs	575	484	(91)	2,300	2,300	-
Supplies and Services	6,488	5,910	(577)	25,950	26,000	50
Contracted Costs	2,517	1,209	(1,307)	10,067	10,067	-
Transfer Payments	23	(114)	(137)	93	93	-
TOTAL EXPENDITURE	23,360	19,141	(4,219)	93,439	93,617	178
Fees & Charges	(5,121)	(1,556)	3,565	(20,482)	(19,821)	661
Traded Services Income	(11,106)	(9,133)	1,974	(44,424)	(43,664)	760
Grants & Contributions	(2,493)	(3,302)	(808)	(9,973)	(9,903)	70
TOTAL INCOME	(18,720)	(13,990)	4,730	(74,879)	(73,388)	1,491
NET TOTAL COST	4,640	5,151	511	18,560	20,229	1,669

Revenue Forecast

	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Approved Budget £'000	Forecast Outturn £'000	Full Year Variance £'000
Objective Analysis						
Corporate Improvement & Customer Services	722	976	254	2,888	2,888	-
HR & Organisational Development	446	324	(121)	1,783	1,813	30
Procurement & Contracts	121	121	(0)	484	484	-
Finance	1,070	3,041	1,971	4,281	4,281	-
Legal & Democratic	627	4,164	3,537	2,507	2,507	-
IT & Digital	1,442	2,351	909	5,767	5,767	-
Suspense	-	(0)	(0)	-	-	-
Inactive codes	-	0	0	-	-	-
NET TOTAL COST	4,428	10,978	6,550	17,711	17,741	30

Subjective Analysis

Employee Costs	5,721	5,167	(553)	22,883	22,875	(8)
Premises Costs	90	43	(47)	360	360	-
Transport-Related Costs	8	10	2	31	31	-
Supplies and Services	1,899	3,480	1,581	7,595	7,602	7
Contracted Costs	1,355	1,198	(157)	5,421	5,421	-
Transfer Payments	312	1,007	695	1,249	1,249	-
TOTAL EXPENDITURE	9,385	10,905	1,520	37,540	37,539	(1)
Fees & Charges	(513)	18	531	(2,053)	(2,022)	31
Traded Services Income	(1,271)	(208)	1,063	(5,085)	(5,085)	-
Grants & Contributions	(3,173)	263	3,435	(12,691)	(12,691)	-
TOTAL INCOME	(4,957)	72	5,029	(19,828)	(19,797)	31
NET TOTAL COST	4,428	10,978	6,550	17,711	17,741	30

Chief Executive Services [CEX] - Period 3

Revenue Forecast

	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Approved Budget £'000	Forecast Outturn £'000	Full Year Variance £'000
Objective Analysis						
Corporate Management Team	221	201	(20)	885	885	-
Communications	164	212	49	655	689	34
NET TOTAL COST	385	414	29	1,540	1,574	34

Subjective Analysis

Employee Costs	369	323	(46)	1,476	1,476	-
Premises Costs	-	-	-	-	-	-
Transport-Related Costs	5	5	0	19	19	-
Supplies and Services	32	100	68	129	149	20
Contracted Costs	-	-	-	-	-	-
Transfer Payments	2	-	(2)	7	7	-
TOTAL EXPENDITURE	407	428	20	1,630	1,650	20
Fees & Charges	-	-	-	-	-	-
Traded Services Income	(9)	(1)	8	(35)	(1)	34
Grants & Contributions	(14)	(14)	0	(55)	(75)	(20)
TOTAL INCOME	(22)	(14)	8	(90)	(76)	14
NET TOTAL COST	385	414	29	1,540	1,574	34

Housing Revenue Account [HRA] - Period 3

Revenue Forecast

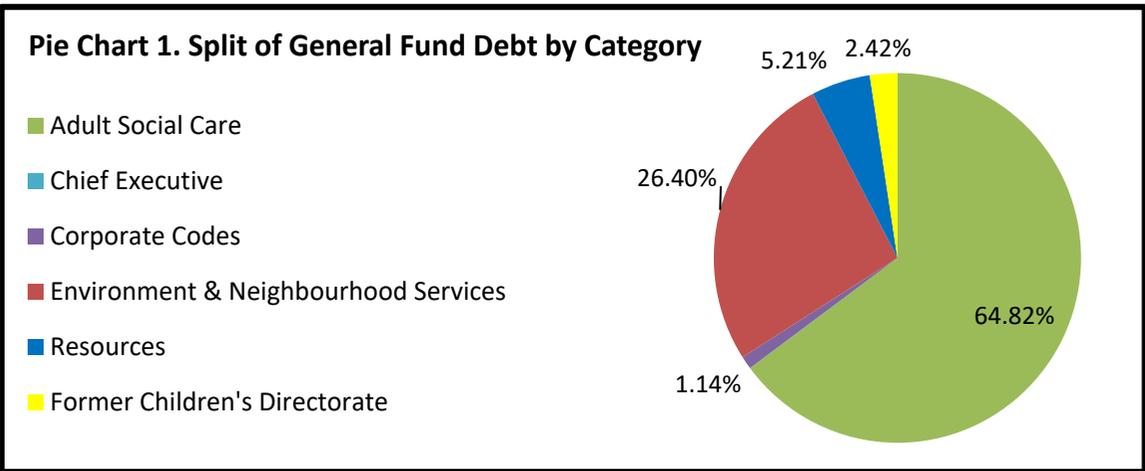
	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Approved Budget £'000	Forecast Outturn £'000	Full Year Variance £'000
Objective Analysis						
Dwelling Rents	(9,466)	(8,644)	822	(37,863)	(37,603)	260
Service Charges	(241)	(199)	42	(965)	(881)	84
PFI Credit	(999)	-	999	(3,997)	(3,997)	-
Other Income	(77)	(39)	38	(309)	(328)	(19)
Interest on Balances	(204)	-	204	(816)	(1,031)	(215)
TOTAL INCOME	(10,988)	(8,882)	2,106	(43,950)	(43,840)	110
Management & Supervision	2,460	766	(1,694)	9,840	8,595	(1,245)
Special Services	864	403	(461)	3,454	3,203	(251)
Provision for Bad Debts	188	-	(188)	753	753	-
Responsive Repairs	857	71	(786)	3,429	3,429	-
Planned Maintenance	601	209	(392)	2,403	2,403	-
Major Repairs/Depreciation	2,904	1,010	(1,894)	11,616	11,616	-
Debt Costs	1,685	-	(1,685)	6,741	5,622	(1,119)
PFI Costs	1,799	1,205	(594)	7,197	7,197	-
Revenue Contribution to Capital	150	88	(62)	600	600	-
TOTAL EXPENDITURE	11,508	3,752	(7,756)	46,033	43,418	(2,615)
Movement to/(from) Reserve	(521)	-	521	(2,083)	422	2,505
NET TOTAL COST	-	(5,130)	(5,130)	-	-	-

Subjective Analysis

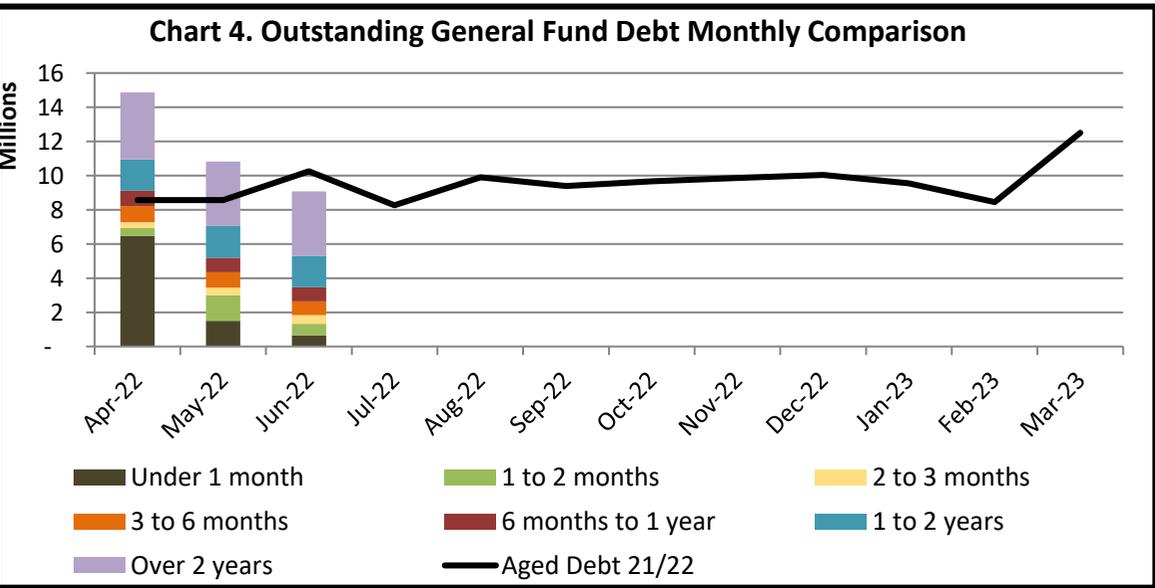
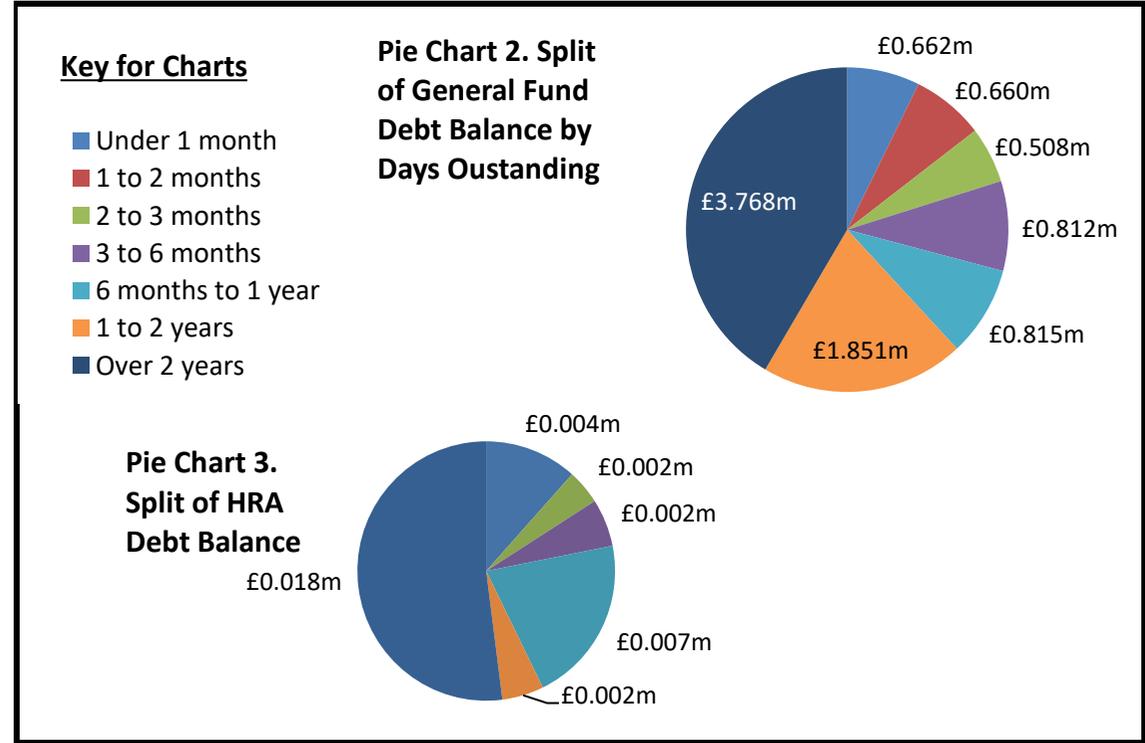
Employee Costs	1,224	924	(300)	4,896	4,215	(681)
Premises Costs	6,099	1,526	(4,573)	24,397	24,413	16
Transport-Related Costs	8	1	(7)	32	32	-
Supplies and Services	407	159	(247)	1,627	1,627	-
Contracted Costs	1,814	1,205	(609)	7,254	7,254	-
Transfer Payments	2,049	23	(2,026)	8,196	6,401	(1,795)
TOTAL EXPENDITURE	11,601	3,838	(7,763)	46,402	43,942	(2,460)
Fees & Charges	(613)	-	613	(2,452)	-	2,452
Traded Services Income	(9,988)	(8,969)	1,020	(39,953)	(39,945)	8
Grants & Contributions	(999)	0	1,000	(3,997)	(3,997)	-
TOTAL INCOME	(11,601)	(8,968)	2,632	(46,402)	(43,942)	2,460
NET TOTAL COST	-	(5,130)	(5,130)	-	-	-

Debt Performance - End of June 2022

The pie chart below shows the sundry debt as at the end of Period 3 (in excess of 30 days old) to total £9.075m.



Note: Adult Social Care includes Adult Client debt and invoices relating to NHS/CCG. As of Period 3, debt totalling £593k has been secured against properties, however there is no guarantee that 100% of this is recovered upon sale of the property. Education Services includes the majority of Schools service level agreement invoices.



Agency and Staffing - End of June

Agency contracts with the council as at the end of Period 3.

Number of agency workers by directorate

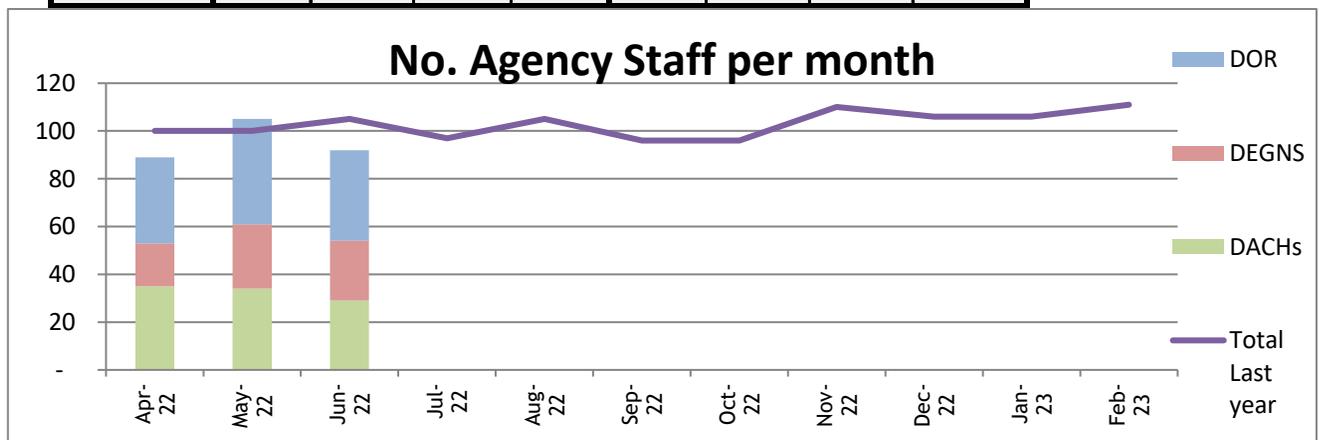
Directorate	Number of Agency Staff Period 3	Number of Agency Staff Period 2
DACHS	29	34
DEGNS	25	27
DOR	38	44
Total	92	105

Agency staff by post name (top 5)

Post name	No.
Occupational Therapist	8
Refuse Loader	7
Driver/Sweeper	7
Social Worker	6
Accountancy Staff	5

Agency spend by directorate per quarter (£000s)

Directorate	2021-22 (£000s)				2022-23 (£000s)			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DACHS	524	572	709	923	607			
DEGNS	288	254	190	281	315			
DOR	436	358	495	599	524			
Total	1,248	1,184	1,394	1,803	1,445	0	0	0



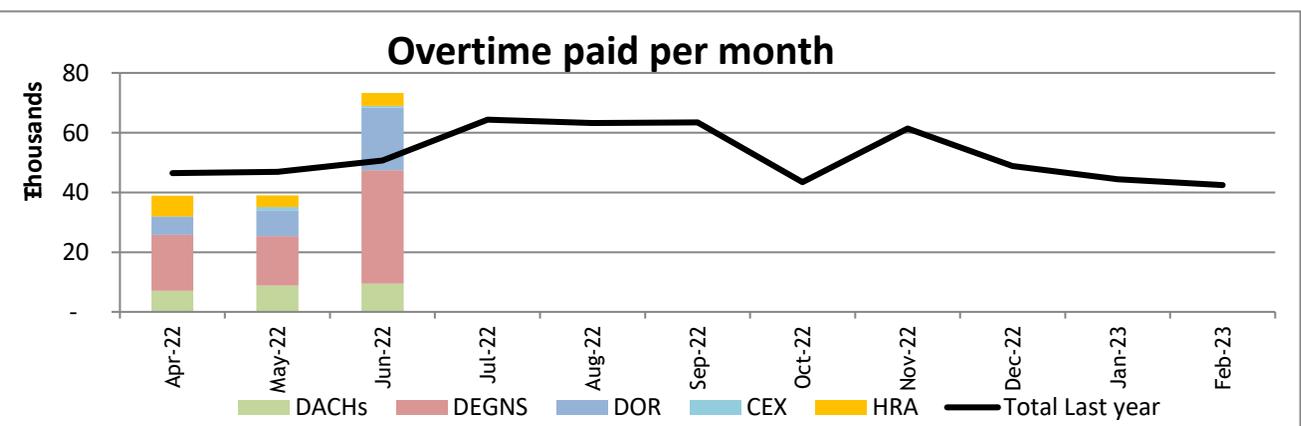
Redundancies & Severance Costs within 22-23

Directorate	June 2022 Only	Actual to Date 2022-23
DACHS	£ -	£ -
DEGNS	£ -	£ 55,303
DOR	£ -	£ -
CEX	£ 6,649	£ 6,649
HRA	£ -	£ -
Total	£ 6,649	£ 61,951

Overtime paid by directorate 22-23

Directorate	June 2022 Only	Actual to Date 2022-23
DACHS	£ 9,487	£ 25,397
DEGNS	£ 37,996	£ 73,283
DOR	£ 20,899	£ 35,663
CEX	£ 593	£ 1,707
HRA	£ 4,358	£ 15,176
Total	£ 73,334	£ 151,226

Redundancy expenditure will be funded from the redundancy revenue reserve. Currently no redundancy charges have been reflected in the Period 3 monitoring, bringing the total to 1 redundancy to date.



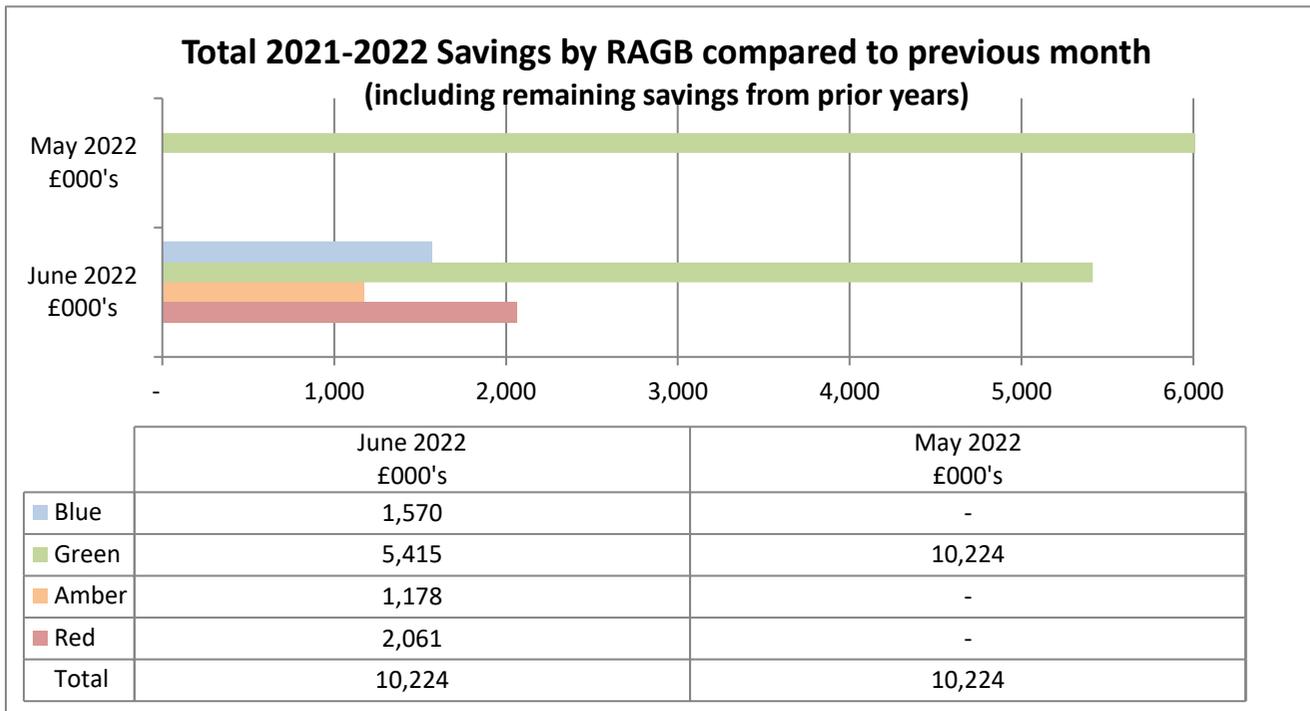
Savings and Delivery Fund 2022-2023 - End of June 2022

Savings

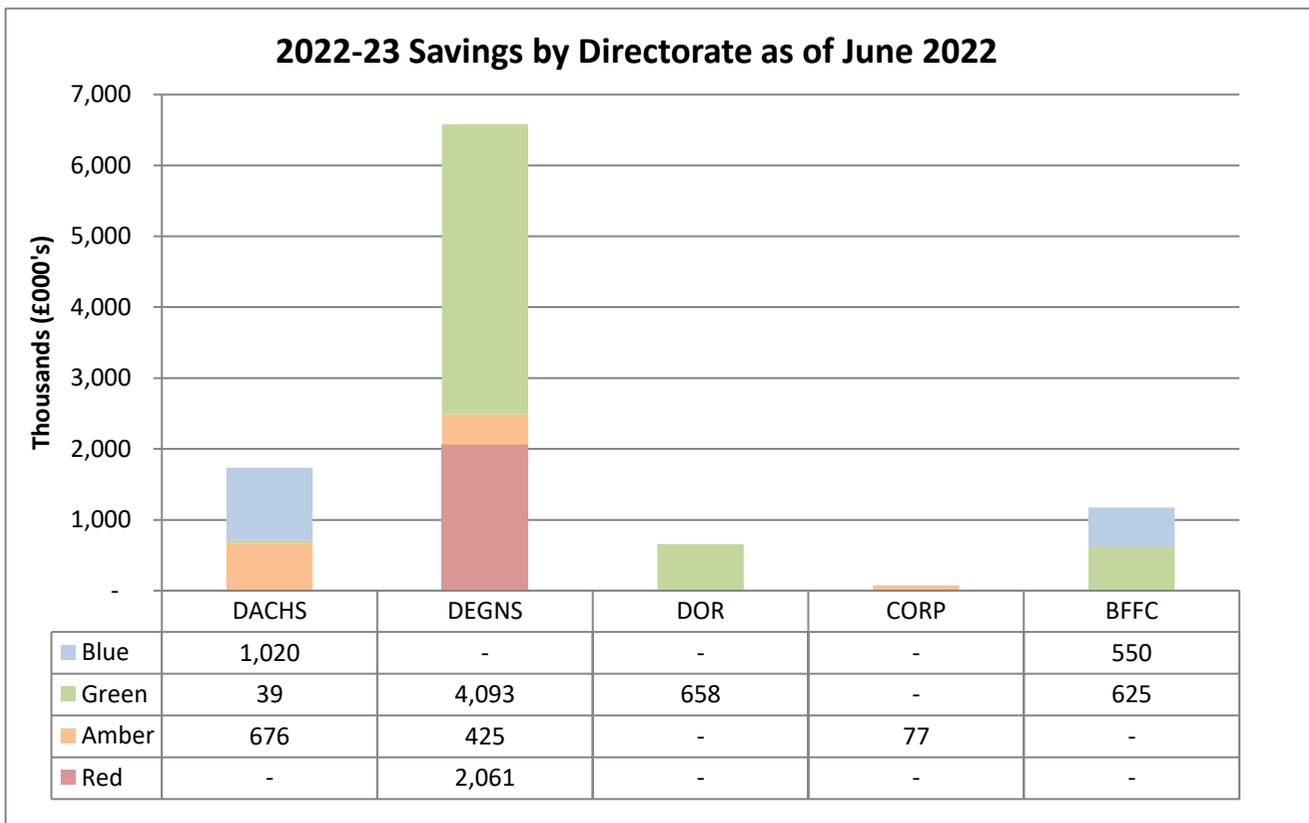
	Project delayed or unachievable and needs reviewing as part of MTFS
	Project has some issues or is at risk
	Project is progressing on track
	Project has been delivered and saving/income generation has been achieved

The below graphs shows the outstanding 2022-23 and prior year savings programme.

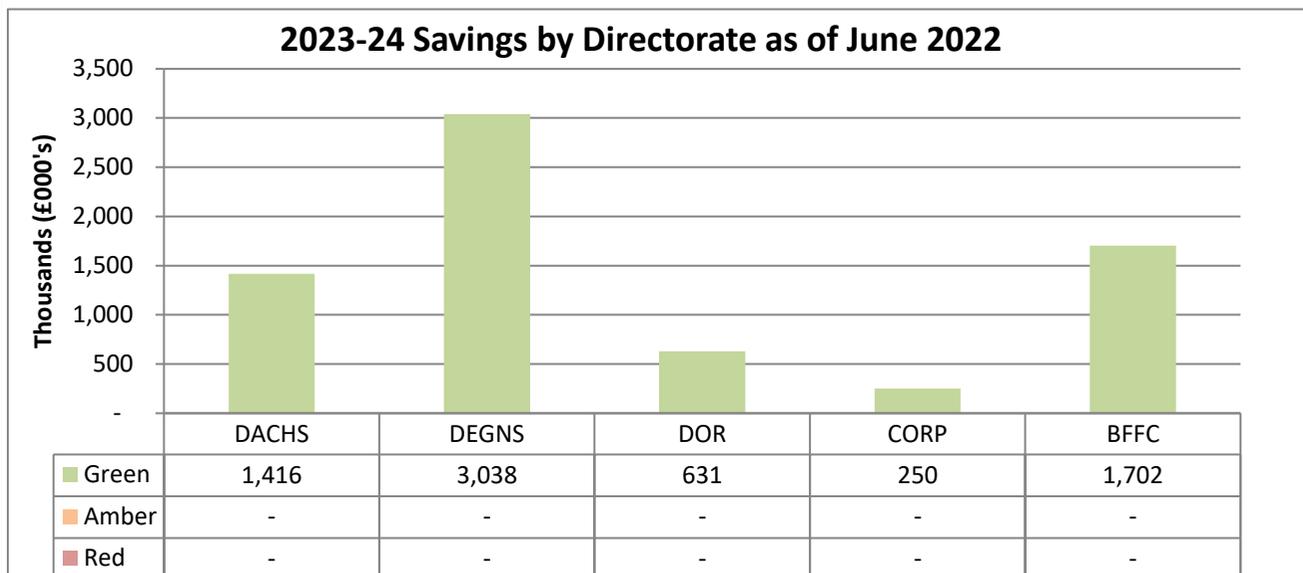
This totals £10.2244m for the overall council.



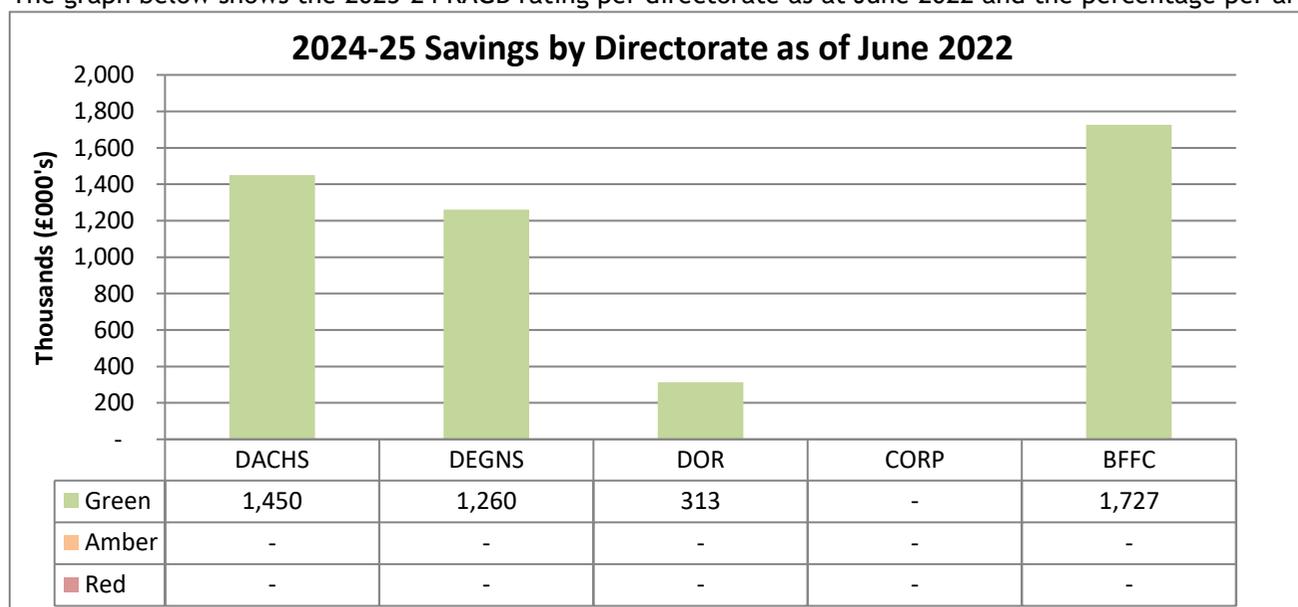
The graph below shows the 2022-23 RAGB rating per directorate as at June 2022 and the percentage per area.



The graph below shows the 2023-24 RAGB rating per directorate as at June 2022 and the percentage per area.



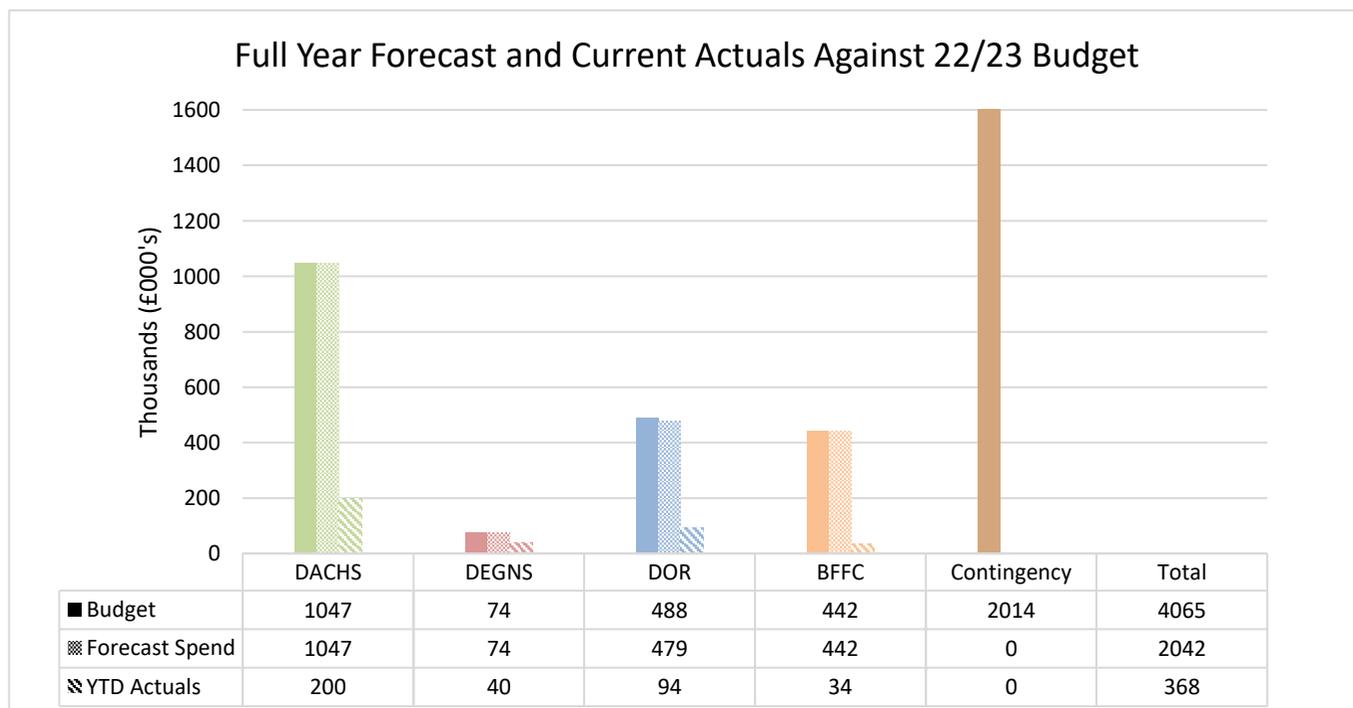
The graph below shows the 2023-24 RAGB rating per directorate as at June 2022 and the percentage per area.



Delivery Fund

There are currently 20 approved Delivery Fund schemes being monitored across DACHS, DEGNS, DOR and BFFC.

The graph below shows the forecast and actual spend on Delivery Fund schemes, by directorate, compared to the 22/23 budget for these schemes.



List of Savings within 2022-23

Savings

SAVINGS PROPOSAL	Current Year Savings (£000s)				
	RED	AMBER	GREEN	BLUE	TOTAL
Directorate of Adults Care and Health Services					
Removal of agreed 3 year Voluntary Care Service funding	0	0	0	250	250
Young people Transitions - Supporting young people into adulthood	0	0	28	22	50
Additional DACHS Staffing Efficiencies	0	0	0	200	200
TEC: Promoting the use of Assistive Technology	0	78	0	0	78
Development of the Personal Assistant Market	0	49	0	1	50
Promoting Independence (Outcome Based Service Delivery)	0	0	4	71	75
Review and Rightsizing of Care Packages (2021/2022)	0	0	4	76	80
Efficiency savings secured through Public Health re-procurement	0	0	0	300	300
Development of an Accommodation Pathway for Vulnerable Working Age Adults	0	0	3	22	25
Closing the DACHS Budget Gap	0	549	0	78	627
Total Directorate of Adults Care and Health Services	0	676	39	1,020	1,735

SAVINGS PROPOSAL	Current Year Savings (£000s)				
	RED	AMBER	GREEN	BLUE	TOTAL
Directorate of Economic Growth & Neighbourhood Services					
School Crossing Patrollers	0	0	14	0	14
Fundamental Service Review - Parking	150	0	0	0	150
Increased revenue from on-street Pay and Display	390	150	0	0	540
Increased income from Parking Enforcement	0	100	120	0	220
Increased provision of Red Routes	0	0	50	0	50
Review Public Car Park provision borough wide	200	0	0	0	200
Increase off street parking charges	150	0	0	0	150
Increase in fees and charges	0	0	3	0	3
Mandatory HMO Licensing	75	0	0	0	75
Discretionary HMO Licensing	20	0	0	0	20
Fundamental Service Review - Planning and Regulatory	0	0	66	0	66
Increase in charges for pre-planning application and planning fees	0	0	110	0	110
Proposed Fee Income Reading Festival	50	0	0	0	50
Reforecast income Licensing income budget	0	0	10	0	10
Increase in fees and charges	0	0	20	0	20
Reduction in professional specialist, management, enforcement and administrative resources; an increase to pre-planning application fees by 10%.	120	0	0	0	120
Town Centre Street Trading - New Pitches	0	0	8	0	8
Housing - Fundamental Service Review	0	0	50	0	50
Increase in fees and charges	0	0	4	0	4
Contribution from Public Health Grant	0	0	250	0	250
In-house management restructuring of Cultural Services	0	100	0	0	100
Increase in fees and charges	0	0	33	0	33
Increase in Savings - Waste Operations	0	0	(130)	0	(130)
Fundamental Service review of Highways	0	0	50	0	50
Increase income on green waste due to additional uptake in years 1-3 and fee increase in years 2-3	25	0	25	0	50
Fundamental Service Review - Parks and Street Cleansing	162	0	0	0	162
Increased income from traded waste services (previous ref to CIL & IPD not relevant)	0	75	25	0	100
Increase in fees and charges	0	0	5	0	5
Additional income from advertising	25	0	0	0	25
Review of Rents on Garages and Shops	0	0	5	0	5
Increase in fees and charges.	0	0	24	0	24
Workforce Review [Transportation]	0	0	200	0	200
Increase parking permit charges	0	0	43	0	43
Arts Fundraising campaign	0	0	60	0	60
Visa Verification increased income	0	0	45	0	45
Rewilding highway verges	0	0	15	0	15
Waste Contract - Budget realignment inline with anticipated expenditure	0	0	100	0	100
Continued commercial growth of Highways service	0	0	5	0	5
In-sourcing of Highways Structures Consultancy	0	0	10	0	10

SAVINGS PROPOSAL	Current Year Savings (£000s)				
Directorate of Economic Growth & Neighbourhood Services	RED	AMBER	GREEN	BLUE	TOTAL
Review of office and workspace requirements	0	0	162	0	162
Workforce Review [Planning & Regulatory Services]	0	0	47	0	47
Workforce Review [Housing]	0	0	50	0	50
Workforce Review [Cultural Services]	0	0	1	0	1
Workforce Review [Environmental and Commercial Services]	0	0	196	0	196
Workforce Review [Regeneration and Assets]	0	0	62	0	62
Recovery of reduced parking income due to Covid-19*	650	0	0	0	650
On Going Pension Costs Savings	0	0	30	0	30
Revenue impact of new contract for borough leisure facilities	0	0	830	0	830
Covid19 income pressure on the Town Hall and recovery plan*	0	0	247	0	247
Covid19 income pressure on the Hexagon and South Street Theatres and recovery plan*	0	0	150	0	150
Reduced fuel costs due to increase in electrical vehicles	44	0	0	0	44
Highways operational resilience	0	0	12	0	12
Investment property rental income increase	0	0	1,086	0	1,086
Directorate of Economic Growth & Neighbourhood Services	2,061	425	4,093	0	6,579

SAVINGS PROPOSAL	Current Year Savings (£000s)				
Directorate of Resources	RED	AMBER	GREEN	BLUE	TOTAL
New customer services model	0	0	207	0	207
Efficiencies from procuring new finance system	0	0	112	0	112
Additional Service Proposals for Registrar Services	0	0	10	0	10
Reduction in employer contributions arising from new Agency Contract	0	0	90	0	90
Increase in Fees and Charges (Kennet Day Nursery)	0	0	5	0	5
Procurement & Contracts savings - Resources Directorate	0	0	100	0	100
Finance workforce review	0	0	50	0	50
Procurement of Case Management system	0	0	45	0	45
Increase in Fees and Charges	0	0	39	0	39
Directorate of Resources	0	0	658	0	658

SAVINGS PROPOSAL	Current Year Savings (£000s)				
Corporate	RED	AMBER	GREEN	BLUE	TOTAL
Reducing mileage expenses through increased use of alternatives e.g. online meetings	0	77	0	0	77
Corporate	0	77	0	0	77

SAVINGS PROPOSAL	Current Year Savings (£000s)				
Brighter Futures For Children	RED	AMBER	GREEN	BLUE	TOTAL
BFFC Savings	0	0	625	550	1,175
Brighter Futures For Children	0	0	625	550	1,175

	RED	AMBER	GREEN	BLUE	TOTAL
TOTAL of Savings with Red rated elements within 2020-2021	2,061	1,178	5,415	1,570	10,224

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Capital Programme for Quarter 1

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General Fund										
Adult Care and Health Services										
e-Marketplace & Equipment Renewal Portal Software	170						170	0	170	0
Mobile Working and Smart Device	150						150	0	150	0
Replacement of Community Re-ablement Software	85						85	0	85	0
Co-located profound and multiple learning disabilities day opportunities and respite facility and sheltered housing flats	1,413						1,413	0	1,413	0
Adult Care and Health Services Total	1,818	0	0	0	0	0	1,818	0	1,818	0
Economic Growth and Neighbourhood Services										
Transportation, Planning & Regulatory Services										
Air Quality Monitoring	15						15	0	15	0
Active Travel Tranche 2	985						985	43	985	0
Local Transport Plan Development	1,129						1,129	9	1,129	0
National Cycle Network Route 422	132						132	0	132	0
Reading West Station	3,020		1,200				4,220	32	4,220	0
South Reading MRT (Phases 1 & 2)	399						399	0	399	0
South Reading MRT (Phases 3 & 4)	1,632						1,632	(104)	1,632	0
South Reading MRT (Phases 5 & 6)	1,000						1,000	0	1,000	0
Transport Demand Management Scheme - Feasibility Work	50				(50)		0	0	0	0
Town Centre Street Trading Infrastructure	28						28	0	28	0
Construction of Green Park Station	0		1,969				1,969	1,770	1,969	0
Car Park Investment Programme (inc P&D, Red Routes & Equipment)	177						177	42	177	0
Additional Storage Capacity at Mortuary	15						15	0	15	0
CIL Local Funds - Community	502						502	17	502	0
CIL Local Funds - Transport	167						167	8	167	0
CIL Local Funds -Neighbourhood Allocation	477						477	0	477	0
S106 individual schemes list	313		664				977	0	977	0
Defra Air Quality Grant - Bus Retrofit	388						388	0	388	0
Defra Air Quality Grant - Go Electric Reading	18						18	0	18	0
Electric Vehicle Charging Points	250					(125)	125	0	125	0
Air Quality Grant - AQ sensors awareness & behaviour change	106						106	0	106	0
Transport Demand Management Scheme	200						200	0	200	0
Rogue Landlord Enforcement	75						75	0	75	0
Transportation, Planning & Regulatory Services - Sub Total	11,079	0	3,833	0	(50)	(125)	14,737	1,817	14,737	0

Capital Programme for Quarter 1

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Housing & Communities										
Central Pool Regeneration	373				(373)		0	0	0	0
Sun Street - Final Phase	66				(66)		(0)	0	(0)	0
Provision of Gypsy & Traveller Accommodation	566						566	13	566	0
Harden Public Open Spaces to Prevent Incursion	42						42	7	42	0
Green Homes Scheme - GF element	489				(489)		0	1	0	0
Disabled Facilities Grants (Private Sector)	1,257						1,257	91	1,257	0
Foster Carer Extensions	300						300	0	300	0
Private Sector Renewals	444						444	23	444	0
Housing & Communities - Sub Total	3,538	0	0	0	(928)	0	2,610	135	2,610	0
Culture										
Leisure Centre Procurement	26,998	840			(266)	(247)	27,325	4,075	27,325	0
Christchurch Meadows Paddling Pool	2				(2)		0	0	0	0
Development of facilities at Prospect Park/Play	205						205	116	205	0
New Capital Bid - S106 Kenavon Drive Landscape	153						153	0	153	0
Reading Football Club Social Inclusion Unit to SRLC	1,534						1,534	0	1,534	0
Small Leisure Schemes	617						617	0	617	0
Abbey Quarter restoration works	120						120	(1)	120	0
High Street Heritage Action Zone	905						905	3	905	0
Berkshire Record Office - extension of storage space	232					(169)	63	0	63	0
Hexagon lighting & emergency lighting replacement	270						270	0	270	0
Town Hall Equipment	205						205	0	205	0
Central Library - Reconfiguration/Refurbishment Feasibility	1,050					(1,050)	0	0	0	0
Tilehurst Library Works	0		62				62	0	62	0
Culture - Sub Total	32,290	840	62	0	(268)	(1,466)	31,458	4,193	31,458	0
Environmental & Commercial Services										
Playground equipment and Refreshment: Boroughwide	1,232						1,232	0	1,232	0
Re-wilding highways, parks and open space verges	76						76	0	76	0
Tree Planting	30						30	2	30	0
Purchase of food waste and smaller residual waste bins	1				(1)		0	0	0	0
re3 extending range of recyclables	94				(94)		0	0	0	0
Annual Bridges and Carriage Way Works programme & Highway Infrastructure Works	4,448		206				4,654	975	4,654	0
Carriageways & Pavements Investment Programme	2,000						2,000	0	2,000	0
Chestnut Walk Improvements	35						35	0	35	0
CIL Local Funds - Heritage and Culture	285						285	11	285	0
CIL Local Funds - Leisure and Play	669						669	94	669	0
Highway Signals_Capital Bid	200						200	0	200	0
Highways Operational Resilience _ Capital Bid	74						74	0	74	0
Highways Structures Capital Bid	2,650						2,650	0	2,650	0
Invest to save energy savings - Street lighting	1,171						1,171	4	1,171	0

Capital Programme for Quarter 1

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Pumping Station Upgrade Scheme (new)	229						229	73	229	0
Reading Town Centre Design Framework	86						86	0	86	0
Town Centre Improvements	307						307	0	307	0
Free bulky waste service - collection vehicle	64						64	0	64	0
Cattle Market Car Park	519						519	0	519	0
Digitised TRO's	300					(150)	150	0	150	0
Eastern Area Access Works	199						199	0	199	0
Local Traffic Management and Road Safety Schemes	270						270	2	270	0
Oxford Road Corridor Works	298						298	0	298	0
Traffic Management Schools	431						431	0	431	0
Western Area Access Works	128						128	0	128	0
New Kit/Vehicles for Commercial Services Dvlpt	84						84	0	84	0
New Vehicle for Highways & Drainage Commercial Service	71						71	0	71	0
Replacement Vehicles	6,434					(2,031)	4,403	0	4,403	0
Environmental & Commercial Services - Sub Total	22,383	0	206	0	(96)	(2,181)	20,313	1,161	20,313	0
Property & Asset Management										
The Heights Permanent Site Mitigation	287						287	27	287	0
Invest in Corporate buildings/Health & safety works	2,184				(684)		1,500	77	1,500	0
1 Dunsfold Fitout for BFFC Family Contact Centre - Development for Community Use	350						350	0	350	0
Accommodation Review - Phase 2A - 2C	1,556						1,556	0	1,556	0
Corporate Office Essential Works	841						841	40	841	0
Katesgrove Community and YOS Refurbishment - Development for Community Use	750						750	0	750	0
BFFC Accommodation Review	150						150	0	150	0
Regeneration Projects	2,850					(2,600)	250	57	250	0
The Keep building works and improved arts/culture facilities	94						94	0	94	0
Oxford Rd Community Centre	147				(147)		0	0	0	0
Property & Asset Management - Sub Total	9,209	0	0	0	(831)	(2,600)	5,777	201	5,777	0
Management & Sustainability										
Renewable Energy	2,023	(840)					1,183	0	1,183	0
Salix Decarbonisation Fund	573						573	1	573	0
Salix Re-Circulation Fund	294						294	30	294	0
Management and Sustainability - Sub Total	2,890	(840)	0	0	0	0	2,050	31	2,050	0
Economic Growth and Neighbourhood Services Total	81,389	0	4,101	0	(2,173)	(6,372)	76,945	7,538	76,945	0

Capital Programme for Quarter 1

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Resources										
Customer Digital Experience	750						750	0	750	0
Universal Digital Systems	910						910	7	910	0
IT Future Operating Model	538						538	85	538	0
Re-Procurement / Reimplementation of Finance System	600						600	100	600	0
Education Management System	0			384			384	77	384	0
Cemeteries and Crematorium	85						85	0	85	0
Cremator Procurement	1,000						1,000	0	1,000	0
Cremator	55						55	1	55	0
Burial Land Acquisition	150						150	0	150	0
Resources Total	4,088	0	0	384	0	0	4,472	270	4,472	0
Economic Growth and Neighbourhood Services										
(Education Schemes)										
Additional School Places - Contingency	1,649	(1,983)				584	250	(1)	250	0
SEN Provision - Avenue Centre	4,291						4,291	838	4,291	0
Asset Management	410					(124)	286	0	286	0
Children in care Emergency Provision	35						35	0	35	0
Civitas- Synthetic Sports Pitch	25						25	(4)	25	0
Contribution to SEN School Wokingham	500					(378)	122	123	122	0
Crescent Road Playing Field Improvements	311						311	0	311	0
Critical Reactive Contingency: Health and safety (Schools)	1,153				(653)		500	(1)	500	0
Fabric Condition Programme	3,448						3,448	514	3,448	0
Green Park Primary School	459				(399)		60	0	60	0
Heating and Electrical Programme - Manor Pry Power	29				(29)		(0)	0	(0)	0
Heating and Electrical Renewal Programme	1,047						1,047	25	1,047	0
Initial Viability work for the Free School at Richfield Avenue	66				(26)	(20)	20	0	20	0
Low Carbon Skills Fund - Bid Development	5						5	0	5	0
Low Carbon Skills Fund - Schools Estate Project Delivery	24						24	0	24	0
Katesgrove Primary Trooper Potts Building	59						59	0	59	0
Meadway Early Years Building Renovation	0						0	(5)	0	0
Modular Buildings Review	2,998					(2,498)	500	0	500	0
New ESFA funded schools - Phoenix College	0						0	(113)	0	0
New ESFA funded schools - St Michaels	268						268	0	268	0
Pinecroft-Children who have complex health, physical, sensory, disabilities & challenging behaviour	53						53	0	53	0
Dee Park Regeneration - Housing Infrastructure Fund (school)	5,935						5,935	(7)	5,935	0
Public Sector Decarbonisation Funds - School Estate										
Double Glazing Programme	1,065						1,065	264	1,065	0
SCD Units	473						473	1	473	0
School Estate Solar PV Programme	323						323	118	323	0

Capital Programme for Quarter 1

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Schools - Fire Risk Assessed remedial Works	560						560	21	560	0
SEN early years at 1 Dunsfold	600				(600)		0	0	0	0
SEN Norcot	83						83	0	83	0
SEN High Needs provision capital allocations		1,983					1,983	0	1,983	0
Thameside SEN Expansion	156				(156)		0	0	0	0
The Heights Temporary School	351						351	0	351	0
Park Lane Primary School Annexe Replacement	1,000						1,000	0	1,000	0
Economic Growth and Neighbourhood Services (Education Schemes) Total	27,378	0	0	0	(1,863)	(2,436)	23,079	1,773	23,079	0
Corporate										
Delivery Fund (Pump priming for Transformation projects)	3,992				73		4,065	(1,304)	4,065	0
Loan To RTL (Bus replacement programme)	10,000					(7,500)	2,500	0	2,500	0
Oracle Shopping Centre capital works	100						100	0	100	0
Minster Quarter - Brownfield Land Grant Element	2,000						2,000	0	2,000	0
Minster Quarter	1,000						1,000	0	1,000	0
Corporate Total	17,092	0	0	0	73	(7,500)	9,665	(1,304)	9,665	0
General Fund Total	131,766	0	4,101	384	(3,963)	(16,308)	115,980	8,277	115,980	0
Housing Revenue Account (HRA)										
Disabled Facilities Grants	905						905	0	905	0
Fire Safety Works	269	(269)					0	0	0	0
Green Homes Project - HRA element	809	(809)					0	0	0	0
Housing Management System	502						502	84	502	0
Major Repairs - Existing Homes Renewal	9,472	269				(748)	8,993	0	8,993	0
Major Repairs - Zero Carbon Retrofit works	7,240	809				(5,999)	2,050	0	2,050	0
Local authority new build programme for Older people and vulnerable adults	1,481					(131)	1,350	(37)	1,350	0
New Build & Acquisitions - Phase 2 - 4	22,118					(5,416)	16,702	2,160	16,702	0
Housing Revenue Account (HRA) Total	42,796	0	0	0	0	(12,294)	30,502	2,207	30,502	0

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Title	Frequency	Q1 April - June 22	Target 22/23	Performance against target	Comments
Healthy Environment					
Food waste recycled (percentage of household waste)	Quarterly	11.6%	14%		Lower food waste tonnes compared to the same period last year could be the result of residents having become more aware of the amount of food they were wasting. If lower tonnages are the result of waste reduction, this is a positive outcome. Increased financial pressures may also be causing residents to waste less food. However we are also aware that some food waste is present in the residual waste, and we need to capture this for recycling. Officers will continue to monitor the tonnages.
Percentage total household waste recycled	Quarterly	52%	51%		
Percentage of actionable (40mm depth) potholes repaired within 28 days	Quarterly	93	94		
Percentage of Houses of Multiple Occupation that are licensed	Quarterly	42%	42%		
Thriving Communities					
Number of households prevented from becoming homeless	Monthly	123	112.5		
Older People (65+) who were still at home 91 days after discharge from hospital into reablement	Monthly	96.88%	80%		The service strengthened its referral pathways and reablement intervention to ensure those who have reablement potential can benefit from the service.
Percentage of new contacts to the Advice & Wellbeing hub resulting in a successful outcome not requiring an on-going service	Monthly	92%	80%		ctivity at the Hub remains high and staff are supporting them using a Strength Based Approach to ensure they do not come dependent on long term services.
Percentage of service users supported to live independently in the community	Monthly	77%	74%		Community Based provision remains a priority for Adult Social Care and teams are working with residents and families to remain at home as long as possible
Percentage of service users in receipt of Adult Social Care Direct Payments	Monthly	22.01%	24%		All service users are encouraged to be empowered and take on a Direct Payment allowing them to control their care and support.
Percentage of children in care living more than 20 miles from Reading	Quarterly	30%	28%		Proactive action taken to address the challenge of local place sufficiency (a challenge that Local Authorities across England are experiencing) is beginning to evidence impact, with more children being initially placed in or returning to placements in Reading. A reduction in the overall number of children coming into care means that the number of children who became looked after some years ago and are settled with long term carers beyond 20 miles continues to have a high proportionate impact on this indicator.
Youth re-offending rate	Quarterly	n/a	30	n/a	Not yet available
Proportion of stop smoking service users, who have set a date to stop smoking and are still not smoking 4 weeks later, that are routine and manual workers	Quarterly	n/a	40	n/a	Due to the lag in stop smoking service data, the previous quarter's data (28.5%) is the most robust. This data is still provisional, as the final national dataset is not published 'til later in the year. A rough estimate for Q1, based on previous rates, suggests the actual will be around 25%. We will be able to provide the true actual next quarter.
Number of NHS Health Checks delivered to residents	Quarterly	234	150		
Number of carers supported to maintain their caring role	Quarterly	99	120		We are working with the Carers Provider to increase their provision and support they offer to residents who have a carer role.

Title	Frequency	Q1 April - June 22	Target 22/23	Performance against target	Comments
Inclusive Economy					
Number of visits to our libraries	Monthly	19,240	20,000		There is currently a fault on the issue counting at Central (50% of visits) which we are trying to resolve
Percentage of people with a learning disability in paid employment	Monthly	5%	5%		Where possible, LD service users are supported to engage with education and employment opportunities. This remains a high priority in the Transition and SEND groups.
Percentage of Care Leavers who are not in education, employed or training for work (NEET)	Quarterly	29%	35%		
Participation at Council cultural venues	Quarterly	135,509	100,000		
Number of school places for children and young people with Special educational need and disability (SEND)	Quarterly	453	402		
Cumulative reduction in crime (based on Thames Valley Police crime reporting figures)	Quarterly	n/a	5	n/a	Data for only April and May 2020 has been released, therefore, true indication for Q1 cannot be given at this time
Foundations					
Number of invoices paid within 30 days of invoice date	Monthly	96.6%	80%		
Customer satisfaction in the Customer Fulfilment Centre	Quarterly	64%	89%		64% this has to be noted this is solely collected via the 8 x 8 telephony so only measuring the experience of the telephone call. Previously would have measured manually but would measure the whole customer journey from start to resolution.
Enquiries solved at first point of contact (CFC)	Quarterly	86%	87%		49,433 contacts resolved.
Number of self- service transactions via My Account self- service	Quarterly	20,308	70,000		We have been focusing on the calculation methodology used by Google Analytics to make the published figure as accurate as possible. Changes we have made in this quarter have, we believe, reduced the amount of double counted transactions, and now more accurately reports the current level of customer engagement online. We will continue to review this methodology and provide a further update at the next corporate review date. The target figure was based on current (at the time) reported figures, it is likely this will need reviewing after a further period of reporting (and confirmation that the changes to the process have resulted in more accurate figures)
Deliver the Medium Term Financial Strategy	Quarterly	£149.432 million	£149.990 million		
Percentage of responses to the public on Freedom of Information Act requests made within 20 days	Quarterly	n/a	90	n/a	Due to time lag with collation and reporting, Q1 won't be available til end August.
Percentage of responses to complaints within agreed timescales	Quarterly	n/a	70	n/a	Due to time lag with collation and reporting, Q1 won't be available til end August.
			48.1%		
			14.8%		
			18.5%		
			18.5%	n/a	
			100.0%	Total	

Corporate Plan theme	Initiative	Project or activity	Q1 22-23 RAG	Q1 22-23 Commentary
Healthy Environment	Climate Emergency Strategy	Climate Emergency Strategy	●	The Climate Emergency Strategy action plan reporting is due at the November SEPT meeting. The majority of actions are green - on track or amber - progressing but at risk of not being delivered by the target date.
Healthy Environment	Climate Emergency Strategy	Retaining our position on the 'A' list' for bold leadership on climate change following an assessment by the Carbon Disclosure Project	●	At the time of reporting, Reading is on the A list for climate action (CDP) and is undergoing an annual review to update information and reassess the grade. Outcome due in November
Healthy Environment	Local Transport Plan	New Local Transport Plan (LTP) for Reading	●	Currently awaiting new guidance from the DfT which is due in the autumn.
Healthy Environment	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	●	£1.6 million of Community Infrastructure Levy funds were allocated to 18 local projects in March 2022 by Policy Committee. Work has commenced on two of the projects, whilst the remainder are currently in the preparatory stages or are awaiting the completion of projects previously allocated CIL funds in 2021.
Healthy Environment	Place improvement projects (roads, parks, community facilities and heritage assets)	Improvements to play areas and park environments	●	
Healthy Environment	Place improvement projects (roads, parks, community facilities and heritage assets)	Deliver and develop the new play hub at Prospect Park.	●	Most work has been completed. Awaiting ground works for external areas and also letting of café area has been put out to advert.
Healthy Environment	Place improvement projects (roads, parks, community facilities and heritage assets)	£9 million on Reading's biggest ever investment in resurfacing roads and pavements.	●	
Healthy Environment	Place improvement projects (roads, parks, community facilities and heritage assets)	Deliver the project to decarbonise the Hexagon theatre through improved heating and lighting.	●	This project is being looked at in the scope of a number of funding bids related to the Levelling Up programme of Government funding. Seeking spend approval in Autumn 2022.
Healthy Environment	Place improvement projects (roads, parks, community facilities and heritage assets)	Delivery of Capital Education Property Development Programme	●	Projects and programme progressing as per the intended timescales
Healthy Environment	Fleet de-carbonisation	Electrification of fleet	●	
Healthy Environment	Environmental action	Implementing the Environment Act 2021	●	Still Awaiting the release of the secondary legislation of the Act which will provide further details needed to assess the implication to how the Council will need to adapt its waste collection and disposal services.
Thriving Communities	Commissioning effective smoking and cessation support	Commissioning a new smoking cessation service	●	The commissioning has been completed and the new service commenced on 1 October 2021
Thriving Communities	Housing Strategy 2020-25 and housing initiatives	Develop social inclusion community development plans for the most deprived areas	●	Completed
Thriving Communities	Housing Strategy 2020-25 and housing initiatives	Delivery of 300 new Council Homes	●	
Thriving Communities	Housing Strategy 2020-25 and housing initiatives	Deliver zero carbon initiatives within Council homes	●	
Thriving Communities	Reading Community Safety Plan	Delivery of a new Community Safety Plan with a focus on tackling serious violence and improving community engagement	●	Draft priorities were presented to the CSP on 14th July 2022. Public consultation for priorities to run from 25/7 - 5/9 with draft strategy to be presented at the CSP Exec Group on 15th Sept. Sign off to be completed by end of October and presented to HNL for adoption in November, with CSP launch of strategy and plan to take place on 10/11/22.
Thriving Communities	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.	●	Works on the new facility at Rivermead are progressing and the new pool at Palmer Park is on track to open in winter 2022. Improvement works at Medway have been completed.
Thriving Communities	Transforming Leisure Services	Working with our new leisure provider to increase rates of physical activity	●	Work with GLL on the HealthWise programme is picking up pace with new adult weight management courses in place. GP referral scheme in place and Dementia Friendly Audit completed at Rivermead.
Thriving Communities	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.	●	Dialogue with the families is on going. Commissioning anticipated to start in Autumn 2022.
Thriving Communities	Supporting communities to recover from major incidents	Supporting residents to recover from the devastating fire at Rowe Court, helping them to find alternative accommodation and welfare support	●	Displaced residents provided with temporary accommodation and support, possessions returned and the majority have move on into alternative accommodation. 4 remain in temporary accommodation
Thriving Communities	Celebrating diversity	Celebrate Reading's diverse arts, culture and heritage	●	A range of activity has taken place including support for Reading Mela resulting in a successful funding bid; initiating a diverse programme of story telling in libraries; on going dialogue with the Bengal Cultural Association to facilitate the Autumn Festival. Successful events to celebrate the Platinum Jubilee, WaterFest, Children's Festival and a significant number of community events facilitated in the borough's parks and open spaces.

Corporate Plan theme	Initiative	Project or activity	Q1 22-23 RAG	Q1 22-23 Commentary
Thriving Communities	Voluntary and Community Sector partnerships	Implementation of the VCS action plan to build our relationship with the VCS and increase capacity within the sector.	●	A new senior officer lead with responsibility for developing our partnerships with the VCS and delivery of the review action plan is now in post. The programme of work to deliver the VCS Action Plan will accelerate following completion of the Closing the Gap commissioning process.
Thriving Communities	Voluntary and Community Sector partnerships	Delivery of the small grants funding	●	First round of small grants bidding cycle completed and grants awarded.
Thriving Communities	Voluntary and Community Sector partnerships	Recommissioning of Closing the Gap	●	
Thriving Communities	Adult Transformation Programme	Review and expansion of the Community Reablement Team to maximise peoples independence	●	CRT project documentation has been approved at The DACHS Transformation Board. The project group have agreed to prioritise the pathways into CRT from the Advice and Wellbeing Hub and those accessing the service through pathway 1. Collaborative work with the performance team is being carried out to assess demand from these updated routes. The team manager and service manager have established vacancies and underspend in the service and will be undertaking recruitment to address the demand. Recruitment will include increased therapy posts. A standard operating Model is underway to capture the new model ready for consultation.
Thriving Communities	Adult Transformation Programme	Development of an accommodation pathway for vulnerable working age adults	●	The project savings target of £25k has been met through reductions against the placements budget, while concurrent work is ongoing to identify service users who may be able to move away from their current accommodation placements to options which offer more independence. Work has commenced on revisiting and (where relevant) revising the Accommodation Pathways which were developed and approved in 2020, and on reviewing the utilisation of RBC-owned Group Homes to see how any underutilised properties could be used in the future.
Thriving Communities	Adult Transformation Programme	Development of a Personal Assistant Market to enable people to live independently at home	●	Reading Council's Personal Assistant (PA) team were represented at a Reading University event in Broad Street Mall in March and also attended a Reading UK recruitment fair in May. The team were promoting the role of PAs and received lot of interest from potential PAs. In April approval was given to increase the PA minimum hourly rate in line with new Real Living Wage rate of £9.90. The Council's systems have now been updated to include the increase. The PA team circulated flyers at the end of April resulting in a spike of activity on the PA portal in the following days. The number of PAs signed up to work with RBC service users following marketing campaign is increasing each month.
Thriving Communities	Bereavement service that is customer focused and resilient	Procurement of new cremator	●	The cremator project is progressing well and works are due to commence onsite on the 25th July 2022, with the two new fully abated cremators expected to be commissioned on 14th February 2022. The temporary cremator will then be removed and the building works undertaken to improve staff welfare facilities for completion by 8th June 2022.
Inclusive Economy	Cultural Placemaking - improvement projects to parks, community facilities and heritage assets	Deliver the High Street Heritage Action Zones project objectives.	●	
Inclusive Economy	Cultural Placemaking - improvement projects to parks, community facilities and heritage assets	Deliver key improvements to the library service, including plans for the Central Library.	●	Plans for a new Central Library are progressing under the banner of the Levelling Up Round 2 bid due for submission in Summer 2022.
Inclusive Economy	Cultural Placemaking - improvement projects to parks, community facilities and heritage assets	Shape the future 3 year delivery plan 2022-25 for Reading's Culture and Heritage Strategy	●	Workshop held on the 7th of July with follow up interviews being held with key organisations who were unable to attend until the 18th of July. A co-created strategy action plan will be in place for sign off by Autumn end.
Inclusive Economy	Cultural Placemaking - improvement projects to parks, community facilities and heritage assets	Work in partnership to further the community and council ambitions for Reading Gaol	●	The Ministry expect to be able to notify the Council of a decision in Autumn 2022.
Inclusive Economy	Powered by People Strategy - Reading CIC Economic growth and Recovery 2020-24	Actions arising from the Powered by People strategy	●	A full report on the programme over the last 18 months was delivered to SEPT in July. A report outlining the next programme phase, focused on RECOVERY will go to SEPT for approval in November. This will include focus on key skill areas which can be leveraged to support our local Levelling Up agenda – green skills, creative skills and self employment
Inclusive Economy	Employment and Skills training	Develop and implement training programmes	●	The new support employment programme is on track to start in September, we are working in partnership with Ways into Work who will offer our learners work experience at the new café due to open towards the end of August. We have appointed a teacher and we are now recruiting learners, I have a meeting with JCP Disability Employment Advisors this week (green). With regards to the Traineeship unfortunately despite having a variety of Employers eager to work with us, the recruitment of trainees has been very slow, this was also highly impacted by the Kickstart offer (red).

Corporate Plan theme	Initiative	Project or activity	Q1 22-23 RAG	Q1 22-23 Commentary
Inclusive Economy	Employment and Skills training	Employment and Skills programme delivered via Reading CIC	●	A successful Jobs Fair attracted nearly 40 employer and 450 local people in May. A Supported Employment event is being planned for September with providers and employers. Construction Skills continued to be supported at key sites including Station Hill, Domain (Foundry Quarter) and RIBP. New ESPs have been agreed focusing even more work on construction skills (and skills shortages). Support for small businesses and high growth businesses is included in the Investment Plan for UK Shared Prosperity, providing delivery of start up training out in the community and collaboratively with the Berkshire Growth Hub.
Inclusive Economy	Major Transport Schemes	Complete Reading West Station upgrade	●	Interchange works complete, station works being undertaken by GWR.
Inclusive Economy	Major Transport Schemes	Complete and Open Green Park Station	●	Construction nearing completion, station opening by the end of the year.
Inclusive Economy	Major Transport Schemes	Continued delivery of South Reading Mass Rapid Transport	●	Current phase complete.
Inclusive Economy	Town Centre Regeneration	Bring forward the Minster Quarter site for development and utilising the £2m brownfield development grant	●	Policy committee approved officers taking the site to market over summer. Site will be launched in September 2022 with a view to shortlisting prospective bidders in December 22. Preferred bidder to be brought to policy committee June 2023
Inclusive Economy	Town Centre Regeneration	Adoption of a new Town Centre Strategy	●	Finalising with consultants the final version of the strategy.
Inclusive Economy	Social Inclusion Programme	Develop a Strategy for Social Inclusion in Reading underpinned by a programme of work to reduce inequality across the town	●	Social Inclusion Board constituted. Strategy development underway.
Inclusive Economy	Social Inclusion Programme	Implement and subsequently expand a new apprenticeship and work experience mentoring scheme	●	
Inclusive Economy	Social Inclusion Programme	Review all community buildings for digital connectivity and access to computer equipment	●	Model of delivery for HRA community buildings under review, community consultation to begin in the Autumn
Inclusive Economy	Equalities, Diversity and Inclusion Initiatives	Action plan in place to improve community engagement mechanism across diverse communities	●	Strategic review of community development completed, new team structure to be put in place, restructure consultation to launch in the Autumn
Inclusive Economy	Equalities, Diversity and Inclusion Initiatives	Participatory research on the lived experience of diverse communities in the Borough	●	Complete
Inclusive Economy	Equalities, Diversity and Inclusion Initiatives	Create a workforce that is fully representative of the population we serve	●	The Council publishes a Workforce Profile which covers data on the protected characteristics of the current workforce and job applicants. The proportion of job applicants from minority ethnic backgrounds increased again in 2022/21 to 37.1%, up from 32.6% in 2020/21 and 30.9% in 2019/20. The proportion of White British applicants has again reduced slightly in 2022/21 compared to the last two years, to 49.4%. 27.3% of new starters were from non-white British ethnicities, compared to the percentage of non-white British ethnicities in the general workforce (15.9%). The percentage of the workforce in minority ethnic groups has gradually increased over the last few years and is now 15.9%, up from 14.4% in 2020/21. This project has been given a red rating as the BAME population of Reading from the 2011 census was 25%, so we are not yet achieving this target. There is a higher proportion of staff within the lower pay grades 1-6 for Black/Black British employees and those from Mixed and Other Ethnic Groups compared to White British staff. The exception is for Asian or Asian British staff where there is a lower proportion in Grades 1-6 and a higher proportion in Grade 7-10 compared to White British staff.
Foundations	Driving social value through our contracts and procurement	Implement Social Value Strategy and reporting	●	Social Value tools have been developed and need implementing, this will form part of the overall updating and roll out of procurement guidance which will commence in the next two months
Foundations	Driving efficiency through contracts and procurement	Embedding the Hub and Spoke structure	●	
Foundations	Sound financial management	Implement business process redesign, to support service managers improve financial management	●	The design phase for the new finance system project completed in March 2022. The initial build of the finance modules is expected to complete by the end of August 2022 with the system ready for testing by the end of September 2022. The resource constraints which delayed completion of the design phase and hampered progress in the build phase has had a knock on impact on the remaining phases of the project. The project plan has been reviewed and revised dates set for the remaining phases of the project that would allow new year budgets to be updated in January 2023 and a full go-live in April 2023.

Corporate Plan theme	Initiative	Project or activity	Q1 22-23 RAG	Q1 22-23 Commentary
Foundations	Achieving customer services excellence	Implementation of the Customer Experience Programme	●	The 2022/23 programme plan has now been approved and activity is underway to deliver this. Progress is generally good though some projects are being impacted by resource challenges and technical difficulties.
Foundations	Becoming a digital first organisation and digital inclusive community	Implementing the Connected Reading Strategy	●	Following a slow start caused by procurement/legal complexity, the flagship Casework and Customer Platform procurement is in flight and to complete by end Sep. Independent Living pilot providers appointed and mobilising. Progress is being made on other workstreams but has been hampered by a lack of delivery resource. Intent is to seek approval to procure a delivery partner to unblock this; soft market testing to inform proposal is underway.
Foundations	Managing your information effectively	Implementation of our Information Governance Strategy	●	
			57.69%	● 30
			40.38%	● 21
			1.92%	● 1
			100.00%	Total 52

By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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