

	Theme	Initiative	Project	RAG	Comments
1	Foundations	Council Tax Support Scheme	Propose and Implement a new council tax support scheme	●	Policy report approved 23/09/21 to commence consultation on suggested changes for 22/23 scheme. Consultation closed 21/11/21 with 1,254 responses. Draft policy report written following consultation, tracking to Policy in January with intention to seek approval of new scheme at Full Council in January.
2	Foundations	Implementation of new financial system and ways of working	Implement business process redesign, to support service managers improve financial management	●	See below
3	Foundations	Implementation of new financial system and ways of working	Procurement and implementation of a new financial system	●	The new financial system will support the Council's vision for financial management and governance, enabling the adoption of best practice and realisation of opportunities of product and technology innovation as they develop to optimize performance and outcomes. The Finance System Board comprising stakeholders from each Directorate (DEGNS, DACHS, Resources) and BFFC, meets on a fortnightly basis and are responsible for delivering the effective implementation of the new system. Highlight reports setting out progress, issues and next steps are reported into the Finance Transformation Programme. The project is currently in the design phase and reporting behind plan. The Transformation Board have asked the project team to review the timeline to understand what activity can be undertaken concurrently in order to pull the timeline back to facilitate go live on the 1st October 2022. It has further requested that managers ensure key staff identified for specific tasks are appropriately focused. The RAG status is currently amber and this is due to availability of finance resources.
4	Foundations	Digital Strategy development and Implementation	Develop & Implement a Digital Strategy	●	Work completed: Casework and Customer Platform business case, Mosaic data assessment Recommendations for next stage agreed by Policy Committee 17 January 2022 Work planned up to May 2022: Casework and Customer Platform procurement, Mosaic data recommendations implementation, Independent Living pilots and market engagement, Digital Inclusion actions
5	Foundations	Driving social value through our contracts and procurement	Implement Social Value Strategy and reporting	●	
6	Foundations	Implementation of the Customer Experience Programme	Harnessing new digital enabling tools to support the automation of processes	●	Delay in bookings and missed bins due to development team resourcing. New Deve team now in place and development now underway. Overall RAG moves to Amber to reflect delayed projects
7	Foundations	Implementation of the Customer Experience Programme	Implement the customer fulfilment operating model where the primary channel is self service	●	Restructure paused and due to be presented to CMT efficiency panel in February. Web Programme now fully resourced to enable 6 month indepth focus on improving self service
8	Foundations	Implementation of the Customer Experience Programme	Use data intelligence and insight to inform service design and define a new data strategy	●	Continued development of customer and performance data reporting and analytics to support operational delivery and inform strategy and service improvement.
9	Healthy Environment	Commissioning Effective smoking and cessation support and weight management	Commissioning a new smoking cessation service	●	The new, tiered model of service started on 1st October. The first quarterly contract meeting is being held on 25th January.
10	Healthy Environment	Commissioning Effective smoking and cessation support and weight management	Working with our new Leisure provider to ensure we are increasing rates of physical activity	●	The referral programme is up and running. The Adult Weight Management courses are starting in February.
11	Healthy Environment	Climate Emergency Strategy	Climate Emergency Strategy Implementation	●	The Annual Report (2020/21) on progress towards the Reading Climate Emergency Strategy goal of a 'net zero Reading by 2030' was presented to SEPT Committee in November 2021. This showed that while Reading Borough's carbon footprint had fallen by 49% since 2005, the 5th largest reduction out of 379 UK local authority areas, the rate of reduction would need to accelerate significantly to achieve the 2030 target. The Annual Report also summarised reasonable progress with delivery of the actions within the Strategy though resourcing delivery in some key policy areas remains a significant challenge'

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12	Healthy Environment	Climate Emergency Strategy	Council Carbon Plan 20-25 Implementation	●	The Council's annual Greenhouse Gas Emissions Report for 2020/21 was presented to SEPT Committee in November 2021. This showed that the Council's carbon footprint has reduced by 69.8% since 2008/09, a significant improvement on the previous year's figure of 63.5%. Although this is on track to meet the Carbon Plan target of 85% reduction by 2025, it should be noted that pandemic restrictions requiring the closure of offices, libraries and other service buildings artificially suppressed the Council's emissions in 2020/21 and there may be some 'bounce back' in 2021/22 as offices and other services have re-opened
13	Healthy Environment	Local Transport Plan	New Local Transport Plan (LTP) for Reading	●	No change
14	Healthy Environment	Local Transport Plan	Publish an Electric Vehicle Strategy	●	Draft Strategy prepared for internal review.
15	Healthy Environment	Local Transport Plan	On-going programme of network management schemes	●	Committee approvals in place but there is a small risk that objections to a couple consultations will require report back to TM-Sub Committee and delay the start of these 2021/22 schemes and they may slip into 2022/23 financial year. On track to deliver all schemes.
16	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.	●	3-year delivery programme (2020/21 to 2022/23) Year-3 on programme to deliver in early part of 2022/23 Year-2 (2021/21 being delivered and on target Year-1 (2020/21) delivered
17	Healthy Environment	Place Improvement projects (Roads, parks, community facilities and heritage assets)	Completion of £1.7m Community Infrastructure Funded Community projects.	●	£1.3 million of neighbourhood Community Infrastructure Levy (CIL) was allocated to 23 projects in 2018. 13 of those projects have now been completed, and 10 are ongoing. £1.6 million of further neighbourhood CIL funding was allocated to a further 20 projects in June 2021, and work on those projects is ongoing, with 3 projects already complete. A full report on progress is due to be brought to Policy Committee in March 2022.
18	Healthy Environment	Place Improvement projects (Roads, parks, community facilities and heritage assets)	Consultation on allocation of a further £1.2 million CIL command implementation	●	Consultation was carried out between February and April 2021 on a draft allocation of £1.6 million of neighbourhood CIL funding. The results of consultation were reported to Policy Committee in June 2021, and informed the final decision to allocate £1.6 million to 20 new projects and 1 existing project. Work on these projects is ongoing, with 3 projects already complete.
19	Healthy Environment	Place Improvement projects (Roads, parks, community facilities and heritage assets)	Improvements to play areas and park environments	●	Ongoing programme of capital, S.106 and CIL investment, clearance of allotments, high visitor satisfaction with parks.
20	Healthy Environment	Waste Strategy for Household Waste	Waste Strategy	●	
21	Inclusive Economy	Cultural Placemaking	Agree a framework for the programming of outdoor events and engagement activities	●	Completed
22	Inclusive Economy	Cultural Placemaking	Deliver the High Street Heritage Action Zones project objectives.	●	Due to covid 19, the Programme is delay and the HE grant budget for year 2(21/22) is at risk as HE will not be able to roll over the grant to 22/23. Officers are working hard with HE and partners to mitigate this risk.
23	Inclusive Economy	Cultural Placemaking	Develop legacy actions from Reading Place of Culture project	●	HNL committee Report going to March HNL.
24	Inclusive Economy	Cultural Placemaking	Future direction for libraries based around the Central Library development	●	Approved at HNL Committee 11/21 so now working on delivery plan for sharing and publication, linked in to Central library

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25	Inclusive Economy	Cultural Placemaking	Reading 2021 Anniversary activities, including the Reading Abbey 900 anniversary celebration	●	Activity now complete.
26	Inclusive Economy	Cultural Placemaking	Shape the future 3 year delivery plan 2022-25 for Reading's Culture and Heritage Strategy	●	Added as part of the action plan, method statement to be signed off by end of Feb.
27	Inclusive Economy	Cultural Placemaking	Work in partnership to further the community and council ambitions for Reading Gaol	●	
28	Inclusive Economy	Cultural Placemaking	Work with strategic leaders of Reading's creative industries	●	Currently undergoing a restructure of the Culture networking groups, panels and partnerships to ensure the most efficient engagement with the sector.
29	Inclusive Economy	Employment and Skills training	Agree and commence delivery of the new Cultural Education Partnership plan 2020-2024	●	Final strategy now signed off and due to be published on What's On, first meeting of Task and Finish Group to take place in March. Vice Chair to be elected by 4th of February.
30	Inclusive Economy	Employment and Skills training	Deliver KickStart programme	●	
31	Inclusive Economy	Employment and Skills training	Continue to develop and implement Employment and Skills Plans to improve job opportunities	●	Construction Skills recruitment and advice event running on 19 Jan with JRL, part of the Station Hill s106 agreement. Six other ESPs currently live including RIBP, Stadium Way, Foundry Place, Rivermead/Palmer Park. S106 funds have provided: Pop Up Job Fair, with DWP, hosted by BSM, 15 employers with live jobs attended had stalls, around 250 attended. Ikea event for mature workers attended by 20 local people/ 3 immediately employed. LIVE Business Network event, 19 at work.life – 40 attendees, 7 local young entrepreneurs on panel to discuss Start Up. Reading Business Network now connects 500 local business people. Monthly online meets attracting 30-35 people. Real Business Club – Start Your Own Business course completed in Dec 2021, 60 people supported over the year.
32	Inclusive Economy	Major Transport Schemes	Complete Green Park station	●	Additional funding secured from Great Western Railway and Network Rail. Construction works due for completion in spring 2022.
33	Inclusive Economy	Major Transport Schemes	Complete Reading West Station Upgrade	●	Interchange works due for completion in spring 2022.
34	Inclusive Economy	Major Transport Schemes	Continued delivery of phase 4 of South Reading Mass Rapid Transport	●	Works due for completion in February 2022.
35	Inclusive Economy	Major Transport Schemes	Delivery of the final section of the National Cycle Network (NCN) 422 route	●	Works due for completion in February 2022.
36	Inclusive Economy	Major Transport Schemes	Secure external funding for future sustainable transport schemes	●	No change

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37	Inclusive Economy	Powered by People Strategy - Reading CIC Economic growth and Recovery 2020-24	Actions arising from the Powered by People strategy	●	The Covid Economic Recovery plan involves several parts of the Borough working with Reading UK CIC. Specific programmes to directly tackle inequality and create opportunities around the Borough through employment and skills activity, run alongside programs to enhance quality of life including the Town Centre Strategy, Drone Super Highways, Reading Place Branding, and development of the Visitor Economy.
38	Inclusive Economy	Thames Valley Berkshire ADEPT Live Labs Project	Thames Valley Berkshire ADEPT Live Labs	●	The programme has received positive responses via national roadshows. The evaluation will continue until 2022.
39	Inclusive Economy	Town Centre Regeneration	Agree delivery model and commence marketing of former Civic Centre site	●	Subject to approval of Delivery Strategy and marketing material, Eddisons Freeths are looking to issue a PIN Notice in late March / early April with a view to opening the formal process in May. The tender will be an Open Procurement for a Development Agreement by way of competitive dialogue
40	Inclusive Economy	Town Centre Regeneration	Production of a Town Centre Strategy	●	Work on the Strategy is well-advanced but, as with the Local Transport Plan, further work is underway to take account of the impacts of the pandemic, in terms of significant long-term changes in travel, working and shopping patterns which has inevitably extended the timescale for completion.
41	Thriving Communities	Housing Strategy 2020-25 and housing initiatives1	Complete the final phase of Hexham Road refurbishment and landscaping	●	Works are now complete to all 4 story properties. Systems all up and running, Initial feedback from tenants is good. Design works now commenced for next phase.
42	Thriving Communities	Housing Strategy 2020-25 and housing initiatives1	Deliver 40 homes with intensive support to people with a history of rough sleepers	●	Homes ready for occupation by 22nd November 2021; all 40 residents signed up and moved in by 15th December 2021. 40 homes delivered and occupied.
43	Thriving Communities	Housing Strategy 2020-25 and housing initiatives1	Develop social inclusion plans for the most deprived areas	●	All social inclusion and community development plans have been written but will need continually updating as e.g when the census data is available and when activity has been agreed
44	Thriving Communities	Housing Strategy 2020-25 and housing initiatives1	Improvements to Wensley Road existing homes	●	Planning obtained, tender documents for works currently being prepared. Start on site towards the end of the year
45	Thriving Communities	Housing Strategy 2020-25 and housing initiatives1	Installation of 41 heat pumps	●	There are 40 flats per block, all but one flat are now complete. Housing Management are trying to get agreement from last flat to have the works undertaken. Systems are working well but initial feedback from one flat is that it is more expensive to operate. This is being investigated to see how they are operating the system.
46	Thriving Communities	Housing Strategy 2020-25 and housing initiatives1	Reduce fuel poverty	●	93 households have requested and received support visits to assist with reducing fuel poverty
47	Thriving Communities	Housing Strategy 2020-25 and housing initiatives1	Review of Allocations Scheme	●	New Scheme approved by committee in November, Implementation of the new scheme will be phased and some elements are linked to the delivery of the new Housing IT system. First phase delivery by April 2022. Expected full delivery by October 2022.
48	Thriving Communities	Reading Community Safety Partnership strategy	Community Safety Partnership Strategy refreshed	●	CSP Strategic Assessment has started, with an external analyst carrying out the assessment on behalf of Reading's CSP. Time line to be agreed for plan at CSP in February 2022.
49	Thriving Communities	Reading Community Safety Partnership strategy	Violence Steering Group to plan in preparation and response to the new Serious Violence Duty	●	Serious Violence Steering Group ToRs have been signed off. CSP Project Officer now in post. Strategic Assessment has started, with an external analyst carrying out the assessment on behalf of Reading's CSP. Full Assessment expected to be completed in March, with draft strategy and plan presented to the steering group in June/July 2022. Time line to be finalised.
50	Thriving Communities	Transforming Leisure Services	Invest £35 million in modern and new leisure facilities (Rivermead & Palmer Park pools)	●	

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51	Thriving Communities	Bereavement Service which is customer focused and resilient	Implement a Customer Champion within the Bereavement service to liaise with service users	●	Completed
52	Thriving Communities	Bereavement Service which is customer focused and resilient	Implement new ways of working to support community needs in Bereavement Services	●	Paused and awaiting sign off through the MTFS setting cycle. New structure can be launched following approval of budget.
53	Thriving Communities	Bereavement Service which is customer focused and resilient	Procurement for new cremator	●	Procurement went live in November as anticipated. Closes 31st January. Work also underway to access electric cremator feasibility study.
54	Thriving Communities	Equalities, Diversity and Inclusivity Initiatives	Highlight Reading's diverse arts, culture and heritage	●	
55	Thriving Communities	Equalities, Diversity and Inclusivity Initiatives	Partnership to address challenges in accessing culture and funding	●	Work underway through projects to deliver against barriers to engagement and working in partnership with key gatekeeper organisations.
56	Thriving Communities	Equalities, Diversity and Inclusivity Initiatives	Support the Carnival Organising Committee to prepare for a successful Carnival 2022	●	
57	Thriving Communities	Equalities, Diversity and Inclusivity Initiatives	Action Plan in place to improve community engagement mechanism across diverse communities	●	A strategic review about to commence in terms of community development
58	Thriving Communities	Equalities, Diversity and Inclusivity Initiatives	Participatory research on the lived experience of diverse communities in the Borough	●	Research completed, report due in February
59	Thriving Communities	Equalities, Diversity and Inclusivity Initiatives	Publish annually Gender and Ethnicity Pay Gap reports and a Workforce Equality Audit	●	The annual Gender and Ethnicity Pay report for 2021, and Equality Audit for 2020/21, are being compiled and will be presented to CMT in February 2022, prior to presentation to Personnel Committee in March 2022.
60	Thriving Communities	Equalities, Diversity and Inclusivity Initiatives	Tackle racial inequality in the workplace, through signing up to BITC's Race at Work Charter	●	Work is underway on an Action Plan to respond to the recommendations arising from the BITC equality audit. It will be presented to CMT in February, for sign off before presentation to Personnel Committee in March 2022. The Action Plan has been co-created with Joint Trade Unions, Senior Leadership Group and staff
61	Thriving Communities	Forbury Gardens Incident	Forbury Gardens Memorialisation and commemoration plans	●	
62	Thriving Communities	Voluntary and Community Sector partnerships	Commission services in line with the new operating model	●	Timescales were amended by full Council – procurement due to commence on 1st April and new contracts in place by 1st Oct 22. With these timescales, we are reporting green. Additional work is being carried out by Isabel Edgar including VCS Review and recommendations for the Council's relationship and developing partnership with the sector (see below).
63	Thriving Communities	Voluntary and Community Sector partnerships	Analyse where we can build and invest in our relationships with the VCS	●	VCS Review now complete. Report and recommendations being taken through governance process with recommendation that high level action plan is developed into programme of work and taken to Policy Committee in Spring.
64	Thriving Communities	Adult Transformation Programme	Day Services Review	●	The savings have been delivered; 23 reviews have been completed. The spot contract has been completed and is being rolled out amongst providers for signature and return.

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65	Thriving Communities	Adult Transformation Programme	Discharge to Assess & Community Reablement	●	A change in strategic direction resulting in a decision to conduct the project in-house rather than using a transformation partner required a new suite of project documentation. Staff turnover in this area delayed the completion of this but now all documents are ready for endorsement by the DACHS Transformation Board. Work to secure up to date data and performance figures are underway in order to secure an accurate baseline for improvement. In addition best practice delivered elsewhere in the country has been identified and analysed ensuring we can apply successful innovation to the service in Reading.
66	Thriving Communities	Adult Transformation Programme	Personal Assistant Market Development	●	The marketing campaign was launched this month, to recruit Adult Social Care home carers and Personal Assistants (PAs). The campaign is being advertised on digital information boards, buses, a local
67	Thriving Communities	Adult Transformation Programme	Priority 1 Prevention Programme (TEC)	●	Reading Borough Council has had agreement to develop an in-house TEC team that will continue to support Reading residents with Technology Enabled Care solutions. The team will explore innovative TEC solutions that help people to remain independent in their own homes for as long as possible.
68	Thriving Communities	Adult Transformation Programme	Priority 2 Service Development AWB Hub	●	This project has been put on hold due to the impact the Covid-19 pandemic has had on Adult Social Care and the Voluntary Community Services. The activity status will be reviewed in alignment with the Programme prioritisation for the next financial year.
69	Thriving Communities	Adult Transformation Programme	Priority 3 Young People Programme (Transitions)	●	Co-commissioning Pilot is delivered and the findings have been shared with Senior Leaders in Brighter Futures for Children and Adult Social Care. A Task & Finish group has been created with staff to complete a Practice Guidance document (January 2022). A Mencap Transitions Family Advisor is in post and a referral pathway and reporting of outcomes/ interventions have been agreed. Information booklet for young people is in draft and echoes the Preparing for Adulthood Policy & Pathway which goes alongside the Information Guide for Parents/Carers already published. Internal processes continue to be embedded via the Peer Learning Workshops, next workshop is scheduled February 2022. A Needs Analysis led by Commissioning is in progress, and the Voluntary Sector have fed into this. The savings target is on track to be delivered for this financial year.
70	Thriving Communities	Adult Transformation Programme	Priority 4 Service Delivery Programme - DACHS Asset Review	●	A pre - app planning compliant scheme in principal has been agreed for the Hexham Road site subject to discussions with the Care Quality Commission to ensure that registration requirements will be met. Meeting with CQC planned for 31/01/22. Pre - app planning discussions continue on the Batttle Street Site and it is hoped that these will be concluded soon. Public Consultation on both sites can not be commenced until CQC and planning conversations have been concluded.
71	Thriving Communities	Adult Transformation Programme	Promoting Independence (Outcome Based Working)	●	The savings have been delivered, while the spot contracts which were commenced in Q2 continue to be developed with a view to launching them in Q4.
			Green		48
			Amber		22
			Red		1
			Total		71