

Corporate Plan Appendix

Major Projects and Initiatives



Reading
Borough Council
Working better with you

Corporate Plan Appendix

Major Projects and Initiatives

This document provides an overview of the key projects and initiatives that will make a significant contribution to driving the change we want to see in Reading through our three themes: healthy environment, thriving communities and inclusive economy.

At the end of the document there are major initiatives which are driving transformation of our foundations, day-to-day service delivery and our Covid response and recovery.

These are the initiatives that we will monitor, measure and report on to track our progress against our goals.

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

Healthy Environment



Initiative	Details	Timeline and targets
<p>Climate Emergency Strategy</p> <p>Our vision for 2025 is for a Reading which is working rapidly towards:</p> <ul style="list-style-type: none"> • Net zero carbon dioxide emissions in the Reading area by 2030 • Being better prepared to deal with the impacts of a changing climate. 	<p>Road Map to net zero Reading 2030</p> <ul style="list-style-type: none"> • £34m investment to help deliver net zero carbon Reading 2030 • Retro-fitting private and public housing to low/no carbon standards • Renewable electricity and heat, smart energy technology, local energy storage and connections to local power grids • Electric vehicle infrastructure and scrappage of older vehicles • More use of cycling, walking and public transport • Town centre district energy systems to harness heat from local rivers/ watercourses • Widespread deployment of ground-source and air-source heat pumps • Local authority procurement powers to drive the delivery of net zero carbon strategies by suppliers of third-party services 	<ul style="list-style-type: none"> • Achieve a net zero carbon Reading by 2030 • Reading Borough Carbon Footprint (kilotonnes of CO2 emissions) • Improvement in NO2 in Air Quality Monitoring Area (as measured annual average concentration um3) over the course of the plan
<p>Council Carbon Plan 2020-2025</p> <p>Deliver the Council’s commitments as set out in the Reading Climate Emergency Strategy 2020-25</p>	<p>Pathway towards a net zero carbon Council by 2030</p> <p>Our Carbon Plan is structured around four key aims, led by the priorities set out by the national Committee on Climate Change:</p> <ul style="list-style-type: none"> • REDUCE - we will reduce our energy demand through energy efficiency measures, asset disposal and other measures to reduce demand • DECARBONISE – we will reduce emissions from ongoing activities via electrification of heating and vehicle fleets including securing electric refuse vehicles. • GENERATE – we will install further renewable energy capacity to meet a higher proportion of our own needs • SMART – we will align consumption with generation, adopting new technologies to help balance changing patterns of supply and demand 	<ul style="list-style-type: none"> • Reduce the organisation’s carbon emissions by 85% by 2025, against a 2008/9 baseline • Generate equivalent to 50% of our energy from renewable sources by 2025 • Reduce our use of fossil fuels by 50%, against a 2008/09 baseline • 1st Electric refuse vehicle added to the fleet by September 2021. • Achieve a 5% p.a. reduction in water use against a 2019/20 baseline

Initiative	Details	Timeline and targets
<p>Waste Strategy for Household Waste: The Way Forward</p>	<p>Achieve 43.5% recycling rate by the end of 21/22 following the £1.49 million investment in new waste collection services including:</p> <ul style="list-style-type: none"> • Kerbside food waste collection to 73,000 properties by the end of 21/22 • Replace current 240l domestic waste bins with 140l bins • Increased Recycling educational activity and Environmental Enforcement • Process 3,000 tonnes of food waste via anaerobic digestion, generating energy for homes and producing agricultural fertiliser. • Reduction in contamination of domestic mixed dry recycling third-party services 	<ul style="list-style-type: none"> • Reduce % municipal waste landfilled to 16% by end of 21/22. • Achieve recycling rate of 43.5% by end of 21/22 • Achieve recycling rate of 55% by 2025 • Food Waste: Achieve 1.4kg per week per participating household • Food Waste: 50% plus households participating (excluding Phase 2 High Rise Flats)
<p>Local Transport Plan</p> <p>Deliver a sustainable transport system in Reading that creates an attractive, green and vibrant town with neighbourhoods that promote healthy choices and wellbeing</p>	<p>Future mobility options will enable everyone in Reading to thrive, enjoy an exceptional quality of life and adapt to meet future challenges and opportunities, including:</p> <ul style="list-style-type: none"> • New Local Transport Plan (LTP) for Reading approved in 2021 • LTP sub-strategies, including EV Charging Points and Public Rights of Way, approved in 2021 • Active travel walking and cycling schemes – tranche 2 schemes delivered by Spring 2022 • On-going programme of network management schemes including School Streets initiatives and 20mph zones • Publish an Electric Vehicle Strategy 	<ul style="list-style-type: none"> • Reduce annual car trips to the town centre to 14% mode share by 2036 • Increase annual active travel trips to the town centre to 38% mode share by 2036 • Increase annual public transport trips to 48% mode share by 2036 • All local schools achieved Mode shift STARS accreditation by 2036
<p>Place Improvement projects</p> <p>Roads, parks, community facilities and heritage assets</p>	<ul style="list-style-type: none"> • Improvements to play areas and park environments • £9 million on Reading's biggest ever investment in resurfacing roads and pavements. • Rewilding of verges and parks to increase biodiversity • Completion of £1.7m Community Infrastructure Funded Community projects. • Consultation on the allocation of a further £1.2m and the implementation of approved schemes 	<p>2019 to 2022</p> <ul style="list-style-type: none"> • Number of potholes generated • Number of potholes filled • Kms of roads and pavements resurfaced • Hectares turned over to rewilding • Consultation to complete in the Spring with ongoing implementation of schemes.

Initiative	Details	Timeline and targets
<p>Commissioning effective smoking cessation support and weight management for Reading residents</p>	<p>Smoking remains the single greatest cause of illness and premature death in Reading. The gap in smoking rates between the most and least well-off remains too large meaning the impacts of smoking are felt unequally in our town:</p> <ul style="list-style-type: none"> • We are commissioning a new smoking cessation service that will provide targeted work to address illness and premature death <p>Being overweight or obese is linked to a range of health problems and is the largest health threat we face Borough wide. The factors that lead to being overweight are multiple and complex. However, we know that increasing physical activity is an important factor in addressing this:</p> <ul style="list-style-type: none"> • We are working with our new Leisure provider to ensure we are increasing rates of physical activity in Reading across all communities in our town 	<ul style="list-style-type: none"> • Reduction in smoking prevalence in adults in routine and manual occupations (18- 64) – current smokers – target 28% • Reduction in the percentage of adults (aged 18+) classified as overweight or obese – target 58%

Thriving Communities

Initiative	Details	Timeline and targets
<p>Housing Strategy 2020-2025 and Housing initiatives</p> <p>For all our residents to have the opportunity to live in a good quality, sustainable home they can afford, within a thriving neighbourhood.</p>	<p>Delivering good quality sustainable affordable homes in attractive, safe and connected neighbourhoods, improving existing homes, preventing homelessness, supporting vulnerable people to maintain their independence at home, improving opportunities to reduce inequality.</p> <p>The updated Affordable Housing Supplementary Planning Document (SPD) for Reading in place provides developers and land owners with clear guidance on affordable housing requirements from new developments and seeks to maximise the supply of affordable homes delivered in the town.</p> <p>Delivering new good quality sustainable council homes to meet a variety of needs:</p> <ul style="list-style-type: none"> • George Street - 4 homes • Lyndhurst Road - 18 homes • North Street - 37 homes • Arthur Hill - 15 key worker homes • Wensley Road - 46 homes • Battle Street - 74 flats including sheltered housing and older persons day centre, 14 supported housing flats and 6 family sized homes • Hexham Road - 36 sheltered housing flats and support services and respite centre for vulnerable adults Accommodation • Complete the final phase of Hexham Road refurbishment and landscaping • Improvements to Wensley Road existing homes including new windows, external surfaces, waste facilities and new landscaping of the external areas • Reduce carbon footprint by retrofitting heating systems 	<ul style="list-style-type: none"> • Number of additional homes completed per annum 689 as detailed in the Local Plan • Number of additional affordable homes completed (includes council homes through planning process) 264 <ul style="list-style-type: none"> • Completion Summer 21 • Completion Winter 21 • Completion Spring 22 • Completion Autumn 22 • Start on site March 21 • Phased completion to end 22 <ul style="list-style-type: none"> • Completion Summer 24 <ul style="list-style-type: none"> • Spring 2021 • Completion Winter 22 <ul style="list-style-type: none"> • Installation of 41 heat pumps Phase 1 completion June 21 Phase 2 Sept 21

Initiative	Details	Timeline and targets
	<ul style="list-style-type: none"> • Review of Allocations Scheme to promote sustainability of neighbourhoods • Develop social inclusion plans for the most deprived areas co-ordinating community activity to address inequalities • Reduce fuel poverty with provision of support to 250 households struggling to keep their homes warm • Deliver 40 homes with intensive support to people with a history of rough sleepers • Continue to prioritise homelessness prevention to reduce homelessness in the borough focusing on early intervention and prevention as detailed in the Prevention of Homelessness Strategy and Rough Sleeping Delivery Plan 	<ul style="list-style-type: none"> • Consultation March 2021 Adoption August 2021 • Completion Spring 2021 • No. of rough sleepers: annual headcount 21/22 Target 10 • Total number of cases where positive action was successful in preventing homelessness Target 21/22 - 440 • Refreshed strategy in place Summer 2021
<p>Other Housing Initiatives</p>	<ul style="list-style-type: none"> • Mandatory HMO Licensing • Bring forward detailed business case for public consultation on discretionary HMO Licensing. • Safeguard residents of high-rise flats by implementing the compliance findings 	<ul style="list-style-type: none"> • Increase percentage of Houses of Multiple Occupation (HMO's) licensed under mandatory licensing schemes Target 43% • 100% of tall buildings as defined by the Government have been assessed.
<p>Reading Community Safety Partnership strategy supporting targeted reduction of crime and anti-social behaviour (ASB)</p>	<ul style="list-style-type: none"> • Refresh of Community Safety Strategy incorporating the requirements in relation to violence reduction. • Serious Violence Steering Group and plan in preparation and response to the new Serious Violence Duty due to be implemented in 2022 	<ul style="list-style-type: none"> • Autumn 2021
<p>Equalities, Diversity and Inclusivity Initiatives in Reading Borough</p>	<ul style="list-style-type: none"> • Recruit and retain a workforce that is representative of the communities we serve • Commissioned Business in the Community (BITC) to review the Council's approach to Equality, Diversity and Inclusion for our workforce and make practical recommendations for improvements from which we will develop an Equality, Diversity and Inclusion Action Plan • Signed up to BITC's Race at Work Charter. In becoming a signatory of the Charter, we have committed to take practical steps to tackle racial inequality in the workplace. 	<ul style="list-style-type: none"> • Increase the % of BAME employees in our workforce to at least reflect the % of BAME people in the economically active population of Reading (23%) • Reduce the Gender and Ethnicity Pay Gap for the Council's workforce to below 5%

Initiative	Details	Timeline and targets
	<ul style="list-style-type: none"> • Publish annually a Workforce Equality Audit, Gender Pay Gap Report and an Ethnicity Pay Gap Report • Work in partnership to identify and deliver tangible actions to address the challenges of equality, diversity and inclusion faced by communities in accessing culture and funding. • Highlight Reading's diverse arts, culture and heritage including Black History Month, Black History Mural & Reading Carnival. • Support the Carnival Organising Committee to prepare for a successful Carnival in 2022 • Participatory Research to be carried out in relation to the lived experience of diverse communities in the borough • Action Plan in place to improve community engagement mechanism across diverse communities with specific co-produced actions to mitigate inequality as identified in the Ethnicity Profile and Participatory Research Project with clear targets and milestones 	<ul style="list-style-type: none"> • Establish partnership Q2 • Co-create roadmap Q3 • Identify actions Q4 • Delivery Q4 into 22-23 • Establish partnership group to provide advice and assistance to the Carnival Organising Committee • Completion Autumn 21 • Spring 22
<p>Deliver the BfFC Business Plan 21/22</p>	<p>BfFC Business Plan priorities for 2021-22:</p> <ul style="list-style-type: none"> • Priority 1: Deliver transformation of services in all areas of the company to ensure continuous improvement and better outcomes for our children and young people • Priority 2: Make optimal use of resources, deliver best value and scope opportunities for external funding and income generation to maximise our impact for children and young people • Priority 3: Complete end-to-end process mapping and develop and embed a demand management approach for all services • Priority 4: Implement and embed the Early Help approach securing active commitment of community partners • Priority 5: Support education providers to give our children and young people the best start and to promote excellent teaching and learning, especially for those with SEND • Priority 6: Focus on building a stable workforce of permanent staff 	<ul style="list-style-type: none"> • Specific timelines and measures are included in the BfFC Business Plan

Initiative	Details	Timeline and targets
	<p>To achieve our priorities and futureproof our work, BFFC must, in tandem, deliver the following enabling objectives:</p> <ul style="list-style-type: none"> • Develop agile ways of working including increased use of digitalisation; and • Engage actively in contract monitoring with Reading Borough Council to seek best possible value for money and quality of service. 	
<p>Adults Transformation Programme</p> <p>Residents have access to information, advice and signposting to preventative services that enable them to make healthy life choices and manage their lives independently and remain at home for as long as possible. When people need to access our services, they receive a timely and proportionate response to meet their eligible needs.</p>	<p>Priority 1 Prevention Programme</p> <ul style="list-style-type: none"> • Technology Enabled Care: Design, implement and transition to an enhanced Technology Enabled Care (TEC) service that delivers savings, through innovation, development of digital services and increased usage of TEC as a preventative approach. <p>Priority 2 Service Development</p> <ul style="list-style-type: none"> • Advice & Wellbeing Hub Expansion: To build on the voluntary sector pilot working in the front door and further develop the prevention offer for ASC which will maximise independence and reduce reliance on ongoing support • Discharge to Assess & Community Reablement: To improve and expand the offer to all Adults to maximise recovery and independence thus reducing the need for ongoing care and support. <p>Priority 3 Young People Programme</p> <ul style="list-style-type: none"> • Transitions: Design and implement pathways in partnership with Brighter Futures for Children to include identifying future needs Analysis, securing joint commissioning opportunities whilst developing new services and looking at the role of Housing in Transition for 14+ olds. <p>Priority 4 Service Delivery Programme</p> <ul style="list-style-type: none"> • DACHS Asset Review: To review Adult Social Care in-house services to ensure modernised, sustainable services to protect and enhance the lives of the most vulnerable Adults in Reading • Personal Assistant Market Development: To develop a sustainable, diverse and robust Personal Assistant (PA) marketplace to provide care and support for residents as an alternative to Council arranged services 	<ul style="list-style-type: none"> • Increase in number of people in receipt of TEC more than 30 TEC Turnkey Assessments to be completed each month • 85% of new people who contact social care have their needs met without a long-term service after initial support • Decrease the permanent new admissions to Residential or Nursing care per 100,000 population for Older People (65+) - 432 per 100,000 population • Increase the number of service users (Adults) receiving direct payments from 20% to 22% • Increase the number of service user reviews completed annually from 67% to 70%

Initiative	Details	Timeline and targets
	<ul style="list-style-type: none"> Promoting Independence (Outcome Based Working): Use a variety of techniques which promote independence (primarily review & right-sizing) to secure savings whilst also trialling "outcome-based service delivery" with select providers and social care workers, to assess its capacity to deliver further savings. Day Services Review: A review of day services is undertaken with a view to developing a commissioning framework to ensure best value. Alongside this a review as to the quantity of day services provided across services users to ensure equity of provision. 	
<p>Development and implementation of a school places strategy that futureproofs the needs of all children and young people in Reading</p>	<p>New School and Special educational needs provision:</p> <ul style="list-style-type: none"> To continue to work with the DfE on the delivery of The River Academy - a new 8 form secondary and sixth form school due to be open in September 2023. To deliver a new £9m investment programme for Hamilton School to provide accommodation for children with special educational needs by Easter 2022 Explore the reuse of The Avenue offices to provide additional accommodation and places available by Sept 2022 Deliver a new school in partnership with Wokingham Borough Council due to be open Sept 2022 Development of a strategy and that schools commit to a shared, ambitious vision and detailed plan. Schools regularly engaged in collaborative, school-led improvement. Schools are removed from the category "causing concern" 	<ul style="list-style-type: none"> Standards in top quartile in England Percentage improvement in standards of vulnerable learners Increased Percentage of schools rated good or outstanding Key Stage 4 results (Attainment 8) - gap in attainment for disadvantaged pupils Key Stage 2 results (Reading, Writing, Maths expected level+) - gap in attainment for disadvantaged pupils Reduction in Secondary Fixed Term exclusions
<p>Transforming leisure services</p>	<p>Work with the council's new leisure service provider to deliver enhanced leisure facilities and activities that increase participation levels in physical activity and respond to the effects of covid19.</p> <p>Invest £35 million in modern and new leisure facilities, including the replacement of Rivermead Leisure Centre and a new community pool at Palmer Park.</p>	<ul style="list-style-type: none"> Levels of activity - active at least 150 minutes per week (Active Lives Survey) Contract signed - Spring 2021 Start on site - Summer 2021 New Palmer Park opens - Autumn 2022 New Rivermead opens - Spring 2023

Initiative	Details	Timeline and targets
<p>Maximising the effectiveness of our partnerships with the voluntary and community Sector</p>	<p>Undertake a review of emerging community needs following the pandemic and re-engage our VCS partners.</p> <ul style="list-style-type: none"> • Strategic review of current relationships and areas of work with the VCS • Analysis to identify where we can build and invest in our relationships with the VCS to deliver priority outcomes • Develop a new Volunteering Strategy • Commission services inline with the new operating model 	<ul style="list-style-type: none"> • Review complete June 21 • Volunteering Strategy implemented by Summer 21 • Commissioning model implemented June 22
<p>Providing a resilient and customer focused Bereavement Service</p>	<ul style="list-style-type: none"> • Procurement for new Cremator to replace existing cremators and temporary arrangements to provide resilience during the pandemic • Implementing a Customer Champion within the service to manage and liaise with service users • Implement new ways of working to support community needs 	<p>Milestone reporting for capital programme</p> <ul style="list-style-type: none"> • Procurement Start April • Contract Awarded • Demolition of old Cremator • Go-live Commissioning of new cremator December
<p>Forbury Gardens incident</p>	<ul style="list-style-type: none"> • Work in partnership to implement the memorialisation and commemoration plans to develop a permanent memorial and deliver commemorative activities for the victims and all those harmed by the attack in Forbury Gardens on 20 June 2020. 	<ul style="list-style-type: none"> • First anniversary commemoration event 20 June 2021

Inclusive Economy



Initiative	Details	Timeline and targets
<p>Major Transport Schemes</p>	<p>Delivery of the following programme of sustainable transport schemes:</p> <ul style="list-style-type: none"> • Delivery of the final section of the National Cycle Network (NCN) 422 route by Spring 2021. • Continued delivery of phase 4 of South Reading Mass Rapid Transport by Summer 2021 • Complete Green Park station by Summer 2021 • Complete Reading West Station Upgrade by Spring 2022 • Secure external funding for future sustainable transport schemes 	<ul style="list-style-type: none"> • Increase annual bus usage by 25% to 27.8m trips by 2036 • Increase annual park & ride usage by 100% to 1.1m trips by 2036 • Increase annual rail usage by 25% to 23.5m trips by 2036
<p>Thames Valley Berkshire ADEPT Live Labs Project</p> <p>The project uses existing roads data and enhances it with complementary information to create an inclusive customer focused (mobility) service.</p>	<ul style="list-style-type: none"> • Enhanced sources of road based data fused with mobility data from O2. • Combining public health data to break down barriers and to influence and encourage behavioural change. • Real time and historical data will inform transport, environment and planning projects throughout Thames Valley region. • Study the use of Electric Vehicles (EVs) and how to support them including integration into building/property energy management. 	<ul style="list-style-type: none"> • Air quality data manipulation by UoR spring/summer 2021 • Successful launch of O2 insights platform summer 2021 • Assessment of commercial opportunities winter 2021 • Improved mobility/carbon reduction information/promotion/evaluation spring 2022
<p>Town centre regeneration</p>	<ul style="list-style-type: none"> • Production of a Town Centre Strategy to provide a clear and joined up approach to regenerating and developing Reading's town centre. The strategy will support the delivery of sustainable, socially inclusive growth • Progression of the redevelopment of the former Civic Centre site 	<ul style="list-style-type: none"> • Autumn 2021 • Agree delivery model and commence marketing of the site - Autumn 2021.

Initiative	Details	Timeline and targets
<p>Powered by People Strategy Reading CIC Economic growth and Recovery 2020 to 2024</p>	<ul style="list-style-type: none"> • Aims to build back an economy that is more inclusive, smarter and more sustainable, and to continue to raise the profile of Reading as a great place to live, work, enjoy, visit and do business • Actions arising from the strategy include kickstart, green recovery initiatives, skills training and cultural sector recovery. 	<ul style="list-style-type: none"> • Percentage of people aged 16 - 64 who are economically active
<p>Employment and skills training</p>	<ul style="list-style-type: none"> • Deliver KickStart programme • Continued development and implementation of Employment and Skills Plans to improve job opportunities • Supporting Young People into adulthood (transitions) • Agree and commence delivery of the new Cultural Education Partnership plan 2020-2024. 	<ul style="list-style-type: none"> • Reduction in percentage of care leavers Not in Education, Employment or Training (NEET) • Number of work experience placements • Number of local jobs created • Register a further 10 schools for Artsmark by 2024.
<p>Cultural Placemaking</p>	<ul style="list-style-type: none"> • Future direction for libraries based around the Central Library development. • Work in partnership to further the community and council ambitions for Reading Gaol within the wider context of the Abbey Quarter and national and international arts, culture and heritage opportunities. • Reading 2021 Anniversary activities, including the Reading Abbey 900 anniversary celebrations. • Develop legacy actions from Reading: Place of Culture project and produce financially sustainable delivery plan. • Work with strategic leaders of Reading's creative industries to identify how best to support and facilitate the recovery of Reading's creative industries post covid19. • Deliver the High Street Heritage Action Zones project objectives. • Agree a framework for the programming of events and engagement activities throughout 2021 in the borough's parks and open spaces. • Initiate a wide ranging conversation with communities and partners about shaping the future three year delivery plan 2022-25 for Reading's Culture and Heritage Strategy. 	<ul style="list-style-type: none"> • Vision for Reading Gaol site created by Summer 2021. • Waterfest delivered summer 2021. • Abbey 900 events delivered in 2021. • Increased participation at Council Cultural Venues (Town Hall & Museum, Hexagon, South Street) (year on year increase)

Initiative	Details	Timeline and targets
<p>Superfast Broadband</p>	<p>Programme to facilitate deployment of high-quality, reliable digital connectivity so that communities can benefit from faster economic growth and greater social inclusion</p> <ul style="list-style-type: none"> Facilitate deployment and investment by providers in next generation infrastructure including full fibre and 5G Intervention in roll out of Broadband where providers are not willing to supply superfast connectivity to areas of the borough 	<p>Ongoing</p> <ul style="list-style-type: none"> Percentage of Homes with access to superfast (at least 30Mbps) connections where providers would not otherwise be supplying broadband

Corporate Plan Appendix

Foundations



Initiative	Details	Timeline and targets
Deliver 3-year savings plan	<ul style="list-style-type: none"> Deliver the councils overall 3-year savings plan via efficiencies, invest to save schemes and increased income generation 	<p>The 3-year savings targets across 2021/22-2023/24 per directorate are:</p> <ul style="list-style-type: none"> Adult Care & Health Services £9.0m Economic Growth & Neighbourhood Services £9.7m Resources £2.3m Corporate £0.9m Children's Services (BFFC) £6.1m <p>Total £28.0m</p>
Implementation of new financial system and ways of working	<p>The Finance transformation programme oversees:</p> <ul style="list-style-type: none"> The implementation of business process redesign, to support service managers improve financial management Procurement and implementation of a new financial system 	<ul style="list-style-type: none"> Training programme for service managers (Number of staff trained) Implement finance system by November 2021
Implementation of the Customer Experience Programme	<p>The Customer Experience Strategy is a 4-year programme focusing on:</p> <ul style="list-style-type: none"> Implementation of a customer Fulfilment operating Model covering 25 new service areas of the council where self service becomes the primary channel for customers to access our services Harnessing new digital enabling tools to support the automation of processes, such as robotic processing automation and corporate booking systems Using data intelligence and insight to inform service design, define a new data strategy and supporting services to develop data dashboards Website continuous content review: Ensure web content is relevant, up to date and accessible across all service areas of the website Achieving circa £1.5million savings over 3 years. 	<ul style="list-style-type: none"> Number of services transitioned to the new model Number of new services achieving the national customer services accreditation Improve customer satisfaction Increase number of Transactions completed via through My Account/ Self Serve Reduction in failure demand Progress against continuous content review project plan

Initiative	Details	Timeline and targets
<p>Digital Strategy development and implementation</p>	<p>Develop and implement Digital Transformation strategy</p> <p>Strategy aims:</p> <ul style="list-style-type: none"> • To work better with our customers, our partners and ourselves using new service delivery channels; giving great customer experience; reducing costs; collaborating effectively; and changing working practices to drive efficiencies and streamline delivery. • To work smarter with data sources and intelligence to inform policy, strategy, operations and casework. • To drive inclusive digital growth through collaborating locally, identifying potential for change, connecting citizens, tackling the causes of digital exclusion, and reinforcing Reading’s digital brand. • To embrace lean innovation at pace, relentlessly focusing on rigorously prioritised benefits and experimentation. • To consolidate and maintain ICT service control, including security, availability, performance and value. 	<ul style="list-style-type: none"> • Adoption of new Strategy • Implementation of milestones defined in strategy • Progress against benefits realisation targets set by strategy
<p>Driving social value through our contracts and procurement</p>	<p>Implement Social Value Strategy and reporting</p> <ul style="list-style-type: none"> • Create baseline of key metrics such as local employment and carbon reduction plans in place with existing contracts • Inclusion of social value in contracts to be procured in 2021 • Annual report to members to provide overall social value secured and delivered 	<ul style="list-style-type: none"> • March/ April 2021 • From Jan 2021 ongoing • November 2021

Initiative	Details	Timeline and targets
<p>Propose new Council Tax Support Scheme</p>	<p>Propose new Council tax support scheme</p> <ul style="list-style-type: none"> • Refine CTS modelling to determine options (May/June 21) • Publish Consultation on options (Summer 21) • Consult with key stakeholders (Summer 21) • Review Consultation Feedback (Autumn 21) • Make amendments subject to consultation (Autumn 21) • Publish Final Proposal in Policy Committee Report (January 22) with Policy Committee Recommending Final Scheme to Council • Software Changes start to be made to Test Environment (January 22) • Testing on the system (January 22) • CTRS Scheme sent to MHCLG by 31/01/22 • Council Tax Set / Budget Setting at Council (February 22) • Bills issued reflecting revised CTS Scheme (March 22) • Formally Implement Change 01/04/22 	<ul style="list-style-type: none"> • Milestone Reporting per details

COVID Response and Recovery



Initiative	Details	Timeline and targets
Local Contact Tracing	<ul style="list-style-type: none"> Plan for the expansion of Local Contact Tracing as the service becomes more localised. Ensure the sustainability of the service 	<ul style="list-style-type: none"> Contact Tracing rate over 80%
Community Lateral Flow Testing	<ul style="list-style-type: none"> Deliver Community Lateral Flow test facilities 	<ul style="list-style-type: none"> February 2021 Numbers of tests
Provide Support for NHS Mass Vaccination programme	<ul style="list-style-type: none"> Identify support requirements Ensure ongoing support for the delivery of the vaccination programme, including engagement with vaccine hesitant communities 	<ul style="list-style-type: none"> February 2021 Percentage of adult population vaccinated
Distribution of grants, funding and schemes to support residents and businesses impacted by Covid 19	<ul style="list-style-type: none"> Mandatory and discretionary grants to businesses Funding support to the third sector Technology support for vulnerable children Food voucher schemes 	<ul style="list-style-type: none"> Numbers/£'s delivered
One Reading Community Hub	<ul style="list-style-type: none"> Sustained activity with the voluntary and community sector to provide support to those most in need 	<ul style="list-style-type: none"> Numbers who access the service
Covid Secure Compliance	<ul style="list-style-type: none"> Work with partners to ensure that businesses and facilities are covid secure to support a safe return to 'normal' 	<ul style="list-style-type: none"> Percentage of businesses compliant with Covid Secure guidelines by sector

