

Notice of Meeting



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Executive

Thursday 30 April 2020 at 5.00pm

This meeting will be held in a virtual format in accordance with The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panels Meetings) (England and Wales) Regulations 2020 (“the Regulations”).

Details of how to access this meeting will be published shortly.

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Date of despatch of Agenda: Wednesday 22 April 2020

For further information about this Agenda, or to inspect any background documents referred to in Part I reports, please contact Democratic Services Team on (01635) 519462

e-mail: executivecycle@westberks.gov.uk

Further information and Minutes are also available on the Council’s website at www.westberks.gov.uk



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| To: | Councillors Steve Ardagh-Walter, Dominic Boeck, Graham Bridgman, Hilary Cole, Lynne Doherty, Rick Jones, Ross Mackinnon, Richard Somner and Howard Woollaston |
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Agenda

Part I

Pages

1. **Apologies for Absence**
To receive apologies for inability to attend the meeting (if any).
2. **Minutes** 7 - 18
To approve as a correct record the Minutes of the meeting of the Executive held on 13 February 2020.
3. **Declarations of Interest**
To remind Members of the need to record the existence and nature of any personal, disclosable pecuniary or other registrable interests in items on the agenda, in accordance with the Members' [Code of Conduct](#).
4. **Public Questions**
Members of the Executive to answer questions submitted by members of the public in accordance with the Executive Procedure Rules contained in the Council's Constitution.
 - (a) **Question submitted by Mr Graham Storey to the Portfolio Holder for Economic Development and Planning**
"How many social housing units for rent have been added to West Berks housing stock in the last 5 years?"
 - (b) **Question submitted by Mr Graham Storey to the Portfolio Holder for Economic Development and Planning**
"Does the Council believe that the number of houses it has added to the local housing stock meets the needs of low-income residents in West Berkshire?"
 - (c) **Question submitted by Ms Helen Wright to the Portfolio Holder for Economic Development and Planning**
"The current published West Berkshire Housing Strategy expired in 2015 – what are the targets and plans for adding social housing for rent currently in place?"



(d) Question submitted by Mr John Gotelee to the Portfolio Holder for Internal Governance

“Please could I have a copy of the redacted development contract between St Modwyn and West Berks Council regarding the London Road Industrial Estate?”

(e) Question submitted by Mr John Gotelee to the Portfolio Holder for Internal Governance

“Please would you give me a list of the members in the steering group tasked with the job of taking regeneration of the London Road Industrial Estate forward?”

(f) Question submitted by Mr Paul Morgan to the Portfolio Holder for Finance

“Can you please provide the details (and a URL link) that shows how much of the S106 funds (£10.6 million - as of January 2020) have been allocated and how much is still available in each of the specific categories such as Community Facilities; Open Space; Health Care Provision etc?”

(g) Question submitted by Mr John Stewart to the Portfolio Holder for Economic Development and Planning

“Regarding the recently published Housing and Economic Land Availability Assessment (HELAA), Appendix 4 Assessment of Sites, London Road Industrial Estate (code NEW1) section 2b Suitability, please can the Council explain why the football ground in Faraday Road (which is an Asset of Community Value and has existed since 1963) is not mentioned or defined as public open space, local green space, presents no loss of Green Infrastructure and is not a heritage asset, at odds with the Open Spaces Act, the Town and Country Act, the West Berkshire District Local Plan, the National Planning Policy Framework and Core Policies CS18?”

(h) Question submitted by Mr Alan Pearce to the Portfolio Holder for Economic Development and Planning

“Could Councillor Cole please provide a document redacted if necessary listing the suitable and available alternative sites available in respect of Newspaper House she referred to at 13th February Executive meeting?”

(i) Question submitted by Mr Alan Pearce to the Portfolio Holder for Economic Development and Planning

“In the Council’s planning officers professional opinion did the Newspaper House planning application 19/01281/OUTMAJ which went before the Western Area Planning Committee on 5th February meet the requirements of the council’s sustainable drainage planning policy?”



(j) **Question submitted by Mr Alan Pearce to the Portfolio Holder for Economic Development and Planning**

“Did the chairman of the planning meeting on Wednesday 5th February at the time the Newspaper House planning application 19/01281/OUTMAJ was being debated specifically request that a Council drainage officer attend the meeting?”

(k) **Question submitted by Mrs Jane Gulliver to the Portfolio Holder for Transport and Countryside**

“Has the council agreed with the Environment Agency that the Northbrook stream at the bottom of my garden is classed as a Critical watercourse?”

(l) **Question submitted by Mrs Jane Gulliver to the Portfolio Holder for Transport and Countryside**

“In order to dredge the section of the Northbrook stream situated on my land will the council as the local drainage authority grant me legal permission to dredge it back to approximately 75 centimetres deeper as it was 15 years ago this is apart from my responsibilities as a riparian owner to maintain the banks and bed of the watercourse?”

5. **Petitions**

Councillors or members of the public may present any petition which they have received. These will normally be referred to the appropriate Committee without discussion.

Items as timetabled in the Forward Plan

| | Pages |
|---|--------------|
| 6. Local Government Association Corporate Peer Challenge - West Berkshire (EX3887) Purpose: To publish the results of the LGA Corporate Peer Challenge for West Berkshire Council and an action plan to address the recommendations within it. | 19 - 50 |
| 7. Launch of a Community Bond (EX3896) Purpose: This report seeks approval from the Executive for the Council to launch a Community Bond of £1m. This bond will be for retail investors, with marketing and promotion to West Berkshire residents, to enable the Council to fund some of its activities that deliver the Environment Strategy at a cheaper financing rate than using the Public Works Loans Board (PWLB), which is the Council's traditional source of borrowing. | 51 - 70 |
| 8. Community Solutions Fund (EX3901) Purpose: The report is to recommend to Members the closure of the current Community Solutions Fund (2017-2020) and the proposed | 71 - 76 |



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utilisation of the remaining budget for the development of the Voluntary Community and Social Enterprise (VCSE) sector in West Berkshire.

This proposal links to the report on this agenda 'Working with the Voluntary Sector' and the Strategy Board discussion of the 20th February at which a number of actions were proposed including mapping of the existing voluntary sector activity and the future commissioning of a Local Infrastructure Organisation.

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9. **Working with the Voluntary Sector (EX3903)** 77 - 94
Purpose: To inform the Executive of the outcome of the recent Executive Member Strategy Board on working with the Voluntary Community and Social Enterprise sector and present recommended actions for approval to progress.
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10. **Strategic Commissioning and Procurement (EX3878)** 95 - 172
Purpose: This paper proposes changes for a future model of strategic commissioning and procurement, its application in the Council and presents a supporting Procurement Strategy for approval.
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11. **Economic Development Strategy and Delivery Plan (EX3758)** 173 - 246
Purpose: To introduce the final Economic Development Strategy and Economic Development Delivery Plan.
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12. **HWRC Opening Hour Changes (EX3834)** 247 - 272
Purpose: To set out recommendations for proposed opening hour changes for the Council's Household Waste Recycling Centres (HWRCs). This follows the successful completion of the recent trial expansion of opening hours at the Padworth site and engagement with residents on proposed new opening hours for both HWRCs.
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13. **Members' Questions**
Members of the Executive to answer questions submitted by Councillors in accordance with the Executive Procedure Rules contained in the Council's Constitution.
- (a) **Question submitted by Councillor Steve Masters to the Portfolio Holder for Public Health and Community Wellbeing**
"At the Executive meeting on 13th February 2020 in response to a question from a member of the public the Finance Portfolio Holder stated that the football ground on the London Road Industrial Estate is not Public Open Space in the Open Spaces 1906 act. Can you please advise me what advice was provided and by whom in order to make this assertion?"
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- (b) **Question submitted by Councillor Steve Masters to the Portfolio Holder for Public Health and Community Wellbeing**
"When discussing the Playing Pitch Strategy at the Executive meeting on 13th
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Agenda - Executive to be held on Thursday, 30 April 2020 (continued)

February 2020 the Portfolio Holder for Public Health and Community Wellbeing replied to Cllr Abbs stating that 'It had been necessary to work to a brief which said that Faraday Road was not available.' Can you please clarify that statement. What is this brief and who are the authors of that brief?"

(c) **Question submitted by Councillor Carlyne Culver to the Portfolio Holder for Adult Social Care**
"Have social care providers been told that care workers should receive full pay if they need to shield and/or self-isolate?"

(d) **Question submitted by Councillor Carlyne Culver to the Portfolio Holder for Adult Social Care**
"Will the council make a statement reassuring the public that care workers have access to all the PPE they need?"

(e) **Question submitted by Councillor Carlyne Culver to the Portfolio Holder for Transport and Countryside**
"Will you liaise with BBOWT and consider the re-opening of car parks at Greenham and Snelsmore so that residents can take exercise away from the busy areas of central Newbury, like the tow path where people are not socially distancing adequately?"

(f) **Question submitted by Councillor Carlyne Culver to the Portfolio Holder for Environment**
"While the tips are closed, will you consider allowing all residents to use the green garden bin regardless of whether they have paid, and push back the annual payment date commensurate with the amnesty period?"

Sarah Clarke
Service Director Strategy and Governance

West Berkshire Council Strategy Priorities

Council Strategy Priorities:

- PC1: Ensure our vulnerable children and adults achieve better outcomes**
- PC2: Support everyone to reach their full potential**
- OFB1: Support businesses to start, develop and thrive in West Berkshire**
- GP1: Develop local infrastructure to support and grow the local economy**
- GP2: Maintain a green district**
- SIT1: Ensure sustainable services through innovation and partnerships**

If you require this information in a different format or translation, please contact Moira Fraser on telephone (01635) 519045.



DRAFT

Note: These Minutes will remain DRAFT until approved at the next meeting of the Committee

EXECUTIVE

MINUTES OF THE MEETING HELD ON THURSDAY, 13 FEBRUARY 2020

Councillors Present: Steve Ardagh-Walter, Dominic Boeck, Graham Bridgman, Hilary Cole, Lynne Doherty, Rick Jones, Ross Mackinnon and Richard Somner

Also Present: John Ashworth (Corporate Director - Environment), Nick Carter (Chief Executive), Sarah Clarke (Service Director (Strategy and Governance)), Tess Ethelston (Group Executive (Cons)), Joseph Holmes (Executive Director - Resources), Olivia Lewis (Group Executive (Lib Dem)), Andy Sharp (Executive Director (People)), Councillor Adrian Abbs, Councillor Phil Barnett, Councillor Jeff Brooks, Councillor Carlyne Culver, Councillor Lee Dillon, Councillor Owen Jeffery, Councillor Alan Macro, Councillor David Marsh, Councillor Steve Masters, Councillor Erik Pattenden, Linda Pye (Principal Policy Officer), Councillor Martha Vickers and Councillor Tony Vickers

Apologies for inability to attend the meeting: Councillor Howard Woollaston

PART I

82. Minutes

The Minutes of the meeting held on 16 January 2020 were approved as a true and correct record and signed by the Leader.

83. Declarations of Interest

Councillor Lee Dillon declared an interest in Agenda Item (14), but reported that, as his interest was a personal or an other registrable interest, but not a disclosable pecuniary interest, he determined to remain to take part in the debate and vote on the matter.

84. Public Questions

A full transcription of the public and Member question and answer sessions are available from the following link: [Transcription of Q&As](#).

(a) Question submitted to the Portfolio Holder for Economic Development and Planning by Mr Ian Morrin

A question standing in the name of Mr Ian Morrin on the subject of the delivery of the Grazeley project was answered by the Executive Member for Economic Development and Planning.

(b) Question submitted to the Portfolio Holder for Economic Development and Planning by Mr Alan Pearce

A question standing in the name of Mr Alan Pearce on the subject of the development of the old Newbury Weekly News site was answered by the Executive Member for Economic Development and Planning.

(c) Question submitted to the Portfolio Holder for Economic Development and Planning by Mr Lee McDougall

A question standing in the name of Mr Lee McDougall on the subject of the funds currently held through the Community Infrastructure Levy or s106 contributions would be

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sent a written response by the Executive Member for Economic Development and Planning.

(d) **Question submitted to the Portfolio Holder for Public Health and Wellbeing by Mr Paul Morgan**

A question standing in the name of Mr Paul Morgan on the subject of what requirements brief had been given to Avison Young in relation to the location/relocation of the football ground at Faraday Road was answered by the Executive Member for Public Health and Wellbeing.

(e) **Question submitted to the Portfolio Holder for Public Health and Wellbeing by Mr Paul Morgan**

A question standing in the name of Mr Paul Morgan on the subject of the anticipated cost and completion timescales for the brief given to Avison Young was answered by the Executive Member for Public Health and Wellbeing.

(f) **Question submitted to the Portfolio Holder for Finance by Mr John Stewart**

A question standing in the name of Mr John Stewart on the subject of the expenditure in the last 10 years on maintaining and keeping the Faraday Road Football Ground in a "good and decent state" was answered by the Executive Member for Finance.

(g) **Question submitted to the Portfolio Holder for Public Health and Community Wellbeing by Mr John Stewart**

A question standing in the name of Mr John Stewart on the subject of the why the Council could not re-open the football ground at Faraday Road for organised community 11-a-side football was answered by the Executive Member for Public Health and Wellbeing.

(h) **Question submitted to the Portfolio Holder for Public Health and Community Wellbeing by Mr Paul Morgan**

A question standing in the name of Mr Paul Morgan on the subject of the detail behind the proposal to put fencing around the abandoned grass area at the Faraday Football Ground instead of the unpopular "expensive" MUGA was answered by the Executive Member for Public Health and Wellbeing.

(i) **Question submitted to the Portfolio Holder for Public Health and Community Wellbeing by Mr Paul Morgan**

A question standing in the name of Mr Paul Morgan on the subject of what consultation had taken place in order to justify another policy change with respect to the Faraday Football Ground Asset of Community Value was answered by the Executive Member for Public Health and Wellbeing.

(j) **Question submitted to the Portfolio Holder for Public Health and Community Wellbeing by Mr Jack Harkness**

A question standing in the name of Mr Jack Harkness on the subject of whether Northcroft was a viable location for the re-provision of the existing Faraday Road football stadium was answered by the Executive Member for Public Health and Wellbeing.

85. **Petitions**

A petition consisting of 377 signatures was presented by Kathryn Bowie requesting that the Council install a footpath in Sulham Hill, Tilehurst to enable residents to safely and inclusively access the recreation ground. There was an entrance to the Cornwell Centre and recreation ground from Sulham Hill. The grass verge on this stretch of road was

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muddy and slippery. This entrance was well used as had been reflected in the number of signatures received on the petition. Tilehurst Parish Council was in the process of changing the style to an A Frame which would make the entrance more inclusive and would provide a disabled access. However, work could not currently take place on this due to the muddy conditions. Kathryn Bowie asked for the grass verge to be replaced with a footpath which would mean that the recreation ground could be accessed by all users. There was a safer route into the recreation ground via Clements Mead but residents continued to use the entrance off of Sulham Hill. She felt that access via the grass verge was an accident waiting to happen as the 30mph speed limit did not come into force until after the entrance to the site.

The petition was referred to Transport and Countryside for a response.

86. **Investment and Borrowing Strategy 2020/21(C3809)**

The Executive considered a report (Agenda Item 6) concerning the proposed Investment and Borrowing Strategy for 2020/21 as required by the Local Government Act 2003.

Councillor Ross Mackinnon stated that the report set out the direction for investment and the parameters around borrowing requirements.

Councillor Owen Jeffery referred to paragraph 5.4 on page 18 of the agenda and he asked if the word 'therefore' could be replaced with the word 'has'. This was agreed.

Councillor Carlyne Culver referred to the table in paragraph 5.9, page 19 of the agenda, and noted that two of the columns in relation to Capital Receipts were empty and she asked if figures could be included. She also asked where funds would be coming from in 2021/22. It was confirmed that this had been included in the Council's borrowing limits.

RESOLVED that the proposed Investment and Borrowing Strategy to recommended to Council for approval.

Other options considered: Not applicable.

87. **Medium Term Financial Strategy 2020/21 to 2023/24 (C3810)**

The Executive considered a report (Agenda Item 7) concerning the Medium Term Financial Strategy (MTFS) is a rolling four year strategy which is built to ensure that the financial resources, both revenue and capital, are available to deliver the Council Strategy. The MTFS should be read in conjunction with the Revenue Budget, Capital Programme, and the Investment and Borrowing Strategy.

The aim of the MTFS was to allocate available resources focussing on those determined as most critical in supporting the Council's priorities and statutory responsibilities. It also ensured that capital investment was affordable and that the Council had sufficient levels of reserves.

RESOLVED that it be recommended that Council approves and adopts the Medium Term Financial Strategy 2020/21 to 2023/24.

Other options considered: Not applicable.

88. **Capital Strategy 2020/21 to 2022/23 (C3811)**

The Executive considered a report (Agenda Item 8) concerning the Capital Strategy covering financial years 2020/21 -2022/23 and supporting funding framework, providing a high-level overview of how capital expenditure, capital financing and treasury management activity contributed to the provision of local public services along with an overview of how associated risk was managed and the implications for future financial sustainability.

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Councillor David Marsh raised a number of specific issues in relation to the Capital Programme which Councillor Lynne Doherty advised should be raised in the Council discussion on 3 March 2020.

RESOLVED that it be recommended that Council formally agree and adopt the proposed Capital Strategy.

Other options considered: Not applicable.

89. Revenue Budget 2020/21 (C3812)

The Executive considered a report (Agenda Item 9) concerning the 2020/21 Revenue Budget, which proposed a Council Tax requirement of £102.06m, requiring a Council Tax increase of 1.99% and a 2% adult social care Council Tax Precept. The Council Tax increase would raise £2.1m and the precept would raise a further £2.1m ring-fenced for adult social care. This report also proposed the Fees and Charges for 2020/21 as set out in Appendix F and the Parish Expenses as set out in Appendix G and recommended the level of General Reserves as set out in Appendix E.

Councillor Graham Bridgman referred to page 146 of the agenda which related to the fees for Private Hire Operators. These were currently out for consultation and therefore this section would need to be updated for the Council meeting on 3 March 2020.

RESOLVED that it be recommended that Council approves:

- (1) The 2020/21 Council Tax requirement of £102.06 million, requiring a Council Tax increase of 1.99% with a 2% Council Tax Precept ring-fenced for adult social care.
- (2) The Fees and Charges as set out in Appendix F and that the appropriate statutory notices be placed where required.
- (3) The Parish Expenses of £xxxx as set out in Appendix G.
- (4) It be noted that the following amounts for the year 2020/21 in accordance with regulations made under Section 31B of the Local Government Finance Act 1992, as amended (by the Localism Act 2011):
 - (a) £65,205.90 being the amount calculated by the Council, (Item T) in accordance with regulation 31B of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended by the Localism Act 2011), as its council tax base for the year (the number of properties paying council tax).
 - (b) Part of the Council's area as per Appendix K being the amounts calculated by the Council, in accordance with regulation 6 of the Regulations, as the amounts of its council tax base for the year for dwellings in those parts of its area to which a Parish precept related.
- (5) Calculate that the Council Tax requirement for the Council's own purposes for 2020/21 (excluding Parish precepts) is £xxxxxxx.
- (6) The following amounts be now calculated by the Council for the year 2020/21 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992, amended by the Localism Act 2011:
 - (a) £xxxxxxx being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2), (a) to (f) of the Act taking into account all precepts issued to it by Parish councils.
 - (b) £xxxxxxx being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3), (a) to (d) of the Act.

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- (c) £xxxxxxx being the amount by which the aggregate at 7(a) above, exceeds the aggregate at 7(b) above, calculated by the Council, in accordance with the Section 31A(4) of the Act, as its Council Tax requirement for the year (Item R).
 - (d) £xxxx being the amount at 7(c) above (Item R), all divided by 5(a) above (Item T), calculated by the Council, in accordance with Section 31B of the Act, as the 'basic amount of its Council Tax for the year (including Parish precepts)'.
 - (e) £xxxxx being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act (as per Appendix K).
 - (f) £1565.26 being the amount at 7(d) above less the result given by dividing the amount at 7(e) above by the amount at 5(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special items relates.
- (7) It be noted that for the year 2020/21, the Police and Crime Commissioner for Thames Valley & The Royal Berkshire Fire and Rescue Service had issued precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each category of dwellings in the Councils area as indicated in Appendix K.
- (8) The Council in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the tables in Appendix K as the amounts of Council Tax for 2020/21 for each part of its area and for each of the categories of dwellings.

Other options considered: Not applicable.

90. **Capital Financial Performance Report 2019/20 Quarter Three (EX3801)**

The Executive considered a report (Agenda Item 10) concerning the financial performance report provided to Members on a quarterly basis reports on the under or over spends against the Council's approved capital budget. This report presented the Quarter Three financial position for 2019/20.

Councillor Ross Mackinnon confirmed that there had been little change since in the position since Quarter Two. At the end of Quarter Three expenditure of £4.7m had been forecast against a revised budget of £91.8m which meant that there was an overall underspend of £46.1m. It had been agreed that £46.7m of the approved Capital Programme would be re-profiled into 2020/21 which included the £35m Commercial Property budget and the underspends detailed in the report.

Councillor Jeff Brooks noted that there had been around £11.7m of the Capital Programme carried forward and he asked why there had been such a high level of slippage. Councillor Mackinnon confirmed that £3m had been in relation to the Sandleford access improvements and the rest was for Newbury Rail Station improvements and a number of school projects. Councillor Brooks was particularly concerned about the slippage in relation to schools and asked if he could have a written response on that issue.

Councillor Alan Macro asked if the slippage would jeopardise any of the external funding. Councillor Ross Mackinnon confirmed that to his knowledge this would not be the case and that all spend would be within timescales.

RESOLVED that:

- The Capital Financial Performance report be noted;

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- A written response to be provided to Councillor Jeff Brooks in relation to the reasons for the slippage in the Schools Capital Programme.

Other options considered: Not applicable.

91. **2019/20 Revenue Financial Performance Quarter Three (EX3797)**

The Executive considered a report (Agenda Item 11) concerning the in-year financial performance of the Council's revenue budgets as at Quarter Three of 2019/20.

Councillor Ross Mackinnon confirmed that the Quarter Three overspend position was similar to that at Quarter Two. The forecast was for an overspend of £252k but £144k of that amount had been provided for in reserves which if used would bring the forecast to an overspend of £108k. This showed an excellent level of financial control.

Councillor Alan Macro referred to page 171 of the agenda and in particular to the £300k pressure from reduced car parking income. He noted that this was in part due to difficulty in recruiting enforcement officers and he asked what was being done to address the problems with recruitment. Councillor Mackinnon confirmed that he would ensure that Councillor Macro received a written response. Councillor Richard Somner advised that a strategy had been developed which had been through the Transport Advisory Group and which would look into the specifics around the difficulties in recruiting in this area.

RESOLVED that:

- The Quarter Three forecast of £252k over spend be noted.
- It be noted that £144k of the forecast over spend had been provided for in reserves, which if used would bring the forecast down to an over spend of £108k;
- Councillor Alan Macro to receive a written response as to the actions being taken to address the difficulty of recruiting Civil Enforcement Officers.

Other options considered: None.

92. **Treasury Management 2019/20 Mid Year Performance Report (EX3871)**

The Executive considered a report (Agenda Item 12) concerning treasury management activity and performance of the Council's investments as at 30th November 2019.

Councillor Ross Mackinnon confirmed that the Council had been able to borrow at low rates and that the returns on borrowing had been higher than forecast.

RESOLVED that the report be noted.

Other options considered: None.

93. **Council Strategy Delivery Plan (EX3815)**

The Executive considered a report (Agenda Item 13) concerning the proposed performance measures and associated targets to be used as part of the Council Strategy Delivery Plan in order to monitor the progress of the Council Strategy 2019/23 delivery.

Councillor Lynne Doherty explained that the Delivery Plan followed on from the Council Strategy and included a breakdown of performance measures and targets to enable the Council to monitor the delivery of the priorities. It would be used as a working tool to track progress. Some of the objectives included stretched targets which showed that the Council was aiming high and was looking for continuous improvement. It aimed to be a best practice authority and therefore some of the wins would not be easy in terms of delivery. Portfolio Holders would be responsible for their areas and the Delivery Plan would be fed back into Executive meetings to monitor progress.

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Councillor Alan Macro referred to Commitment 3.2 – Ensure our planning policies enable start-up and growth of businesses in the District. He stated that this was a good aim but he was not sure how that could be measured. Councillor Hilary Cole advised that this was just a place marker at this stage and discussions were still ongoing as to how that could best be measured. Nick Carter confirmed that Economic Development was a key priority and targets would be brought to OSMC for discussion in the first instance.

Councillor Lee Dillon referred to Commitment 5.3(a) regarding the installation of 2 megawatts of solar panels. It was noted that the governance of that would be through the Environment Board which was a non-public meeting. He asked if that could be reported through Executive. Councillor Lynne Doherty confirmed that all the measures would be reported through the Executive on a regular basis. She personally thanked the work undertaken by the OSMC and the number of recommendations which had come through that committee and which had been accepted.

Councillor Jeff Brooks noted that one of the commitments referred to retaining the top 10 businesses in the district and he hoped to see that also reflected in the Economic Development Strategy.

Councillor Erik Pattenden noted that the Council Strategy had identified Greenham and Thatcham North as amongst some of the most deprived areas in the country although they had not specifically been referred to in the Delivery Plan. He asked how these areas would benefit. Councillor Lynne Doherty advised that work around the wider detrimental areas would come through the Health and Wellbeing Board. Councillor Rick Jones agreed that one of the major objectives for the Board was to look at equality across the district. Councillor Doherty added that the intention had been to get away from naming individual areas. Councillor Dominic Boeck confirmed that this was a complex picture with a range of influences and therefore it was necessary to look across the whole piece.

Councillor Steve Masters thanked the Executive for all the work which had been undertaken on this. The stretch targets were welcomed. He referred to the declaration of a Climate Emergency with a 2030 target and he asked whether that was something that needed to be measured. Councillor Steve Ardagh-Walter confirmed that this was something that he was conscious of. It was a strategic priority for this Administration and would be repeated in any refresh of the four year strategy. Councillor Masters suggested that there should be a target for the Council to ensure that its own estate was zero carbon during the current Administration. Councillor Lynne Doherty confirmed that the KPI's in the Delivery Plan were those that would be reported to the Executive but sat underneath was a suite of measures that Corporate Board had responsibility for. Just because they were not in this list did not mean that they were not happening. Councillor Masters asked if those measures could come through the Environment Board and Councillor Doherty responded that there was no reason why they could not be reported through that Board.

RESOLVED that the performance measures and targets to be used for reporting at Executive level as part of the 2019/20 Council Strategy Delivery Plan be approved.

Other options considered: The Delivery Plan was produced as a result of the Full Council's decision in May 2019 to adopt the Council Strategy 2019/23. The production of the plan was based on an iterative process with the consultation and engagement of Officers and Members (including OSMC) and as a result there were no alternative options suggested.

94. **West Berkshire Playing Pitch Strategy (EX3870)**

(Councillor Lee Dillon declared a personal interest in Agenda Item 14 by virtue of the fact that he was a founder member of Parklife Rovers who played football at Brimpton.

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However, as his interest was personal and not prejudicial or a disclosable pecuniary interest, he determined to remain to take part in the debate and vote on the matter.)

The Executive considered a report (Agenda Item 14) concerning the adoption of a Playing Pitch Strategy for West Berkshire.

Councillor Rick Jones stated that the Playing Pitch Strategy was an evidence based document that Sport England recommended that Councils produced in order to guide investment, development and improvement in pitch sport facilities and which also met the requirements of the National Planning Policy Framework. It would also provide the information to inform responses to proposals and to assist when dealing with Statutory Consultees on matters impacting on playing pitches. It was stressed that this was a district wide document and not just a Council strategy and Councillor Jones welcomed its publication.

Councillor Steve Ardagh-Walter agreed that this was an extensive and polished strategy with a lot of depth which would provide a rationale when considering proposals. Councillor Rick Jones added that for the first time a survey had been undertaken to consider what pitches were good and what could be improved. It would be a valuable tool for the Planners to use and which could be embedded into new developments. It would also inform Council decisions around need in the Capital Strategy. Cricket and hockey pitches appeared to be well provided and there was high demand for football and rugby pitches. Adult usage was declining but use by younger children was increasing. It would therefore be necessary to work with schools in terms of provision as more artificial pitches were required.

Councillor Dominic Boeck was pleased to see that a further £40m would be spent enhancing schools and their facilities and he felt that the Playing Pitch Strategy would mirror that. He did question the ability to deliver as it was not possible for the Council to do it all. The Council only owned 30% of football sites. The Council did unlock grant funding where it could and hopefully this could be used to fund 3G pitches whilst working with schools to make sure that this happened.

Councillor Richard Somner asked what would happen next but he noted that the number one priority would be to replace the football provision at Faraday Road. Councillor Rick Jones stated that the Playing Pitch Strategy would input into the Leisure Strategy. The Council would start discussions with schools around the 3G provision. The next stage would be to engage with partners on where the need was and to also put the Strategy into the Planning process.

Councillor Erik Pattenden noted that the Strategy highlighted the fact that there was a large deficit of pitches and he therefore questioned whether the closure of Faraday Road now seemed to be a good idea. He also asked when the action plan would be implemented. Councillor Rick Jones responded that the Playing Pitch Strategy illustrated that one additional pitch alone would not address the problem. The action plan committed the Council to follow the Strategy and a large number of the actions the Council would not be able to do on its own. As mentioned previously a lot of the recreation grounds and pitches were not actually owned by the Council.

Councillor Lee Dillon referred to page 354 which mentioned Henwick Worthy Sports Ground and the fact that a master plan would be required for the site. However, this site was co-owned by Thatcham Town Council and that had not been referenced in the Strategy. The site was currently at capacity and it would be necessary to prioritise the different sports which were played on that site. He was aware of the practicalities as he was a member of the Management Committee.

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Councillor Adrian Abbs stated that the one thing that the Council had control of it had closed. Councillor Rick Jones confirmed that he had answered that question on numerous occasions. It had been necessary to work to a brief which said that Faraday Road was not available. Councillor Lynne Doherty agreed that this was an issue that had been going on for a long period of time and multiple discussions had taken place on it. Councillor David Marsh responded that despite a number of discussions taking place in respect of Faraday Road there had still not been an acceptable answer. He also referred to page 33 of the Strategy which stated that the replacement site for Faraday Road would be no more than a 20 minute drive away. A 20 minute drive might differ depending on the time of the day and could potentially be a long way away from Newbury. Councillor Rick Jones replied that this was the requirement from Sports England and was not the standard that the Council had adopted. Debate had taken place and it had been agreed that the best location was not right in the town centre due to traffic congestion but on the other hand it should not be too far away and therefore a balance would need to be struck although there was a limit as to what was available.

Councillor Tony Vickers said that high level sport was going to Brimpton and the community use to Northcroft (which was currently flooded). He asked if Northcroft could be discounted. Councillor Rick Jones advised that Brimpton was not figured in the way that it had been interpreted and he also understood the issues around the use of Northcroft.

RESOLVED that the Playing Pitch Strategy for West Berkshire be approved.

Other options considered: Not adopting the Playing Pitch Strategy – this would lead to a position whereby independently acquired evidence could not be used to support actions in relation to proposals – leading to more issues in relation to statutory consultations (especially with Sport England) and increased risk of challenge to decisions. The alternative would be to pay for evidence to be collected on a case by case basis which would increase cost and not allow proposals and their impact to be viewed on a district wide level.

95. **Consent for Transport for the South East Becoming a Sub-National Transport Body (EX3791)**

The Executive considered a report (Agenda Item 15) concerning the plans for Transport for the South East (TfSE) becoming a Sub-national Transport Body (STB).

Councillor Richard Somner reported that becoming a STB would ensure that West Berkshire was inclusive in the wider group which would ensure that it had a voice in any decisions being made.

Councillor Alan Macro stated that West Berkshire had different transport problems than other areas such as Slough or Reading and he would not want to see West Berkshire's voice diluted. Councillor Somner responded that West Berkshire's voice would be more diluted if it was not part of the wider group where it could work as part of a stronger unit. He did accept that the traffic problems in West Berkshire might be different to other areas though.

RESOLVED that:

- It be agreed that as a constituent authority, West Berkshire Council formally gave its consent to TfSE seeking statutory status and becoming a Sub-national Transport Body based on the Proposal to Government included at Appendix D.
- It was also agreed that delegated authority be given to the Portfolio Holder for Transport & Countryside to agree any minor changes that TfSE might make to their proposal for the final submission to Government.

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Other options considered: Two other options had been considered:

- (i) West Berkshire Council did not support TfSE's plans to seek statutory status as a sub-national transport body.
- (ii) West Berkshire Council supported TfSE's proposals on the condition that certain aspects of its plans were amended prior to it submitting the proposal to Government.

The two options above had been discounted for the following reasons:

- (i) If the Council refused to support TfSE's proposal, this would block TfSE being able to seek statutory status and becoming a sub-national transport body (STB). The Act under which STBs could be created required an STB to have the consent of all its constituent authorities. There were no fundamental reasons why the Council should not lend its support to TfSE's proposals.
- (ii) TfSE had been operating as a shadow body since June 2017. They had worked successfully to bring authorities together, worked collaboratively and had built consensus. They had shared their draft plans with the constituent authorities and had engaged with West Berkshire Council through the BLTB and by presenting to the Transport Advisory Group in February 2019. They had conducted a formal consultation on their proposals and had taken comments on board throughout all these stages. The final proposal had been amended to reflect the responses received and it was therefore considered that there was no need to request any further amendments.

96. **Members' Questions**

A full transcription of the public and Member question and answer sessions are available from the following link: [Transcription of Q&As](#).

- (a) **Question submitted to the Portfolio Holder for Adult Social Care by Councillor Owen Jeffery**

A question standing in the name of Councillor Owen Jeffery on the subject of the average number of empty bed nights in West Berkshire Council care homes in December 2019 was answered by the Executive Member for Adult Social Care.

- (b) **Question submitted to the Portfolio Holder for Transport and Countryside by Councillor David Marsh**

A question standing in the name of Councillor David Marsh on the subject of the current amount of tree cover in West Berkshire and how much of this was on council-owned land was answered by the Executive Member for Transport and Countryside.

- (c) **Question submitted to the Portfolio Holder for Transport and Countryside by Councillor David Marsh**

A question standing in the name of Councillor David Marsh on the subject of the number of trees the Council had or would plant on an annual basis between 2015 and 2021 was answered by the Executive Member for Transport and Countryside.

- (d) **Question submitted to the Portfolio Holder for Transport and Countryside by Councillor Adrian Abbs**

A question standing in the name of Councillor Adrian Abbs on the subject of the maintenance programme for drains was answered by the Executive Member for Transport and Countryside.

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(e) **Question submitted to the Portfolio Holder for Transport and Countryside by Councillor Adrian Abbs**

A question standing in the name of Councillor Adrian Abbs on the subject of the maintenance programme for paths was answered by the Executive Member for Transport and Countryside.

(f) **Question submitted to the Portfolio Holder for Transport and Countryside by Councillor Adrian Abbs**

A question standing in the name of Councillor Adrian Abbs on the subject of the enforcement of hedge trimming was answered by the Executive Member for Transport and Countryside.

(g) **Question submitted to the Portfolio Holder for Environment by Councillor Martha Vickers**

A question standing in the name of Councillor Martha Vickers on the subject of whether the MP for Newbury, who was vice chair of the All Party Parliamentary Group on the Environment, would challenge the Government on its commitment to Climate Change was answered by the Executive Member for Environment.

(h) **Question submitted to the Portfolio Holder for Public Health and Community Wellbeing by Councillor Martha Vickers**

A question standing in the name of Councillor Martha Vickers on the subject of why the item on the proposed merger of local CCGs which was discussed at the recent Health and Wellbeing Board, was given a time slot of barely two minutes was answered by the Executive Member for Public Health and Community Wellbeing.

(i) **Question submitted to the Portfolio Holder for Environment by Councillor Martha Vickers**

A question standing in the name of Councillor Martha Vickers on the subject of what plans were in place to reduce food waste and to ensure that existing food recycling facilities were used correctly was answered by the Executive Member for Environment.

(j) **Question submitted to the Portfolio Holder for Transport and Countryside by Councillor Tony Vickers**

A question standing in the name of Councillor Tony Vickers on the subject of what evidence there was that the Newbury Car Club had been a success or otherwise was answered by the Executive Member for Transport and Countryside.

97. **Exclusion of Press and Public**

RESOLVED that members of the press and public be excluded from the meeting for the under-mentioned item of business on the grounds that it involves the likely disclosure of exempt information as contained in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information)(Variation) Order 2006. Rule 8.10.4 of the Constitution also refers.

98. **Contract Award for the Provision of Education Packages for Young People with Severe Social, Emotional and Mental Health Difficulties (EX3861)**

The Executive considered an exempt report (Agenda Item 18) concerning the tender process that had been undertaken and sought delegated authority to award the contract.

RESOLVED that delegated authority be given to the Head of Education Services to award the contract to the successful bidder.

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Other options considered:

Do nothing and allow the current contract to expire – this would create a significant budget pressure to the Council as spot purchase arrangements would cost significantly more.

Contract extension – the current contract had already been extended for the maximum term of two years, as per contract terms, therefore this was not a viable option.

(The meeting commenced at 5.00pm and closed at 7.03pm)

CHAIRMAN

Date of Signature

Local Government Association Corporate Peer Challenge - West Berkshire

| | |
|---|----------------------------|
| Committee considering report: | Executive on 30 April 2020 |
| Portfolio Member: | Councillor Lynne Doherty |
| Date Portfolio Member agreed report: | 29/02/2020 |
| Report Author: | Catalin Bogos |
| Forward Plan Ref: | EX3887 |

1. Purpose of the Report

To publish the results of the LGA Corporate Peer Challenge for West Berkshire Council and an action plan to address the recommendations within it.

2. Recommendations

To note the report and approve the actions that are being taken to address the recommendations within the LGA Corporate Peer Challenge Report.

3. Implications and Impact Assessment

| Implication | Commentary | | | |
|--|---|----------------|-----------------|---|
| Financial: | There are no direct financial implications as a result of this report. However, governance boards responsible for particular actions might identify such implications and manage accordingly. | | | |
| Human Resource: | There are no direct HR implications as a result of this report. However, governance boards responsible for particular actions might identify such implications and manage accordingly. | | | |
| Legal: | N/A | | | |
| Risk Management: | There are no significant risk management issues as a result of this report. | | | |
| Property: | N/A | | | |
| Policy: | There are no direct HR implications as a result of this report. However, governance boards responsible for particular actions might identify such implications and manage accordingly. | | | |
| | Positive | Neutral | Negative | Commentary |
| Equalities Impact: | | | | |
| A Are there any aspects of the proposed decision, | | x | | The actions planned in response to the Corporate Peer Review recommendations are expected to achieve service improvements for the benefit of all residents and staff. |

| | | | | |
|--|--|---|--|--|
| including how it is delivered or accessed, that could impact on inequality? | | | | |
| B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users? | | X | | The actions planned in response to the Corporate Peer Review recommendations are expected to achieve service improvements for the benefit of all residents and staff. |
| Environmental Impact: | | | | N/A |
| Health Impact: | | | | N/A |
| ICT or Digital Services Impact: | | | | N/A |
| Council Strategy Priorities or Business as Usual: | x | | | The actions planned in response to the Corporate Peer Review recommendations are expected to achieve service improvements impacting on the delivery of all Council's Priorities. |
| Data Impact: | | | | N/A |
| Consultation and Engagement: | Corporate Board, Heads of Service, Portfolio Holders | | | |

4. Executive Summary

4.1 This paper sets out the results of the LGA Corporate Peer Challenge which was undertaken here in November 2020. The resulting report from the LGA paints a positive picture with a small number of recommendations being made. The purpose of this paper is to set out these recommendations, facilitate debate and then set out how it is proposed to implement the recommendations.

4.2 The report highlights the current strengths of the Council's current leadership, governance and financial planning arrangements and sets out a number of suggested areas for attention, namely:

- Jointly design with residents the mechanisms through which to hear their voice more
- Respond to the desire partners have for the council to lead the setting of a clear direction for West Berkshire into the future and influence the place it should be – raising the ambition, establishing clarity of purpose and sharpening the focus

- Determine West Berkshire's housing, economic growth and environment priorities, how they need to inter-relate and reflect them in the emerging respective strategies
- Make communications central to the council's thinking
- The council needs to reassure itself that its approaches to demand management, modernisation, commercialisation and digitisation will deliver the anticipated savings for the authority
- Take stock of the council's commercialisation agenda and related risk appetite
- The council's accounts for 2018/19 have not yet been signed off by the Auditor – this needs to be addressed and the learning drawn out
- The Council Strategy needs to become central to the authority's thinking and understanding
- Look at how to strike a better balance in relation to the council's very extensive governance arrangements – ensuring proportionality through looking at how people use their time
- Extend opportunities for staff engagement
- Establish a focused programme to drive genuine transformation centred on the resident and improving outcomes

4.3 The action plan in Appendix D lists the actions planned in response to the key recommendations highlighted for reporting at Executive.

5. Supporting Information

Introduction

5.1 The Local Government Association (LGA) launched its offer of 'sector led improvement' in 2011. As a solution to reduce the inspection burden on local Government, the Peer Challenge has become the primary means for delivering sector led improvement. There are a number of different types offered but all local authorities are meant to have a Corporate Peer Challenge every four or five years.

Background

5.2 West Berkshire had its latest Corporate Peer Challenge in November 2019. Concluding their work, the LGA Peer Review Team produced a self contained report which is attached at Appendix C for Members' information. The LGA Peer Review report is relatively brief and covers the findings, recommendations and details of the peer challenge approach. As a result, the information is not replicated here.

5.3 The report has been placed on the Executive agenda to formally acknowledge it and provide an opportunity for further debate. A copy has already been made available to all staff and Members and is available to the public via the Council's website.

5.4 The recommendations in the report which are set out above are already being acted upon and Appendix D provides the full list of the actions being taken. These actions will

be incorporate in the refreshed Council Strategy Delivery Plan for 2020/21 which is currently being prepared.

Proposals

- (a) The strengths in each of the five core components of the LGA Corporate Peer Challenge and the recommendations included in the LGA Report are noted.
- (b) The actions in response to the Peer Challenge's recommendations and the allocation of these actions to governing bodies responsible for their delivery are approved by the Executive.

6. Other options considered

The Council found valuable the Corporate Peer Challenge process which reflects on the strengths recognised by fellow experienced Councillors and officers and also recommendations for further improvement. A careful consideration of the feedback, resulting in an action plan to address the recommendation, is the option that will achieve the maximum benefit from undertaking the corporate peer challenge.

7. Conclusion

The LGA Peer Challenge highlights that there is much for the Council to shout about in terms of its successes. It also identifies a number of recommendations for further improvement. Work has already begun on addressing some of the recommendations highlighted in the report. All of the actions in response to these recommendations will be built into the refreshed Council Strategy Plan for 2020/21 and beyond.

8. Appendices

Appendix A – Equalities Impact Assessment

Appendix B – Data Protection Impact Assessment

Appendix C – LGA Corporate Peer Challenge Feedback Report

Appendix D – Action Plan in Response to the Corporate Peer Challenge 2019

Background Papers:

None

Subject to Call-In:

Yes: No:

Wards affected: All

Officer details:

Name: Catalin Bogos
Job Title: Performance and Risk Manager
Tel No: (01635) 519102
E-mail Address: Catalin.Bogos@westberks.gov.uk

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity as set out in the Public Sector Equality Duty (Section 149 of the Equality Act), which states:

- (1) A public authority must, in the exercise of its functions, have due regard to the need to:**
 - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;**
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; This includes the need to:**
 - (i) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;**
 - (ii) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;**
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.**
- (2) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.**
- (3) Compliance with the duties in this section may involve treating some persons more favourably than others.**

The following list of questions may help to establish whether the decision is relevant to equality:

- Does the decision affect service users, employees or the wider community?
- (The relevance of a decision to equality depends not just on the number of those affected but on the significance of the impact on them)
- Is it likely to affect people with particular protected characteristics differently?
- Is it a major policy, or a major change to an existing policy, significantly affecting how functions are delivered?
- Will the decision have a significant impact on how other organisations operate in terms of equality?
- Does the decision relate to functions that engagement has identified as being important to people with particular protected characteristics?
- Does the decision relate to an area with known inequalities?
- Does the decision relate to any equality objectives that have been set by the council?

Please complete the following questions to determine whether a full Stage Two, Equality Impact Assessment is required.

| | |
|---|--|
| What is the proposed decision that you are asking the Executive to make: | Note the LGA Report and approve the Action Plan. |
| Summary of relevant legislation: | n/a |
| Does the proposed decision conflict with any of the Council's key strategy priorities? | No |
| Name of assessor: | Catalin Bogos |
| Date of assessment: | 11/02/2020 |

| Is this a: | | Is this: | |
|-------------------|---------------|---|---------------|
| Policy | Yes/No | New or proposed | Yes/No |
| Strategy | Yes/No | Already exists and is being reviewed | Yes/No |
| Function | Yes/No | Is changing | Yes/No |
| Service | Yes/No | | |

| What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it? | |
|--|---|
| Aims: | Support further improvement by addressing the recommendations from the LGA Corporate Peer Challenge 2019 |
| Objectives: | Executive to note the LGA report and approve the Action Plan produced in response to the report |
| Outcomes: | Areas of strength for the Council are maintained and further improvements are achieved in response to the LGA Corporate Peer Challenge's recommendations. |
| Benefits: | Improved services for residents in West Berkshire. |

| Note which groups may be affected by the proposed decision. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this. | | |
|---|----------------------------------|------------------------------------|
| (Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.) | | |
| Group Affected | What might be the effect? | Information to support this |
| Age | | |
| Disability | | |
| Gender Reassignment | | |

| | | |
|---|--|--|
| Marriage and Civil Partnership | | |
| Pregnancy and Maternity | | |
| Race | | |
| Religion or Belief | | |
| Sex | | |
| Sexual Orientation | | |
| Further Comments relating to the item: | | |
| Improvements are expected to impact on all residents in the district. | | |

| | |
|--|-----------|
| Result | |
| Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality? | No |
| Please provide an explanation for your answer: | |
| Will the proposed decision have an adverse impact upon the lives of people, including employees and service users? | No |
| Please provide an explanation for your answer: | |

If your answers to question 2 have identified potential adverse impacts and you have answered 'yes' to either of the sections at question 3, or you are unsure about the impact, then you should carry out a Stage Two Equality Impact Assessment.

If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the [Equality Impact Assessment guidance and Stage Two template](#).

| | |
|--|---------------|
| Identify next steps as appropriate: | |
| Stage Two required | Not required. |
| Owner of Stage Two assessment: | |
| Timescale for Stage Two assessment: | |

Name: Catalin Bogos

Date: 11/02/2020

Please now forward this completed form to Rachel Craggs, Principal Policy Officer (Equality and Diversity) (rachel.craggs@westberks.gov.uk), for publication on the WBC website.

Data Protection Impact Assessment – Stage One

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via dp@westberks.gov.uk

| | |
|--------------------------|--|
| Directorate: | Resources |
| Service: | Legal and Strategic Support |
| Team: | Performance, Research and Risk |
| Lead Officer: | Catalin Bogos |
| Title of Project/System: | Action Plan in Response to the Corporate Peer Challenge 2019 |
| Date of Assessment: | 11/02/2020 |

Do you need to do a Data Protection Impact Assessment (DPIA)?

| | Yes | No |
|--|--------------------------|----------------------------|
| <p>Will you be processing SENSITIVE or “special category” personal data?</p> <p><small>Note – sensitive personal data is described as “data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person’s sex life or sexual orientation”</small></p> | <input type="checkbox"/> | x <input type="checkbox"/> |
| <p>Will you be processing data on a large scale?</p> <p><small>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</small></p> | <input type="checkbox"/> | x <input type="checkbox"/> |
| <p>Will your project or system have a “social media” dimension?</p> <p><small>Note – will it have an interactive element which allows users to communicate directly with one another?</small></p> | <input type="checkbox"/> | x <input type="checkbox"/> |
| <p>Will any decisions be automated?</p> <p><small>Note – does your system or process involve circumstances where an individual’s input is “scored” or assessed without intervention/review/checking by a human being? Will there be any “profiling” of data subjects?</small></p> | <input type="checkbox"/> | x <input type="checkbox"/> |
| <p>Will your project/system involve CCTV or monitoring of an area accessible to the public?</p> | <input type="checkbox"/> | x <input type="checkbox"/> |
| <p>Will you be using the data you collect to match or cross-reference against another existing set of data?</p> | <input type="checkbox"/> | x <input type="checkbox"/> |
| <p>Will you be using any novel, or technologically advanced systems or processes?</p> <p><small>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</small></p> | <input type="checkbox"/> | x <input type="checkbox"/> |

If you answer “Yes” to any of the above, you will probably need to complete [Data Protection Impact Assessment - Stage Two](#). If you are unsure, please consult with the Information Management Officer before proceeding.

Corporate Peer Challenge **West Berkshire Council**

19th to 22nd November 2019

Feedback Report

1. Executive Summary

Partners value the council for good quality delivery across a range of council services and performance indicators, the 'on the ground' joint working that it contributes to and its track record of securing external funding. The authority is using its influence effectively sub-regionally and, at a regional level, is seen as central to the very good relationships within the Integrated Care Partnership.

West Berkshire is a beautiful part of the United Kingdom, has very good transport links with the rest of the country and has a strong and diverse local economy. Partners are keen for these advantages to be built upon, involving the council stepping more fully into the 'place leadership' space. Within this, there is a need to identify West Berkshire's growth priorities and deliver a 'laser-like' honing in on the 'pockets of deprivation' and underlying social issues that exist. Also, more needs to be done to hear the voice of the resident increasingly consistently, more directly and on a wider range of issues.

Following the agreement of the Council Strategy in May, it is important that it now becomes central to the authority's thinking and understanding. It needs to act as the key driver for the organisation going forward.

The authority has a good track record of achieving savings and increasing income. The Medium Term Financial Strategy (MTFS) is currently being refreshed and this provides the opportunity for the council to both challenge and reassure itself in relation to its financial position and ambition. Significant savings are required in each of the next two years. The council cites demand management, modernisation, digitisation and new ways of working as being central to achieving what is required. It is imperative that these ambitions are fulfilled in order to ensure the council's financial position is safeguarded. The careful on-going monitoring arrangements that have been put in place around social care spend need to continue, with the signs so far being good.

The council's accounts for 2018/19 have not yet been signed off by the External Auditor, with the council being accustomed to unqualified statements being agreed much earlier for many years now. There is a lot of work taking place currently to resolve the matter, although some of the factors have been outside of the council's control. This work needs to come to a conclusion soon and the opportunity should be taken by the council to draw out the learning to aid it in future years.

West Berkshire has traditionally been a very stable council both politically and managerially. A greater degree of change has been experienced recently. The changed make-up in the elected membership has generated a new dynamic, with politics now much more to the fore and many officers experiencing a more complex political make-up for the first time. It is important that the council's adaptation around these changes continues to settle down.

The council's changed Executive and managerial leadership team are both seen to be impacting positively. The Executive is seen to be forging an increasing clarity around a refined political direction and set of priorities and are being supported by a Corporate Board combining experience and 'corporate memory' with new ideas and perspectives.

People are highlighting that capacity is very constrained in the organisation and clearly the demands on it continue. The way forward on this issue seems to us to centre upon concentrating on how to make the biggest impact upon commonly agreed goals in West Berkshire through viewing and using resource as an 'enabler' and seeking to 'free up', leverage and maximise the benefit gleaned from resources. This entails implementing a greater focus on the delivery of outcomes, looking to a more medium term horizon in relation to financial planning, developing an increased risk appetite, empowering staff and facilitating the contribution of other organisations.

The council has a very extensive set of governance arrangements and controls in place, raising a question of proportionality. How much added value is gained from the extent of what exists, in a context of the council already delivering well?

Opportunities for staff engagement have increased in recent times and there is both the potential and a desire to see this extended. The staff that we met revealed their thirst for knowledge about what is happening across the council and their desire and ability to contribute thoughts and ideas. A commonly recurring theme at all levels was that of greater empowerment being sought.

'Transformation' is talked about as a concept within the authority and there are good examples of it taking place 'on the ground'. Much time and effort is going into identifying change initiatives but things can't yet be seen to be translating into a focused programme of change and transformation.

2. Key recommendations

There are a range of suggestions and observations within the main section of this report that will inform some 'quick wins' and practical actions, in addition to the conversations on-site – many of which provided ideas and examples of practice from other organisations. The following are the peer team's key recommendations to the council:

- Jointly design with residents the mechanisms through which to hear their voice more
- Respond to the desire partners have for the council to lead the setting of a clear direction for West Berkshire into the future and influence the place it should be – raising the ambition, establishing clarity of purpose and sharpening the focus
- Determine West Berkshire's housing, economic growth and environment priorities, how they need to inter-relate and reflect them in the emerging respective strategies
- Make communications central to the council's thinking
- The council needs to reassure itself that its approaches to demand management, modernisation, commercialisation and digitisation will deliver the anticipated savings for the authority
- Take stock of the council's commercialisation agenda and related risk appetite

- The council's accounts for 2018/19 have not yet been signed off by the Auditor – this needs to be addressed and the learning drawn out
- The Council Strategy needs to become central to the authority's thinking and understanding
- Look at how to strike a better balance in relation to the council's very extensive governance arrangements – ensuring proportionality through looking at how people use their time
- Extend opportunities for staff engagement
- Establish a focused programme to drive genuine transformation centred on the resident and improving outcomes

3. Summary of the peer challenge approach

The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the council's requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge in West Berkshire were:

- Alison Griffin, Chief Executive, Southend-on-Sea Borough Council
- Councillor Peter Nutting, Leader, Shropshire Council
- Councillor Adam Paynter, Deputy Leader, Cornwall Council
- Alex Thompson, Finance Director and Section 151 Officer, Cheshire East Council
- Jacqueline Gay, Head of Communications, Kingston Upon Hull Council
- Dean Tyler, Service Lead Strategy and Performance, Slough Council
- Matthew Hamilton, Head of Improvement Co-ordination and Strategy, Local Government Association
- Chris Bowron, Programme Manager, Local Government Association

Scope and focus

The peer team considered the following five questions which form the core components looked at by all corporate peer challenges. These are the areas we believe are critical to councils' performance and improvement:

1. Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
2. Leadership of place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
3. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
4. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
5. Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

Alongside these questions, the council asked the peer team to consider:

6. The issues, challenges and approaches relating to community engagement

The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement focused and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. The team then spent four days on-site in West Berkshire, during which they:

- Spoke to more than 150 people, including a range of council staff, elected members and external partners and stakeholders
- Gathered information and views from around 35 different interviews and focus groups, additional research and reading that were all kindly arranged for us
- Collectively spent more than 450 hours to determine their findings – the equivalent of one person spending around thirteen working weeks in West Berkshire

This report provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team on Friday 22nd November upon the conclusion of our visit. In presenting feedback to the council, we have done so as fellow local government officers and elected members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things the council is already addressing and progressing.

4. Feedback

4.1 Understanding of the local place and priority-setting

The council and its partners demonstrate a good high-level understanding of the make-up and nature of West Berkshire now and into the future plus the underlying social issues that are being faced. Such understanding sits at the heart of the partnership-based and recently established West Berkshire Vision 2036, the Council Strategy 2019 – 2023 (entitled 'Building on our Strengths') and the Joint Health and Well-Being Strategy 2017 – 2020. The Vision has only recently been established and was instigated by the council, who developed an initial outline for consideration, and ultimately adoption, by the Health and Wellbeing Board under whose auspices it now sits. The Council Strategy was agreed in May this year, links directly to the aspirations set out in the Vision 2036 and outlines six priorities for improvement:

- Ensuring sustainable services through innovation and partnerships
- Ensuring vulnerable children and adults achieve better outcomes
- Supporting everyone to reach their full potential
- Supporting businesses to start, develop and thrive
- Developing local infrastructure, including housing, to support and grow the local economy
- Maintaining a green district

To underpin the Vision 2036 and the Council Strategy, a number of additional strategies are being developed to shape how the council and partners take key agendas forward, including those for housing, economic development and the environment.

The council has a sound corporate framework for consultation to guide what it delivers. This comes in the form of a consultation toolkit and a degree of officer support made available through a small team at the heart of the organisation and used to guide corporate consultations, such as that informing the budget-setting process, and those undertaken by individual services across the council. However, we believe that more needs to be done to hear the voice of the resident increasingly consistently, more directly and on a wider range of issues. The authority no longer undertakes a residents' survey and we understand that the Residents' Panel, established as a surrogate means of gaining insights and understanding, is not adequately representative of the population.

What has been undertaken in the way of consultation and engagement through 'Building Communities Together' (BCT) represents a model potentially to draw upon and adopt more widely. BCT is a team of officers from the council and the police and works to help communities become stronger and more self-reliant. They deliver restorative practice, advice for dealing with neighbourhood issues, support for vulnerable adults and advice and guidance around preventing domestic abuse, radicalisation and exploitation. The team is

co-located in the council's offices and sits at the heart of a wider Building Communities Partnership involving a number of other agencies. The engagement delivered through BCT is integral to creating locally-derived solutions in communities.

In devising the approach to hearing the voice of the resident more, we would urge the council to avoid the temptation of seeking to deliver this through 'Building Communities Together' despite its expertise. We would encourage it instead to foster increased consultation and engagement capacity and skills through the wider organisation. It should also seek to adopt an approach whereby consultation and engagement approaches are designed jointly with residents.

Partners highlighted a desire to see the development of a more sophisticated understanding of, and focus on, 'place'. There are two main elements to this. The first is a 'laser-like' honing in on the 'pockets of deprivation' and underlying social issues that exist within the area. There was a view amongst partners that these tended to have been masked traditionally by the fact that West Berkshire is, overall, amongst the least deprived places nationally and performs well on a range of social, health and economic indicators. However, the underlying issues have been being profiled more under the council's leadership in the last few months and partners are welcoming of this.

The second element relates to ensuring a greater balance in the focus between Newbury and the rest of West Berkshire. Given Newbury is the primary urban centre in the area it is entirely understandable that its profile is significant and its critical mass draws spend and provision. However, this makes it all the more important to strive to ensure a counter-balance with other places.

4.2 Leadership of Place

As we outlined earlier, the council has been instrumental in establishing the 2036 Vision for West Berkshire. There is work to do before the Vision is widely recognised and fully bought into by partners, with the council acknowledging in the position statement it produced to inform the peer challenge that the communication of it is at an early stage – something which partners that we met confirmed.

During the course of our discussions, it became apparent that partners particularly value the council for:

- How effectively it delivers – it provides good quality across a range of council services and performance indicators, with good inspection outcomes and a step change in children's social care (which it is crucial to consolidate and then build upon)
- The 'on the ground' joint working that it contributes to, including 'Building Communities Together'
- Its track record of securing external funding, including three West Berkshire schemes being in the top five Growth Deal priority schemes in the region and with more than £14m having been secured through the Local Enterprise Partnership (LEP) in recent years

As can be seen with the successes around LEP funding and Growth Deal projects, the council is using its influence effectively at a sub-regional level. As another example, and whilst the social care and health integration landscape across Buckinghamshire, Oxfordshire and West Berkshire is complex, the council is seen as central to the very good relationships at the Integrated Care Partnership level in Berkshire West. The council's Chief Executive is seen as instrumental in this. The challenge is in ensuring that the maximum benefit is derived from the positive state of the relationships and the work that is being done, in order to deliver improved outcomes for local people.

West Berkshire is a beautiful part of the United Kingdom, with around three-quarters of it classed as an Area of Outstanding Natural Beauty. There are very good transport links with the rest of the country and it has a strong and diverse local economy, which the concept of 'Open for Business' – one of the key themes of the Council Strategy – seeks to consolidate and enhance. Partners are keen for these advantages to be built upon, involving the council leading the setting of a clear direction for West Berkshire and influencing more heavily the place it should be. Essentially, partners wish the council to step more fully into the 'place leadership' space and this entails raising the ambition, establishing greater clarity of purpose and sharpening the focus.

What partners we met outlined shouldn't be interpreted as being about place marketing or branding. It is instead concerned with defining what West Berkshire's key characteristics and 'offer' are for the future. Place leadership is crucial in enabling West Berkshire to build upon its strengths and both to continue to thrive and to tackle underlying social issues through focusing on growth and outcomes.

Within this there is a need to identify West Berkshire's growth priorities – determining the balance between and within the spheres of housing and economic development and ensuring this is reflected in the emerging respective strategies. We gleaned through our discussions with the council's senior leadership that the housing priorities have emerged recently as being around starter homes, key worker housing and genuinely affordable housing. The economic development ambitions and prioritisation feels less clearly defined at this stage. As these agendas become clearer, they need to be captured in the related strategies. The emerging housing and economic development strategies need to work together with the equivalent for the environment to ensure the growth and climate change agendas work in tandem in order for them to become embedded in the ambitions for the place.

Thoughts amongst partners about scenarios and opportunities for West Berkshire going forward included reinforcing its offer of rural living and Newbury's position as a market town, accepting a role as a 'dormitory town' for Reading and London and developing a 'unique' offer linked to further or higher education as a centre of learning and excellence around a theme such as health and social care in order to draw in and retain younger generations. The fact that partners themselves are positing options for West Berkshire into the future emphasises the importance of collectively determining a shared direction and offer that people can unite behind and drive forward. Whilst it is beneficial to have established the Vision 2036, partners felt something much more specific is needed in order to define West Berkshire into the future.

There is an imperative around the council responding to the plea for increased place leadership. There was real concern amongst partners regarding the news that Sovereign Housing has taken the decision to relocate its main offices, employing around 200 people, from the centre of Newbury to Basingstoke. This was attributed to not enough having been done to engage organisations already invested in the area and outline a compelling future and clear ambitions both for Newbury and West Berkshire.

Fulfilling the ambitions for place entails looking across a wider geography and nurturing existing and potential partner and community relationships. The council itself indicates it has traditionally 'looked east' because of the geography of the Berkshire councils and the LEP plus the role of the capital. We would encourage diversification of this thinking, looking at the opportunities that perhaps lie in other directions. Some of this is starting to happen because of the changed social care and health integration landscape but we would encourage this to be built upon and the potential for increased dialogue with some of the local authorities and agencies lying in other directions to be capitalised upon.

We would also encourage increased nurturing of the relationship with the local voluntary and community sector and Town and Parish Councils. The strength of what they already offer and achieve is impressive, including maintaining eight out of the nine libraries in West Berkshire and a number of community centres, plus delivering a wide range of initiatives to support communities and promote and protect the environment, and there seems to be further potential that could usefully jointly be explored.

Communications also needs to become central to the council's thinking both as a leader of place and in its role more generally. As a leader of place, this entails establishing a clear narrative for West Berkshire and looking to position it appropriately so it can both bring influence to bear and capitalise upon opportunity. West Berkshire is well placed strategically within the country, has much to offer and be proud of both as a place and as a council and could look to capitalise upon this more in terms of potential investment and being a shaper and influencer within local government and at government level.

Enhancing the approach to communications also involves adopting a more proactive approach than is seen at present and engaging stakeholders locally more effectively so they know more about what is going on, what the ambitions for the place are and how they can help to shape things. We would encourage the council to think about jointly reviewing and re-designing with residents the mechanisms and channels through which the council keeps them informed.

4.3 Financial planning and viability

The Medium Term Financial Strategy (MTFS) is currently being refreshed under the guidance of a newly-appointed S151 officer. This provides the opportunity for the council both to challenge and reassure itself in relation to its financial position and ambition.

The authority has a good track record of achieving savings and increasing income, delivering 92 per cent of its planned objectives across the last four years and already implementing 83 per cent of those set for the current year. Significant savings are required in each of the next two years respectively, with £5m projected to be required in 2020/21

and over £6m in 2021/22, from a net revenue budget totalling £125m based on the current year. The council cites demand management, modernisation, digitisation and new ways of working as being central to achieving what is required. It is imperative that these ambitions are fulfilled in order to ensure the council's financial position is safeguarded. This is in a context of the level of the council's reserves being marginally below the authority's own target of 5% of net expenditure.

It is positive that the authority has established a £1m Transformation Fund to help pump prime its change agenda. The use of such funding needs to align with a clear set of corporately agreed ambitions – reflected in a focused programme of change – around how the organisation needs to operate and deliver going forward

Measures have been taken to avoid a recurrence of the overspending experienced in adults and children's services in 2018/19. Overall, the council delivered a balanced budget at the financial year end but this was achieved through underspends in other areas, cost reductions across the whole council, capitalisation of costs and the use of reserves. The authority highlights the taking over of Birchwood care home, judged to be 'Requiring Improvement', as a significant contributory factor to the overspend. The careful on-going monitoring arrangements that have been put in place around social care, and elsewhere, need to continue and the signs so far are good, with a small overspend of 0.2 per cent of the net revenue budget currently projected. The £131m capital programme through to 2021/22 reflects the council's ambitions, including the building of new schools and roads, but the borrowing involved inevitably generates revenue budget implications that also need to be monitored carefully.

The council is showing an increasing commercial appetite, with it having agreed borrowing of £100m to fund investments, including commercial property, to generate a revenue return. The ambitions around the return from this investment funding seem fairly cautious, with an aim to secure a two per cent return per annum. It is perhaps now the time to take stock, to determine the authority's commercial risk appetite going forward and clarify the scale of the ambitions. This work should be overseen by the Commercial Board and what emerges should inform a commercial strategy. This would serve to bring real focus to the council's commercialisation agenda, which is cited as another key element in the addressing of the financial challenges of the coming years.

The council's accounts for 2018/19 have not yet been signed off by the External Auditor, with the council being accustomed to unqualified statements being agreed much earlier for many years now. There is a lot of work taking place currently to resolve the matter, although some of the factors have been outside of the council's control. This work needs to come to a conclusion soon and the opportunity should be taken by the council to draw out the learning to aid it in future years.

The authority has an intention of moving to outcomes-based budgeting for 2020/21. This provides tremendous opportunity, given what we outlined earlier regarding the shared desire to ensure West Berkshire both continues to thrive and to tackle underlying social issues through focusing on growth and outcomes. In addition, adopting this approach to budgeting, plus the revision of the MTFs, could usefully aid a shift away from the budget-setting process representing a major 'annual event' which absorbs much effort and attention for a significant period of time every year. It is important, however, for the

council's ambitions and expectations around adopting such an approach to budgeting to be realistic given both the complex nature of what it will entail and the short timescales being set to implement it.

Austerity has inevitably impacted and very naturally generated a focus within the organisation on the 'bottom line'. Caution and prudence will continue to be key 'watchwords' for the authority going forward but we would encourage a greater balance in the thinking. At present, finance comes across as the primary driver in the council's thinking and decision-making. Perhaps it is time to see a shift to a mind-set where resource comes to be positioned more as an 'enabler' than as a constraint.

4.4 Organisational leadership and governance

Following the agreement of the Council Strategy in May, it is important that it now becomes central to the authority's thinking and understanding. It needs to act as the key driver for the organisation going forward. Work is already taking place to ensure the MTFS aligns with it, which is a significant step, as is the development of a Delivery Plan to underpin its implementation.

West Berkshire has traditionally been a very stable council both politically and managerially. Relationships between officers and councillors have long been strong, founded upon mutual respect and aided by the council keeping elected members well informed of issues in their ward and providing good officer responsiveness to casework issues. Relationships across the elected membership have also been very positive over many years.

A greater degree of change has been experienced recently, particularly in relation to the political make-up of the council. This follows an overall reduction in the number of councillors following a Local Government Boundary Commission Review in 2018 and the elections in May this year. This sees the Conservative Administration with 24 seats now (48 previously), the Liberal Democrats having 16 seats (4 previously) and the Greens winning seats (3) for the first time. The changes have also seen a significant number of newly elected councillors join the authority and a proportion of former elected members returning.

The changed make-up in the elected membership has generated a new dynamic, with politics now much more to the fore and many officers experiencing a more complex political make-up, and what this entails in terms of the way they need to operate, for the first time. It is important that the council's adaptation around this changed political make-up continues to settle down. Recent months have proved challenging, with some disruption to the usually constructive relationships. There is much to be lost through any deterioration in the way relationships across the elected membership and between councillors and officers function and there is a shared responsibility to ensure that the environment which has traditionally existed prevails. The leaders of the different political groups, the Chief Executive and the Monitoring Officer are taking their commitments and responsibilities around maintaining what has traditionally been held dear very seriously and they need everybody to follow suit.

The council's changed Executive and managerial leadership team are both seen to be impacting positively. The Executive is seen to be forging an increasing clarity around a refined political direction and set of priorities and are being supported by a Corporate Board combining experience and 'corporate memory' with new ideas and perspectives which have been facilitated through recent external appointments at that level.

The council agreed a new senior management structure in March, which is coming into being organically. Adopting this approach of delivering change over time, capitalising upon retirements and people moving on of their own volition as such situations arise, reflects an organisation that is very loyal to its workforce. This revised structure is central to the council's ambitions of creating greater strategic capacity. However, the current period and rate of transition is generating questions within the organisation as to how such strategic capacity will be released and this needs to be worked through.

Creating the opportunities for more strategic engagement at Corporate Board level would aid the challenge of enhancing strategic capacity within the organisation. The Strategy Board, comprising all of the elected members in the Administration, has been established to provide the opportunity for regular widespread engagement in the strategic direction of the authority at that level. Mirroring this, to provide the senior-most officers with increased scope to consider the challenges and opportunities facing the council strategically, differentiating this from their activities looking at day to day matters and undertaking the preparations for important forthcoming meetings, such as Cabinet and Full Council, would help with the balance of their focus.

The council has a very extensive set of governance arrangements and controls in place, raising a question of proportionality. As an example, there is a large proliferation of Boards within the council, to which there is an extensive flow of information and the flow of reports seems often to be duplicated across different parts of the governance structure. We heard anecdotal evidence of reports, seeking authorisation for relatively minor amounts of expenditure on often traditional items of spend, being presented multiple times. Equally, Overview and Scrutiny is in the process of developing a comprehensive work programme under the leadership of a new Chair and it is important to ensure this is geared to making the greatest possible difference to the council and the place.

Linked to this issue of proportionality, currently the council's approach to risk around decision-making seems to be one of seeking to 'eradicate' it, through multiple reporting and escalating matters to the senior-most levels. At the heart of this would seem to sit issues of clarity of decision-making processes, trust and organisational confidence. How much added value is gained from the extent of the arrangements and controls that exist, in a context of the council already delivering well and capacity being constrained? We would encourage the adoption of an approach that is more proportionate and looks to hold risk at the most appropriate level. This would serve to ease resource constraints, empower people and expedite decision-making. We would encourage the council to look at how to strike a better balance through looking at and re-evaluating how people spend their time.

The council undertakes an Employee Attitude Survey every three years and attaches a lot of importance to it, as can be seen from the constructive drilling down that takes place on issues identified in given areas. Opportunities for staff engagement have increased in recent times, as seen with the 'Let's Talk' sessions held across the organisation by the

Leader and Chief Executive. These have been implemented as an additional way of both communicating to and hearing directly from staff. There is both the potential and a desire to see this extended. The staff that we met through the course of a number of focus groups, held with people at a range of levels in the organisation, revealed their thirst for knowledge about what is happening across the council and their desire and ability to contribute thoughts and ideas. A commonly recurring theme at all levels during our discussions was that of greater empowerment, with people feeling constrained by what they saw as disproportionate levels of control and a low risk threshold within the council. For many, it was the first opportunity they had had to contribute to discussions of this nature and it is clear from their attitudes and contributions that they offer much for the council to tap into.

Partners see the council as having a tendency towards modesty – 'to hide its light under a bushel'. This seems to be a natural characteristic of the organisation, with it not appearing inclined towards either self-promotion or celebrating its successes. Such a disposition will clearly make it more challenging for the council to shift its approach but we would encourage it to shout more, both internally and externally, about what is delivered and take the opportunity to enable people to enjoy what they have achieved. After all, there is much for the council to shout about. The use of digital communications, including social media, on the part of the council seems relatively limited and this might form part of the thinking about how to get its messages out more.

4.5 Capacity to deliver

People are highlighting that capacity is very constrained in the organisation and clearly the demands on it continue, both in relation to services and the need to deliver further savings. We came across several examples of people, particularly in the corporate centre and in management roles, taking on increased responsibilities when colleagues left and who, rather than being replaced, have had their functions 'absorbed' by others. We also gleaned anecdotal evidence of growing concerns regarding staff well-being and both personal and organisational resilience, with people speaking of increasing numbers of 'single points of failure' in the authority. This suggests that something has to give.

The way forward on the issue of capacity seems to us to centre upon concentrating on how to make the biggest impact upon commonly agreed goals in West Berkshire through viewing and using resource as an 'enabler' and seeking to 'free up', leverage and maximise the benefit gleaned from resources. This entails implementing a greater focus on the delivery of outcomes, looking to a more medium term horizon in relation to financial planning, developing an increased risk appetite and a more proportionate approach to managing risk, empowering staff and facilitating the contribution of others in the form of partners and the voluntary and community sector in particular. These are all themes that we have outlined earlier in this report and they coalesce here under the banner of 'capacity' and how to enhance it.

'Transformation' is talked about as a concept within the authority and there are good examples of it taking place 'on the ground', with examples including the creation of Family Safeguarding Hubs, multi-client day centres and paperless Planning processes. Much time and effort is going into identifying change initiatives, as seen with the number and breadth of initiatives within the purview of the Corporate Programme. There are two issues

here. The first is the sheer quantum of identified initiatives, whilst the second is that of the Corporate Programme seeming essentially to have purely a monitoring role. Things can't yet be seen to be translating into a focused programme of change that drives genuine transformation centred on the resident, improving outcomes and capitalising upon 'the world of possibility'. There is scope to achieve much more – ironically by developing a narrower focus on less – through capitalising on technology, drawing in learning from others who have gone before (for example in digital innovation) and ensuring the £1m Transformation Fund aligns with a clear set of corporately agreed change ambitions.

This links to a wider theme to emerge from our work – that of drawing in lessons from other places. The authority values external challenge, as seen with it undertaking three peer challenges of different types in 2019 alone. This valuing of other people's insights and perspectives is very positive and the council can clearly outline the way it has derived benefit from it. We would encourage it to look to build on this by seeking to learn more from elsewhere, both through increasingly visiting other councils and organisations who have already progressed issues West Berkshire is now grappling with, and engaging in more forums and events at the national level in local government. This applies to both officers and elected members and should equally involve the council taking opportunities to offer its learning and knowledge to others by appearing on national platforms and considering taking up opportunities to provide peer support more. This also links to what we outlined earlier in relation to the council shedding some of its modesty and shouting about its achievements.

The council has a good track record of 'growing its own' and this is being built upon, as seen with the number of apprenticeships that have been established across the organisation. We met a lot of people who have been with the authority for many years and who have progressed in their careers during their time there. As the organisation reduces in size and the hierarchy becomes 'flatter' there are inevitable challenges emerging in relation to staff being able to continue to move upwards through a hierarchy. The council is looking creatively at this, seeing part of the solution lying with enabling people to move across the organisation, by emphasising the value of transferable generic skills in addition to experience and knowledge of 'professional domains'. This has the added benefit of aiding the council with recruitment to posts that have been proving difficult to fill.

Consistency of management practice across the organisation has been highlighted as an issue and this needs to be addressed. Issues here include managers' levels of comfort and confidence in undertaking 'self-serve' on matters such as finance and HR, their willingness and ability to manage performance or sickness absence issues and their approach to valuing a diverse workforce. There are ambitions around establishing a management development programme within the council but this is intended to focus more on developing a 'coaching' approach within the organisation rather than more traditional elements of management and we see real benefit in that. It probably wouldn't be right anyway to look to address the managerial inconsistency issue through a 'one size fits all' programme, with us suggesting the council looks instead to address the challenge through a more tailored approach that identifies and supports individuals in relation to specific responsibilities and issues.

We would, however, encourage the council to think broadly in relation to people's development and look at the opportunity to create an exciting and innovative 'skills uplift'

agenda with applicability to all staff. This could offer opportunities around a range of themes, potentially involving some of those mentioned in our report. This could include approaches to community consultation and engagement, empowering staff and residents, developing commercial approaches, utilising social media as a council and increasing political acumen for officers. Such a programme would help to facilitate the necessary shifts in the way the council operates.

The council is committed to elected member training and development, delivering both a comprehensive induction programme following the elections, which was open to all councillors, and an on-going offer of specific training in such areas as chairing skills and all-member briefings on key issues like the budget. The council is also open to individuals making approaches to request specific pieces of training and development for themselves.

We suggest two things to take forward here in relation to this approach. The first is reviewing the impact of the induction programme in order to draw out learning not just for after the next elections but also to identify anything further that might be delivered additionally, or usefully repeated, over the coming months. The second is developing a more proactive approach to on-going training and development that reaches out to councillors and moves things away from a standard and programmed offer to one that aims to identify individual need and provide things in a more 'tailored' way. This reflects the fact some elected members may either be reluctant to request something, or perhaps don't even know they can or how to do so, and that people simply 'don't know what they don't know'. There is also the issue that waiting for the type of training they are looking for to come up in the programme may not fit with the timing of their need. The council is clearly keen to support elected members in their development – the approach would simply benefit from some refinement.

5. Next steps

Immediate next steps

We appreciate the senior managerial and political leadership of the council will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

As part of the peer challenge process there is an offer of further activity to support the council. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Mona Sehgal (Principal Adviser) is the main point of contact between the authority and the Local Government Association (LGA). Her e-mail address is mona.sehgal@local.gov.uk

Follow-up visit

We are keen to continue the relationship we have formed with the council through the course of the peer challenge.

The LGA corporate peer challenge process includes a follow-up visit. The purpose of this is to help the council assess the impact of the peer challenge and demonstrate the

progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and usually involves some, rather than all, members of the original peer team. The timing of the visit is determined by the council. Our expectation is that it will occur within the next two years.

Next corporate peer challenge

The current LGA sector-led improvement support offer includes an expectation that all councils will have a corporate peer challenge or finance peer review every four to five years. It is therefore anticipated that West Berkshire would commission its next peer challenge by 2024.

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Appendix D. ACTION PLAN following the LGA Peer Challenge – West Berkshire Council - November 2019

Legend:

Actions in response to Key recommendations – for reporting at **Executive**

| No. | Recommendation | Action | Timescale | Governance |
|---|---|---|-----------|---|
| A. Peer Challenge Theme: Understanding of the local place and priority-setting | | | | |
| 1. | Key recommendation: Jointly design with residents the mechanisms through which to hear their voice more | Customer First Programme Board to consider a paper on the broader topic of communication which will include further developing the approach to hear the voice of the residents more. Additional resource has been allocated to progress this area. | Oct 2020 | Customer First Programme Board (Nick Carter / Andy Sharp) |
| B. Peer Challenge Theme: Leadership of Place | | | | |
| 2. | Key recommendation: Respond to the desire partners have for the council to lead the setting of a clear direction for West Berkshire into the future and influence the place it should be – raising the ambition, establishing clarity of purpose and sharpening the focus. | Review the 2036 Vision to address this recommendation. Ensure strong links between Climate change, Economic development and Housing agendas. | Dec 2020 | Health and Wellbeing Board (Lynne Doherty / Nick Carter) |
| 3. | Key recommendation: Determine West Berkshire’s housing, economic growth and environment priorities, how they need to inter-relate and reflect them in the emerging respective strategies | Ensure that an updated Vision 2036 links with the key strategies around housing, economic growth and environment. | Dec 2020 | Health and Wellbeing Board (Lynne Doherty / Nick Carter) |
| 4. | Key recommendation: Make communications central to the council’s thinking (both as a leader of place and in its role more generally) | Linked to action under recommendation 1: Prepare a paper on how to enhance our communication approach – for approval at Customer First Programme Board | Oct 2020 | Customer First Programme Board (Nick Carter / Andy Sharp) |
| C. Peer Challenge Theme: Financial planning and viability | | | | |
| 5. | Key recommendation: The council needs to reassure | To review the Corporate Programme to determine its ability to | Aug 2020 | Budget Board / |

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|--|---|---|---|--|
| | itself that its approaches to demand management, modernisation, commercialisation and digitisation will deliver the anticipated savings for the authority | support the MTFS. | | Corporate Programme Board (Joseph Holmes / Andy Walker) |
| 6. | Key recommendation: Take stock of the council's commercialisation agenda and related risk appetite | <p>Review of the Council's Commercial Strategy progressed to a large degree though the Capital Investment Strategy and Property Investment Strategy.</p> <p>In addition, the Council is reshaping its risk approach to produce a Risk Strategy with a clearly articulated risk appetite. This appetite will be used to shape the Council's future commercial agenda, and it will be clear on the risk awareness of the Council Where reports wish to go beyond the risk appetite it is clear how this is effectively managed.</p> | <p>Jul 2020</p> <p>Sep 2020</p> | <p>Commercial Board</p> <p>Corporate Board (Joseph Holmes / Sarah Clarke)</p> |
| 7. | Key recommendation: The council's accounts for 2018/19 have not yet been signed off by the Auditor – this needs to be addressed and the learning drawn out | <p>The audit of financial statements is now finalised and the audit opinion has been completed.</p> <p>A lessons learnt review has been scheduled with the external auditors to improve the process for the following year. Interim arrangements are being put in place to bolster resources for the 2019-20 financial statements.</p> | May 2020 | <p>Finance and Governance Group</p> <p>Corporate Board (Joseph Holmes / Andy Walker)</p> |
| D. Peer Challenge Component: Organisational leadership and governance | | | | |
| 8. | Key recommendation: The Council Strategy needs to become central to the authority's thinking and understanding (incl. link with MTFS and development of the Delivery Plan) | <p>Continue activities to promote the Council Strategy Delivery Plan within the Council and partner organisations. This includes the links with the MTFS.</p> <p>Links with the actions under Key recommendation 4.</p> | ongoing | Executive and Corporate Board |
| 9. | Key recommendation: Look at how to strike a better balance in relation to the council's very extensive governance arrangements – ensuring proportionality through looking at how people use their time | <p>The Executive currently considering whether it would be appropriate to review the Council's governance arrangements. Work planned to be concluded once the current Covid 19 crisis has been managed though.</p> | TBC | TBC |
| 10. | Key recommendation: Extend opportunities for staff engagement | <p>Explore further opportunities for staff engagement in the new Workforce Strategy 2021.</p> | Apr 2021 | Workforce Board |
| E. Peer Challenge Component: Capacity to deliver | | | | |

| | | | | |
|------------|---|---|-----------------------|---|
| | | | | |
| 11. | Key recommendation: Establish a focused programme to drive genuine transformation centred on the resident and improving outcomes | This is linked with the review of the Corporate Programme (linked with recommendation 5) Implement an annual review of the Corporate Programme to ensure it remains aligned with the delivery of the Council Strategy. | Feb every year | Corporate Programme Board and OSMC (Joseph Holmes / Sarah Clarke) |

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Launch of a Community Bond

| | |
|---|----------------------------|
| Committee considering report: | Executive on 30 April 2020 |
| Portfolio Member: | Councillor Ross Mackinnon |
| Date Portfolio Member agreed report: | 16 April 2020 |
| Report Author: | Joseph Holmes |
| Forward Plan Ref: | EX3896 |

1 Purpose of the Report

This report seeks approval from the Executive for the Council to launch a Community Bond of £1m. This bond will be for retail investors, with marketing and promotion to West Berkshire residents, to enable the Council to fund some of its activities that deliver the Environment Strategy at a cheaper financing rate than using the Public Works Loans Board (PWLB), which is the Council’s traditional source of borrowing.

2 Recommendations

- 2.1 That the Executive considers the results of the due diligence work and notes the summary
- 2.2 That the Executive approves the launch of the Community Bond subject to final sign off of the necessary legal agreements delegated to the Legal Services Manager in consultation with the Executive Director (Resources)
- 2.3 That the Executive delegates to the Executive Director (Resources) in consultation with the Portfolio holder for Finance the date of the formal launch of the bond, the bond length period, and bond issue rate so long as it is below the PWLB rate.

3 Implications and Impact Assessment

| Implication | Commentary |
|-------------------|---|
| Financial: | Assuming a 5 year bond is issued at the prevailing rates in March 2020 and the bond is issued at around 50 bps below the prevailing PWLB rate, the net saving over the bond life would be just between £13k (for a 5 year bond) & £24k (for a 10 year bond). Though this is not a significant saving on its own, it does represent a reasonable reduction in the overall cost of borrowing as detailed below. |

Launch of a Community Bond

| | | | |
|-------------------------|---|----------------|----------------------------|
| | | 5 Year Bond | 5 Year Annuity Loan (PWLB) |
| | Arrangement Fee | £1,875 | £350 |
| | Total interest payable | £40,026 | £54,122 |
| | Net Cost | £41,901 | £54,472 |
| | <p>The Council is due to receive £20k of funding in three tranches to cover the cost of due diligence works for the bond issue.</p> | | |
| Human Resource: | None | | |
| Legal: | <p>This is a different structure of borrowing compared to borrowing from the PWLB. The due diligence work has concluded that the bond can be issued by the Council working with Abundance Investment. A summary of the Legal work completed as part of the due diligence period is included in the main body of the report.</p> <p>The contract has been awarded to Abundance to administer the scheme directly and signed off by the Council's procurement board. Any further significant bond issue would need to be subject to a full procurement process.</p> | | |
| Risk Management: | <p>Risks have been managed through the corporate PMM framework and considered by a specific project board with accompanying risk register.</p> <p>One key risk with the launch of the bond is a lack of uptake from investors and the bond not occurring; Abundance in discussion with Legal & General to invest in order to support achieving the £1m raise target and so ensure that the bond is launched.</p> <p>The key risk in light of C-19 is the lack of a developed Solar PV to apply the Bond to and the lack of public appetite for investment in the financial climate at the current time.</p> | | |

Launch of a Community Bond

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|--|---|----------------|-----------------|-------------------|
| Property: | The proposal itself does not have a direct impact on Council property; however, the schemes that Council chooses to fund through the bond are on Council property and the implications are considered through the individual schemes. | | | |
| Policy: | This proposal is strongly aligned to the Council Strategy through finding an alternative funding source to enable a cheaper way of delivering the Council Strategy priority of 'maintain a green district'. The scheme also supports the move towards carbon neutrality through delivery of schemes and this model assists in communicating the implementation of the Environment Strategy. | | | |
| | Positive | Neutral | Negative | Commentary |
| Equalities Impact: | | | | |
| A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality? | | X | | No impact |
| B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users? | | X | | No impact |

Launch of a Community Bond

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|--|---|---|--|--|
| Environmental Impact: | X | | | This scheme should enhance the environmental impact through enabling the delivery of the Environment Strategy. |
| Health Impact: | | X | | None |
| ICT or Digital Services Impact: | | X | | Information governance has been considered and the information security officer is content with the systems for security that Abundance have in place. |
| Council Strategy Priorities or Business as Usual: | X | | | Supports the delivery of CP5 'maintain a green district'. |
| Data Impact: | | X | | This has been completed and a stage 2 assessment has been completed and attached |

| | |
|--|--|
| <p>Consultation and Engagement:</p> | <p>Engagement has taken place with:</p> <ul style="list-style-type: none">• Environment Board• Portfolio holders with responsibility for finance and the environment• West Berkshire Parish Councils through the District Parish Conference• Abundance research – below is a highlight of a focus group that Abundance undertook comprising five individuals who provided a representative sample of West Berkshire. Respondents were recruited by the firm Independent Fieldwork. The research and supporting report will be published in May by PCAN and the University of Leeds following their review of the data and findings. <p>“In the quantitative survey 63% Strongly Agreed or Somewhat Agreed with the statement “I would like my local authority to take a more proactive approach to climate” and only 3% Strongly Disagreeing. In line with the quantitative data, in the focus groups, residents were very supportive of the council taking a leadership role in tackling climate change.</p> <p>Overall 73% of UK investors were Very or Quite interested in the concept of Community Municipal Investments. Focus group Respondents from West Berks were strongly supportive of the concept.</p> <p>In areas where residents have a strong sense of place-based community, the proposition was more immediately attractive. For West Berks residents, whose ideas of community were less “place-based”, the proposition offered potential to transform how people they felt about their relationship with their area and the local council – “for me it’s the local aspect of it that is the biggest appeal.”</p> <p>A key feature must be knowing exactly what the money will be used for, and having some level of choice over what they invest in - “If I have a choice over where my money’s going it gives me a sense of control”</p> <p>A communication plan is in place with Abundance and the Council jointly owning this and signing off communications.</p> |
|--|--|

4 Executive Summary

- 4.1 This report sets out the outcome of the work undertaken on due diligence of the community bond issue, and the next steps for issuing the Council's first ever bond.
- 4.2 In December 2019 the Executive approved for the Council to enter into due diligence on a pilot, with other Councils, for issuing 'community bonds'. The pilot scheme was for the issue of a single bond for £1m, and the Council will use this bond to help finance its Environment Strategy. To begin with, the bond will fund the Solar PV pilot and some of the activities in the Capital strategy approved by Council in March 2020. These schemes include:
- Further Solar PV scheme
 - Natural carbon reduction measures
 - Urban Tree Fund
- 4.3 The due diligence is being concluded and the Council has utilised external advice where appropriate, that the scheme conforms to our legal and financial requirements and that the bond can be launched from the 1st May 2020 subject to a final legal review per the recommendations.

5 Supporting Information

Introduction

- 5.1 The report is seeking approval for the Council to launch a bond to help reduce its financing costs for schemes related to the Environment Strategy and more effectively communicate the Council's policies.

Background

- 5.2 In December 2019, the Executive approved for the Council to be included as a pilot scheme, with other local authorities, to consider launching a 'community bond'. As part of the pilot, the Council has needed to undertake due diligence of the scheme itself and of Abundance Investment, the organisation who are overseeing the pilot scheme and who will administer the bond issue.
- 5.3 The other pilot authorities are Blaenau Gwent, Warrington Borough Council, Leeds City Council and the London Borough of Kingston upon Thames. The Council will be working with the other pilot authorities to share learning from the scheme, though West Berkshire is likely to be the first Council to launch a bond from the pilot authorities.
- 5.4 As part of the pilot scheme, the Council is due to receive £20k of monies via SocialRes and these are detailed further in the report. The Council also receives the benefit of a subsequent report from the Trinity College Dublin, who will research changes in the attitude of investors to the Council and sustainable development / climate change more broadly.

Proposals

- 5.5 There are a variety of elements contained within the scheme and the due diligence has been completed on these areas. As part of being in the pilot scheme the Council is due to receive £20,000 to undertake due diligence work and to have the benefit of an independent study on the impact of the scheme. The Council has received just under £10k initially, with a further tranche due from September 2020 of £7k. The residual amount will be paid from October 2022.
- 5.6 The scheme works, and is structured, as a bond. Retail investors will invest money, with £5 being the minimum investment, for a fixed period (the initial bond will be for a 5 year period), and will receive income at regular intervals. The initial rate offered to the Council is expected to be at around 0.5% below the PWLB rates.
- 5.7 The Council is expected to benefit through this offering as a cheaper alternative to PWLB borrowing. The prevailing rate of a PWLB loan over 5 years is around 2%. The Council will pay a rate around 0.5% below this rate. The financial implications section includes the model of a 5 year bond (though over 10 years, if that bond length was considered, the saving would be £24k after fees are paid). The investor or Council will pay a fee to Abundance Investment, depending on the final agreement.
- 5.8 The issuing of the bond and regular interest payments, gives the Council a good opportunity to communicate and engage with investors, as alongside interest repayments, the Council can promote what the investment has delivered for the Environment Strategy. The Council will also be able to promote future schemes that it is completing as part of the strategy and engage with residents and investors on these.

Outcome of due diligence work:

Legal summary

- 5.9 Work has been completed on the legal due diligence. To date this is progressing well with no significant issues raised. The bond issuance document is being reviewed externally on behalf of a number of the pilot Councils.

Finance summary

- 5.10 Firstly, the finance service has undertaken checks on Abundance Investment and these satisfy the Council's standard credit checks.
- 5.11 The scheme has been reviewed by an external firm, Link Asset Services, for the accounting and auditing implications of the scheme. This includes the accounting treatment of the bond and the auditing requirements for the bond and any impact on the audit of the financial statements by Grant Thornton (the Council's external auditors).
- 5.12 The summary of the work completed by Link Asset Services is that the Council has clear accounting treatment guidance to follow and that, for the external audit of the financial statements, there is no significant additional impact
- 5.13 There are a number of key elements in the scheme proposals

Launch of a Community Bond

- (1) Successful launch and marketing of the scheme. This scheme will be open from at a date after the 1st May for people to invest in. The investment will be targeted at retail investors, i.e. individuals. The marketing material will be focussed on residents of the district, and ideally the Council would want a majority of investors to come from within the district. However, it will take time for people to be aware of this scheme, so the first bond may have a broader mix of investor.
- (2) Establishing an initial pipeline of activities that the bond can be utilised against. To commence with, this will fund the Solar PV pilot and be utilised on the further roll out of Solar PV across other sites up to a maximum of £1m. If other schemes in the capital programme are commenced beforehand, this bond could be used to fund this, to be the initial focus is for the bond to fund Solar PV schemes. Ensuring that there is a minimum of £500k pledged in the initial bond offer. Anything below this level will be refunded to investors. Legal & General (and the UK pension funds it represents) are exploring opportunities with Abundance to help supplement interest from retail investors, to protect against this eventuality, and so this provide protection to the Council to deliver a £1m bond issue.
- (3) Delivering a simple administration of the bond for investors. The Council is working with Abundance Investment to deliver this. The Council will not be involved in the day to day running or management of the scheme.

Success factors

5.14 The bond will be considered against three critical success factors

- (a) The ability to provide a £1m financed budget for the 'maintain a green district' priority that is at the same or cheaper cost compared to the PWLB in 2020 at launch
- (b) Provide consistent administration and returns to investors through the life of the bond
- (c) To deliver regular communications material to inform investors, and improve social value and the reputation of the council

5.15 These success factors will be considered over a period of time, however, within 3 months of the launch period, the ability to deliver on items a) and b) above will have been tested. The final success factor will need to be considered through further research though, to an extent, the successful uptake of a bond will demonstrate that there is willingness, from investors, to trust the reputation of the Council.

6 Other options considered

- 6.1 The Council could opt to remain utilising PWLB; this is at a higher cost to the taxpayer than this route.
- 6.2 Seek alternative financing routes; the Council is actively considering these, though in the current timescales, further due diligence is required before utilising any of these options.

Launch of a Community Bond

6.3 Neither of the other options include the ability to enhance engagement with residents over the Council's Environment Strategy.

7 Conclusion

7.1 The outcome of the respective legal and financial due diligence has identified no significant issues to prevent the Council from launching the bond. The bond will be subject to a review as part of the closure of the project, with any decision to proceed with future issues based on the outcome of that review.

8 Appendices

Appendix A – Data Protection Impact Assessment

Appendix B – Data Protection Impact Assessment stage 2

Background Papers:

West Berkshire Council Executive report - 19th December 2019

Abundance Data privacy policy and data protection policy

Subject to Call-In:

Yes: No:

| | |
|--|--------------------------|
| The item is due to be referred to Council for final approval | <input type="checkbox"/> |
| Delays in implementation could have serious financial implications for the Council | <input type="checkbox"/> |
| Delays in implementation could compromise the Council's position | <input type="checkbox"/> |
| Considered or reviewed by Overview and Scrutiny Management Committee or associated Task Groups within preceding six months | <input type="checkbox"/> |
| Item is Urgent Key Decision | <input type="checkbox"/> |
| Report is to note only | <input type="checkbox"/> |

Wards affected: ALL

Officer details:

Name: Joseph Holmes
Job Title: Executive Director (Resources)
Tel No: 01635 503540
E-mail: joseph.holmes1@westberks.gov.uk

Document Control

| | | | |
|----------------|--|----------------|--|
| Document Ref: | | Date Created: | |
| Version: | | Date Modified: | |
| Author: | | | |
| Owning Service | | | |

Change History

| Version | Date | Description | Change ID |
|---------|----------|-------------------------------|-----------|
| 1 | 6.3.2020 | Distribution to project board | |
| 2 | | | |

Data Protection Impact Assessment – Stage One

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via dp@westberks.gov.uk

| | |
|--------------------------|-----------------------------|
| Directorate: | Resources |
| Service: | Finance & Property |
| Team: | |
| Lead Officer: | Shannon Coleman – Slaughter |
| Title of Project/System: | Community Bond |
| Date of Assessment: | 6.4.20 |

Do you need to do a Data Protection Impact Assessment (DPIA)?

| | Yes | No |
|--|-------------------------------------|-------------------------------------|
| <p>Will you be processing SENSITIVE or “special category” personal data?</p> <p><i>Note – sensitive personal data is described as “data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person’s sex life or sexual orientation”</i></p> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <p>Will you be processing data on a large scale?</p> <p><i>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</i></p> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <p>Will your project or system have a “social media” dimension?</p> <p><i>Note – will it have an interactive element which allows users to communicate directly with one another?</i></p> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <p>Will any decisions be automated?</p> <p><i>Note – does your system or process involve circumstances where an individual’s input is “scored” or assessed without intervention/review/checking by a human being? Will there be any “profiling” of data subjects?</i></p> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

Launch of a Community Bond

| | Yes | No |
|--|-------------------------------------|-------------------------------------|
| Will your project/system involve CCTV or monitoring of an area accessible to the public? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Will you be using the data you collect to match or cross-reference against another existing set of data? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Will you be using any novel, or technologically advanced systems or processes? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| <small>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</small> | | |

If you answer “Yes” to any of the above, you will probably need to complete [Data Protection Impact Assessment - Stage Two](#). If you are unsure, please consult with the Information Management Officer before proceeding.

Data Protection Impact Assessment – Stage Two

What is it you're planning to do?

Explain the problem, need, issue or deficiency your project will address, and what kind of data processing it will involve. You may wish to include project plans or flowcharts.

Consider:

- What do you want to achieve?
- What is the intended effect on individuals?
- What are the benefits of the processing for your service, and the organisation more broadly?

See the main report

The Council will be involved in a pilot to issue, through Abundance Investments, a bond for retail investors including local residents. The purpose is to raise finance more cheaply than through existing arrangements and to improve engagement with residents.

The impact on those individuals who subscribe to the bond is to provide a comparatively 'safe' investment compared to other investments.

Benefits are highlighted further in the report

Describe the nature of the processing.

Consider:

- How will you collect, use, store and delete data?
- What is the source of the data?
- Will you be sharing data with anyone?
- What types of processing identified as likely high risk are involved?

You might find it useful to refer to a flow diagram or another way of describing data flows.

1. How will you collect, use, store and delete data?

Please see Data Protection Policy. They principally collect data directly from customers through the Abundance's online platform, with data stored in their cloud database.

2. What is the source of the data?

Please see Data Protection Policy. Customers provide data directly through the online Abundance platform and the actions they take on their platform.

3. Will you be sharing data with anyone?

Please see Data Protection Policy and their Privacy Policy. They only share customer data with certain service providers they use which are required to deliver the service they offer customers. For example, this includes service providers who they use for identity verification, email marketing, ISA providers and payment processing.

4. What types of processing identified as likely high risk are involved?

They do not consider they undertake any processing identified as high risk.

Describe the scope of the processing.

Consider:

- What is the nature of the data, and does it include sensitive "special category" or criminal offence data?
- How much data will you be collecting and using? How often? How long will you keep it? Have you reviewed/arranged an entry in the corporate records retention schedule?
- How many individuals are affected?

Abundance do not collect any special category or criminal offence data on customers.

The data they collect is related to who they are and their contact information (e.g. name, address, DOB, email, phone number) as well as information required to provide the Abundance service (e.g. bank account details, national insurance number).

Abundance collect data on each customer who opens an Abundance account and makes investments on their platform – that is currently about 7,000 people. As a regulated investment platform and ISA provider, they are required to retain data for up to 5 years (FCA regulations) or up to 6 years (HMRC).

Abundance have approximately 13,000 signed up customers and 7,000 investors.

Describe the context of the processing.

Consider:

- How much control will people have over their data?
- Would they expect you to use their data in this way?
- Do they include children or other vulnerable groups?
- Are there prior concerns over this type of processing or security flaws?
- Is it novel in any way?
- What is the current state of technology in this area?
- Are there any current issues of public concern that you should factor in?
- Are you signed up to any approved code of conduct or certification scheme (once any have been approved)?

Yes – all customers have specifically signed up for Abundance’s service and agreed to their Privacy Policy.

As an investment platform, all customers must be aged 18 or over. We do not provide a service to children or other vulnerable groups.

No, Abundance are not conducting any data processing which would be considered high risk or have any prior concerns and they do not see use of data as novel.

The technology they use is not innovative and is well understood by Abundance.

Abundance are not conducting any data processing which would be considered high risk or have any prior concerns.

Abundance are not signed up to a code of conduct or certification scheme. However, their regulation as an authorised FCA firm requires them to define a risk appetite and monitor residual risk related to data security which they do on a monthly basis at Board level through ir Risk Register. They set out that they also follow FCA guidelines on data ownership, classification and encryption, device and access management, security awareness, disaster recovery and incident response, and where possible align their practices to external frameworks and principles.

Do you intend to consult with affected stakeholders? If not why not?

Consider/explain:

- When and how you will seek individuals’ views – or justify why it’s not appropriate to do so.
- Who else do you need to involve within your organisation? Do you need to ask your processors to assist? Do you plan to consult information security experts, or any other experts?

The Information Security officer has been consulted and is content with the information and is awaiting an external review of Abundance for further assurance.

Not planning on consulting with Stakeholders as the policies from Abundance are clear on what individuals are signing up to as part of the platform and there is no compulsion for any individual to have to invest through the community bond.

Describe compliance and proportionality measures.

Consider:

- What is your lawful basis for processing? Does the processing actually achieve your purpose? Is there another way to achieve the same outcome?
- How will you prevent function creep (using the data for more than the original purpose)?
- What information will you give individuals? How will you help to support their rights? What measures do you take to ensure processors comply? How do you safeguard any international transfers?

This is included in their Data protection policy and privacy policy

They set out that they conduct a review of any new data they collect or any new form of data processing they conduct to ensure it falls within their existing data map, Data Protection Policy and Privacy Policy or, if it does not, to update their controls and inform customers if there is a change to their Privacy Policy.

Risk Assessment

Identify, list and classify risks.

| # | Include associated compliance and corporate risks as necessary <i>The Data Protection Principles are reproduced in Appendix A – you may wish to refer to these when identifying risks</i> | Likelihood of harm | Severity of harm | Overall risk |
|---|--|-------------------------------------|---------------------------------------|----------------------------|
| | | <i>Remote, possible or probable</i> | <i>Minimal, significant or severe</i> | <i>Low, medium or high</i> |
| 1 | Inappropriate release of personal data | Remote | Significant | Low |
| 2 | | | | |
| 3 | | | | |
| 4 | | | | |
| 5 | | | | |
| | | | | |
| | | | | |
| | | | | |

| Risk Mitigation | | |
|------------------------|--|-----------------|
| Risk # | Options to reduce or eliminate risk (Possible or Probable Risks only) | Effect on risk |
| 1 | Data privacy policy is clear on what Abundance are doing with personal information and where this is going | <i>Accepted</i> |
| | | |
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| | | |
| | | |
| | | |

Approvals

This assessment must be approved before the project proceeds to implementation stage.

| | Signed | Date |
|---|--------|------|
| Data Protection Officer | | |
| DPO advice/actions: | | |
| Head of Service <i>Signature by Head of Service indicates acceptance of DPO advice unless expressly overruled with reasons</i> | | |
| This DPIA and completion of actions arising from it will be the responsibility of (insert name of responsible officer in service) | | |

Once approved, this document should be sent to dp@westberks.gov.uk

END

Appendix A

The Data Protection Principles (from the General Data Protection Regulations)

1. Personal data shall be:
 1. processed lawfully, fairly and in a transparent manner in relation to the data subject ('lawfulness, fairness and transparency');
 2. collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes; further processing for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes shall, in accordance with [Article 89\(1\)](#), not be considered to be incompatible with the initial purposes ('purpose limitation');
 3. adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed ('data minimisation');
 4. accurate and, where necessary, kept up to date; every reasonable step must be taken to ensure that personal data that are inaccurate, having regard to the purposes for which they are processed, are erased or rectified without delay ('accuracy');
 5. kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data are processed; personal data may be stored for longer periods insofar as the personal data will be processed solely for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes in accordance with [Article 89\(1\)](#) subject to implementation of the appropriate technical and organisational measures required by this Regulation in order to safeguard the rights and freedoms of the data subject ('storage limitation');
 6. processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures ('integrity and confidentiality').

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Community Solutions Fund

Committee considering report: Executive on 30 April 2020

Portfolio Member: Councillor Rick Jones

Date Portfolio Member agreed report: 16 April 2020

Report Author: Jo Naylor, Principal Policy Officer

Forward Plan Ref: EX3901

1 Purpose of the Report

- 1.1 The report is to recommend to Members of the close of the current Community Solutions Fund (2017-2020) and the proposed utilisation of the remaining budget for the development of the Voluntary Community and Social Enterprise (VCSE) sector in West Berkshire.
- 1.2 This proposal links to the report on this agenda ‘Working with the Voluntary Sector’ and the Strategy Board discussion of the 20th February at which a number of actions were proposed including mapping of the existing voluntary sector activity and the future commissioning of a Local Infrastructure Organisation (LIO).

2 Recommendation

- 2.1 To close down the Community Solutions Fund (2017-2020) and to propose that any unspent budget goes into supporting initiatives which will reframe and develop the VCSE sector in West Berkshire.

3 Implications and Impact Assessment

| Implication | Commentary |
|------------------------|---|
| Financial: | There is currently £100k unspent in the budget which could be redistributed for other purposes. There will be one final funding round after the end of March so it’s possible the £100k will be slightly diminished if these grant applications are successful. |
| Human Resource: | There are no immediate foreseeable HR implications arising from this report. |
| Legal: | At this stage there are no immediate foreseeable legal |

| | | | | |
|--|--|----------------|-----------------|---|
| | implications arising from this report. | | | |
| Risk Management: | There are no major risks to redistribution of this funding. This proposal has the support of Greenham Trust which has committed £200k. Greenham Trust have been kept well informed of recent discussions and will continue to commit this level of resource to the new realigned proposals to work with the Community, Voluntary and Social Enterprise sector. | | | |
| Property: | There are no immediate property implications. | | | |
| Policy: | This proposal conforms to all local Council policies regarding supporting local communities and the voluntary sector. | | | |
| | Positive | Neutral | Negative | Commentary |
| Equalities Impact: | | | | |
| A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality? | | X | | This proposal has a neutral impact on those with protected characteristics. |
| B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users? | X | | | Stronger capacity in the voluntary sector could increase the support available to those with protected characteristics. |
| Environmental Impact: | | X | | There is no anticipated environmental impact. |

| | | | | |
|-------------------------------------|---|---|--|--|
| Health Impact: | X | | | It is likely that future programmes and initiatives with the voluntary sector could have a positive health impact, on both physical and mental wellbeing. |
| ICT Impact: | | X | | Not applicable. |
| Digital Services Impact: | | X | | Not applicable. |
| Council Strategy Priorities: | X | | | This report is suggesting steps which will enable the Council to deliver greater investment into supporting communities and match the Council priorities of delivering sustainable services through innovation and partnerships and supporting everyone to reach their full potential. |
| Core Business: | | X | | Neutral impact on the Councils core business |
| Data Impact: | | X | | Neutral impact in relation to data protection. |
| Consultation and Engagement: | This report has been discussed with the Building Communities Together Team Manager, Council Leader and Council Chief Executive. | | | |

4 Executive Summary

- 4.1 The report is to notify the Executive of the intention to close the Community Solution Fund at the end of March 2020 and to utilise the remaining funds for the development of new working arrangements between the Council and the Community, Voluntary and Social Enterprise (CVSE) sector in West Berkshire.
- 4.2 The Community Solutions Fund (CSF) was originally created from Local Area Agreement (LAA) reward funding which had been received by the authority. The close working relationship and good cooperation with Greenham Trust meant that the Council's funding was matched by the Trust in supporting the scheme. When originally set up both organisations offered to contribute £200k (approx.) to the scheme to create a total budget of just over £400k.

Community Solutions Fund

- 4.3 The CSF fund was launched at the District Parish Conference in April 2017 to support the devolution of services and encourage communities to take over the running of assets and services. The scheme details were jointly publicised by the Council and Greenham Trust.
- 4.4 Funding decisions were determined by a Panel comprising of two WBC elected Members and two Greenham Trustees supported by the Greenham Trust Chief Executive and Council officers.
- 4.5 The criteria stated that it was to support proposals that fall into any of the following categories:
- (i) **Service Delegation** - taking on services (e.g. road sign cleaning, grass cutting etc.) from West Berkshire Council and delivering these with volunteers and other resources at a local level.
 - (ii) **Transfer of Community Assets** - transferral of West Berkshire Council owned assets (e.g. libraries, public toilets, community centres, open spaces, playgrounds etc.) to town and parish councils or community groups, to be run and maintained.
 - (iii) **Responding to Community Need** – to provide funding for vulnerable groups that need support and finding create effective solutions to help these residents. This fund is about developing services, (e.g. tackling social isolation of the elderly by establishing luncheon clubs, providing volunteer driver schemes to assist taking patients to doctors/hospital appointments) or any other community-based practical help scheme. Proposals surrounding your community's response to future severe or adverse weather events will also be considered in this category.
- 4.6 This fund however did not generate many applications with only four bids received during the three year period, and of those, only two applications were successful in meeting the criteria in order to receive any funding.
- 4.7 During 2018/19 £100k of the Council's portion of the Community Solutions Fund was diverted to support the Health and Wellbeing Priority Fund, leaving £100k remaining in the budget.
- 4.8 The proposal is now to hold a final funding round after March 2020 for the pending applications but after this to officially close the scheme and repurpose budget for further development of the CVSE sector. By doing so, it's hoped the CVSE sector can help support delivery of the priorities identified within the Council Strategy and the West Berkshire 2036 Vision, particularly supporting the delivery of ambitions around the environment, culture, health and social care.

5 Supporting Information

Introduction

5.1 This report seeks to close the Community Solutions Fund and obtain approval for the use of any unspent budget for the future development of the VCSE sector in West Berkshire.

Background

5.2 This report is being brought to Members to describe the unused money which exists and which has remained unspent under the previous Community Solutions Fund for the last three years.

5.3 The grant stream was created from Local Area Agreement (LAA) reward money which was matched by Greenham Trust. The proposal for a new scheme has been discussed with Greenham Trust and they will continue to contribute their unspent £200k to the new arrangements as being proposed as part of the 'Working with the Voluntary Sector' report.

5.4 Few applications had come forward under the Community Solutions Fund since it was launched. This is likely to be for two reasons; many devolution deals with towns and parishes progressed without the need for grant support, and secondly, potential applicants did not necessarily meet the scheme criteria to be successfully awarded funding.

5.5 The two successful applications were for the provision of a replacement community minibus in Bucklebury and equipment for the Hungerford Library to enable this venue to be run as a community hub. The total spend for both projects came to £24k (i.e. two maximum grant awards of £12k).

5.6 The proposal for future spend of this money links to a recent Strategy Board discussion on 20th February where Members considered different models and approaches to working with our voluntary sector in the future. By utilising this money to invest in the CVSE sector this would remain consistent with the original intention of the LAA reward money, in that it is channelled back into communities to address the most important West Berkshire issues and priorities.

Proposals

5.7 It is recommended to transfer the unspent Community Solution Fund budget to support the VCSE sector in West Berkshire as outlined in the Head of Commissioning's 'Working with the Voluntary Sector' report.

6 Other options considered

6.1 It was considered appropriate to review the existing Community Solution Fund particularly as this fund had remained unspent for some considerable time. Equally, it seemed appropriate to ensure future spend is closely aligned to Council Strategy priorities. This proposal particularly fits with the Council's goal to work to deliver sustainable services through innovation and partnerships. Equally, it's clear many other

Community Solutions Fund

of the priorities outlined in the West Berkshire Vision 2036 and Council Strategy 2019-2023 require a strong VCSE to support community resilience and reduce demand on Council services.

- 6.2 Another approach would have been to revise and reshape the criteria for the Community Solutions Fund to allow it to become a more general grant stream. Demand for grants is always high and by making the fund more accessible, it would be relatively easy to deplete the budget in a small number of funding rounds.

7 Conclusion

- 7.1 It's recommended the Community Solutions Fund is now closed to all future applications and the remaining budget is passed to the Head of Commissioning to help shape the Council's overall approach to future working with the VCSE sector in West Berkshire.

8 Appendices

None.

Subject to Call-In:

Yes: No:

Officer details:

Name: Jo Naylor
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Document Control

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Working with the voluntary sector

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| Committee considering report: | Executive on 30 th April 2020 |
| Portfolio Member: | Councillor Lynne Doherty |
| Date Portfolio Member agreed report: | 11 th March 2020 |
| Report Author: | June Graves |
| Forward Plan Ref: | EX3903 |

1 Purpose of the Report

- 1.1 To inform the Executive of the outcome of the recent Executive Member Strategy Board on working with the Voluntary Community and Social Enterprise sector and present recommended actions for approval to progress.

2 Recommendations

- 2.1 To approve the recommended actions as set out in this report.
- 2.2 *To note the current situation in relation to Corona virus and the impressive response of the VCSE through the work of the Community Hub, will undoubtedly reshape the relationship of the Council with the sector and therefore the proposed recommendations maybe need to be revisited to reflect this when the time is right. As the situation is so fluid they have been left 'as is' for the purpose of progressing this report.*

3 Implications and Impact Assessment

| Implication | Commentary |
|-------------------|--|
| Financial: | <p>There will be financial implications arising from the implementation of the recommended actions. A budget for one-off funding will be required to support the engagement and facilitation of working with the VCSE sector. This potentially could be found in the balance of the Community Solutions Fund which closed at the end of the last financial year. Budget of £20k is estimated to be required for facilitated engagement events and resources to manage the co-production of the strategy.</p> <p>Revenue budget will also be required to cover the cost of commissioning a Local Infrastructure Organisation (LIO). Joint commissioning opportunities could exist with the CCG. Funding requirement estimated to cover the cost of at least one</p> |

| | | | | |
|---------------------------|---|----------------|-----------------|--|
| | <p>post to co-ordinate activities etc at £30k p.a.</p> <p>At this point it is not possible to say whether the implementation of the strategy will result in savings. It is however likely there will be the opportunity for cost avoidance by accessing the capacity in the VCSE to support the achievement of Council Strategy priorities.</p> | | | |
| Human Resource: | <p>The plan is to progress through a cross Council project team and to use existing resources from within this structure to do the work. Where additional resources are required the allocated budget for engagement and facilitation will be utilised to bring in additional specialist resources that maybe required.</p> | | | |
| Legal: | <p>There are no specific legal implications identified apart from the procurement of the Local Infrastructure Organisation which will be managed by the Commissioning Service.</p> | | | |
| Risk Management: | <p>To maintain the existing good relationship with the sector recommendations reflect an aspiration for co-production, the need for full and proper engagement throughout the development and implementation of the strategy and the procurement of the Local Infrastructure Organisation.</p> | | | |
| Property: | <p>N/A</p> | | | |
| Policy: | <p>N/A</p> | | | |
| | Positive | Neutral | Negative | Commentary |
| Equalities Impact: | Y | | | <p>The development and implementation of a strategy for working with the VCSE, supported by the commissioning of a Local Infrastructure Organisation, will enhance local arrangements for people with protected characteristics.</p> |

Working with the voluntary sector

| | | | | |
|---|--|--|--|---|
| <p>A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?</p> | | | | <p>Positive impact from increased provision in the VCSE sector.</p> |
| <p>B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?</p> | | | | <p>Positive impact from increased provision in the VCSE sector.</p> |
| <p>Environmental Impact:</p> | | | | <p>Potential for positive impact on the environment from more localised support services.</p> |
| <p>Health Impact:</p> | | | | <p>Potential for positive impact on the people's health and wellbeing from more localised support services.</p> |
| <p>ICT Impact:</p> | | | | <p>N/A</p> |
| <p>Digital Services Impact:</p> | | | | <p>N/A</p> |

| | | | | |
|--|--------------------------------------|--|--|---|
| <p>Council Strategy Priorities:</p> | | | | <p>The implementation of the strategy will have a positive impact on the achievement of Council Strategy Priorities – specifically those identified below. This will be achieved through an enhanced and potentially increased access to the capacity of the sector and the support that will be provided to make it more sustainable in the longer term.</p> <ul style="list-style-type: none"> • Ensure sustainable services through innovation and partnerships • Ensure our vulnerable children and adults achieve better outcomes • Support everyone to reach their full potential • Maintain a green district |
| <p>Core Business:</p> | | | | <p>Improved sustainability of the sector will benefit the delivery of those services commissioned by the Council from the VCSE to deliver statutory functions as part of core business.</p> |
| <p>Data Impact:</p> | | | | <p>N/A</p> |
| <p>Consultation and Engagement:</p> | <p>Conservative Group and Leader</p> | | | |

4 Executive Summary

4.1 The Councils Executive Strategy Board held on 20th February 2020 considered the issue of the Councils strategic working relationship with the Community, Voluntary and Social Enterprise (VCSE) sector. The Strategy Board was convened with the primary aim of setting the direction for the strategic approach to our future relationship with the VCSE sector. The output has been developed into the following recommendations for approval:

1. Establish a project to develop a strategic approach to working with the VCSE sector that reflects a number of key points identified by Members in the Strategy Board.
2. Project to be governed by the Corporate Programme with agreed actions contained within a cross service project, with identified resources and agreed time frames.

Working with the voluntary sector

3. Undertake a high level mapping exercise of VCSE provision to inform the development of the emerging strategy - what is being provided, to who and where, levels of income/spend, capacity and support for the Council Strategy – scope and resources to be identified/agreed as part of the overall project.
 4. Commission a Local Infrastructure Organisation (LIO) in a process that will require careful consideration of the context of current arrangements which are outside of Council funding. Source of revenue budget to be identified/agreed.
 5. Ownership will sit within the Resources Directorate for the period of development, supported in the project by the other Directorates, VCSE sector representatives and overseen by the Leader.
- 4.2 Members concluded this is important work and must be done within an ethos of trust, respect, integrity and fairness. Universally it was agreed there is a need to do the ground work to understand the context and challenges of the sector to have confidence the agreed strategy is deliverable.
- 4.3 It was agreed the absence of a LIO is a gap and therefore once budget has been agreed, work should commence to start the process for commissioning one in West Berkshire. The LIO could support the development of the strategic approach and take a leading role in the implementation of the resulting strategy.
- 4.4 It was acknowledged doing this well will take time, but there is a need for the work to be done at pace, as the absence of an agreed strategic direction has the capacity to cause issues in the relationship with the sector.
- 4.5 Doing this in coproduction with the VCSE with shared decision making every step of the way is crucial to a successful outcome. It was agreed on the need to create space and time to listen, develop new ideas and thinking. Key to this will be an alignment of respective strategic visions to build a perspective of 'shared endeavour' to take us forward.

5 Supporting Information

Introduction

- 5.1 The primary purpose of the Councils Strategy Board is to bring together the Executive, Chief Executive, Executive Directors and other attendees as required to provide a forum for strategy development and review. The Board is supporting the development of a 4 year work program across a range of themes, one of which is the working relationship of the Council with the VCSE sector.
- 5.2 Strategy Board in February concluded with a number of proposed actions to be taken forward to support the development of the strategic relationship of the Council with the VCSE sector. This report provides background information, a summary of the Member position and recommendations for actions for approval to progress.

Background

- 5.3 West Berkshire spends just over £1.5m p.a with the VCSE sector across both statutory and non-statutory services. Grant funding is available through the Community Solutions Fund forecast to have a balance of just over £100k at the end of 19/20 when it is planned to close. Volunteering is strong with hours of in excess of 25,000 recorded across libraries and BBOWT alone. Many hundreds more are delivered via a range of VCSE organisations across the district including the Volunteer Bureau who have just under 250 volunteers available.
- 5.4 The Community Wellbeing model for social prescribing as set out on the NHS ten year plan is developing well and has been supported in its deployment locally through the recent award of funding via the Voluntary Sector Prospectus 2020 - 2023. The Building Communities Together team have delivered some excellent result in working with neighbourhoods.
- 5.5 The absence of formal arrangement for a Local Infrastructure Organisation (LIO) is viewed as a 'gap' which has the potential to be problematic when the relationship with the sector comes under pressure. Overall current arrangements are considered to be in a good place providing a solid base to build on.
- 5.6 The model of working with the VCSE in West Berkshire is mixed with no specific approach adopted and in contrast to some other local authorities who have moved firmly in the direction of models such as:
- Community Asset Transfer
 - Citizen Deals
 - Grant Funding
 - Social Prescribing
 - Community Commissioning

Strategy Board

- 5.7 Members supported by key officers of the Council discussed current position with the VCSE based on background information provided and their own knowledge. They fed back their views and suggestions for how to move forward as summarised in the following sections.
- 5.8 In general there was a view that before we do anything we need to be clear about what it is we are trying to fix. Current arrangements work well and there is concern these could be unhelpfully disturbed if we are not clear about what we hope to achieve through any changes made implementing a strategy, or other actions taken.
- 5.9 It was felt there is a real need to understand if the sector itself feels they need a strategy and what they would want to get from one if it existed. There was a view that given the scale and diversity of the sector a 'one size fits all' approach may not work and that it is possible more than one strategy could be needed, or something at a very 'high level'.

Working with the voluntary sector

- 5.10 As a start point there is a need to gather better information about what the sector is actually comprised of and a mapping exercise should be undertaken to understand what is out there, what it provides and the level of spend and income etc. It was suggested this would assist in segmenting the market into groups of organisations that have things in common such strategic vision, client groups, locations, service models, size and/or requirements, to identify where services are aligned to the Council Strategy and where there are gaps.
- 5.11 In response to four specific questions asked in group work Members gave the following feedback.

We have our strategic aims in the Council Strategy 2019 – 2023 is this our vision?

- Support everyone to reach their full potential
- Ensure sustainable services through innovation and partnerships

- 5.12 Most agreed the existing Council Strategy priority outcomes (above) were a good starting point and could form the basis of an overall strategic vision for the delivery of the VCSE sector in West Berkshire. It was felt however, that to agree an overarching vision more work would be needed to understand if, and how, these could align to VCSE organisational agendas.

What are we looking for from the sector – key message on priorities?

- 5.13 There was general agreement it would be a priority for our work with the VCSE sector to focus on the delivery of the West Berkshire 2036 vision and any identified gaps in the Council Strategy delivery plan. Members gave a steer towards the specific areas of the environment, culture and health/social care.
- 5.14 It was agreed maintaining VCSE service delivery is a priority and as is support for them to keep doing what they are already doing very well - not supporting the sector was not considered an option.
- 5.15 Members recognised the need to make some changes in how we regard VCSE partners and it would be beneficial to establish a more equitable relationship. It was felt that money can 'get in the way' and while it may be believed this can give an element of control, in reality this control is limited as funding often becomes the single issue in the dialogue between us. It was therefore agreed that getting the relationship right is a fundamental priority.
- 5.16 Members felt different approaches would be needed and we should not attempt to 'straight jacket' charities into service delivery models. Acknowledging the Voluntary Sector Prospectus approach has broadly been successful, Members were keen we have flexibility in commissioning approaches that are realistic, focus on outcomes and support for smaller organisations to bid.
- 5.17 Accessing the capacity of the sector in meeting the needs of the people of the district was considered to be extremely important and that work is needed to quantify what any untapped capacity might be available. Key messages were confirmed that the Council would be looking to the sector to build community resilience and self-help to provide cost effective services that are safe and focus on 'hard to reach' groups.

What are the preferred models of delivery?

- 5.18 There was a firm view the role of the Council should be to facilitate the VCSE sector across the district and this would be best done with a LIO in place.
- 5.19 The potential to move as other councils have in the direction of adopting a specific model such as large grant funding or wholesale asset transfer was discussed. This did not result in agreement to take a significantly different direction, more a preference to maintain and build on current arrangements in a facilitative role.
- 5.20 It was suggested not all funding for VCSE services need to go through a commissioning/contract process and we should consider ‘just funding’ some things – It was felt that this could be risky but might be worth it to show and build confidence in the sector.
- 5.21 Where possible co-production was favoured for discretionary outcomes in areas such as environment. Overall it was felt there is room for both formal and less formal approaches.
- 5.22 There was some discussion about where the ownership of future VCSE development work should sit. This did not conclude any change to the current arrangements where Commissioning have the overall lead, but acknowledged this may require further debate at some point in the future.

Local Infrastructure Organisations (LIO)

- 5.23 Members agreed on the need for a funded LIO as essential to developing our relationship with the sector and that it would be particularly important in areas of co-production. A specification for what we might want a LIO to cover was suggested for the following areas:
- Represent and advise the council acting as an ‘expert’ intermediary where needed
 - Represent the views/perspective of the VCSE to the Council
 - Provide support such as admin, finance, skills development and training
 - Identify and broker opportunities for VCSE groups to work together
 - Attract funding
 - Provide effective governance
 - Recruit and manage volunteers
 - Network with relevant statutory bodies and other potential collaborators
 - Know what’s going on and disseminate knowledge at a local level.

Identify what are the opportunities and where are the threats?

- 5.24 Members identified the follow areas to be considered in the ongoing development of a strategy and a productive relationship with the sector to be used to inform the implementation.

Working with the voluntary sector

| Opportunities | Threats |
|--|--|
| <ul style="list-style-type: none"> • Harness local people and resource to deliver council services • Engage with community and address gaps • More resilient communities • Relationships with parish councils develop further • Centralisation of some aspects at scale • Training and safeguarding • Cross fertilisation/collaboration of ideas and innovation • Streamlining | <ul style="list-style-type: none"> • Micro management and too much control • Can't cover all groups so will need to be clear on scope • May not have capability or motivation to deliver what we want • Loss of privative services result in additional costs and no savings • Move from 'traditional' mode could feel like loss of control |

5.25 On the basis of the work done to date and the direction provided by Members in Strategy Board, a number of recommendations were made with supporting actions proposed. It is possible there may be challenges arising due to interdependencies of recommended courses of action which may result in the requirement for parallel pieces of work.

Proposals

- (a) Establish a project to develop a strategy for working with the VCSE that reflects the following key points identified by Members:
- Support for the delivery of the 2036 Vision and the Council Strategy
 - Develops the role of the Council as a facilitator of the VCSE
 - Understands, maintains and builds on what is already in place
 - Supports the sector to grow, thrive and be sustainable
 - Services promote community resilience, self-help, 'hard to reach' groups and 'social value'
 - Focus on joint working in whatever guise – not just the traditional models
 - Recognises the value and role of a LIO
- (b) Project to be governed by the Corporate Programme with agreed actions contained within a cross service project, with identified resources and agreed time frames.
- Project will require PM support (corporate trainee) funding and external facilitation. Project Group to include Commissioning, BCT, People and Environment reps, VCSE representative.
 - Strategy development will require external facilitation with sector through planned milestone workshops/engagement events to support co-production for a shared implementation.
 - Budgetary requirements for the associated work to consider the use of the balance of the Community Solutions Fund for as one-off funding for expenditure on activities such as facilitating engagement with the sector.

- (c) Undertake a high level mapping exercise of VCSE provision to inform the development of the emerging strategy - what is being provided, to who and where, levels of income/spend, capacity and support for the Council Strategy – scope and resources to be identified/agreed as part of the overall project.
- (d) Commission a LIO. Process will require careful consideration of the context of current arrangements which are outside of Council funding. Source of revenue budget to be identified.
- (e) Ownership will sit within the Resources Directorate for the period of development, supported in the project by the other Directorates and overseen by the Leader.

6 Other options considered

- 6.1 It is possible that we could chose to do nothing, but at a national and local level policy is increasingly steering Councils towards use of the VCSE in meeting local need. Many of the priorities outlined in the West Berkshire Vision 2036 and Council Strategy 2019-2023 require a strong VCSE to support community resilience and help reduce demand on public services. To have this in place will require a more strategic approach to the relationship with the sector to set out with clarity how we will work with them, what they can expect from us and how we can best work with them to achieve our shared priorities. Therefore do nothing is not considered an option.

7 Conclusion

- 7.1 Overall Members concluded this is important work and must be done within an ethos of trust, respect, integrity and fairness. Universally it was agreed there is a need to do the ground work to understand the context and challenges of the sector to have confidence the agreed strategy is deliverable.
- 7.2 It was acknowledged that doing this well will take time and but that there is a need for the work to be done at pace as the absence of an agreed strategic direction has the capacity to cause issues in our relationship with the sector and that this must be avoided as much as possible.
- 7.3 Taking this forward in coproduction with the VCSE with shared decision making every step of the way is crucial to a successful outcome, so will need to create space at the table to listen develop new ideas and thinking. Key to this will be to align respective strategic visions to build a perspective of ‘shared endeavour’ to take us forward.

8 Appendices

- 8.1 Appendix A – Equality Impact Assessment
- 8.2 Appendix B – Data Protection Impact Assessment

Background Papers:

N/A

Subject to Call-In:

Yes: No:

Wards affected: All

Officer details:

Name: June Graves
Job Title: Head of Commissioning
Tel No: 01635 519733
E-mail: june.graves@westberks.gov.uk

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| Author: | | | |
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Appendix A

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity as set out in the Public Sector Equality Duty (Section 149 of the Equality Act), which states:

- (1) A public authority must, in the exercise of its functions, have due regard to the need to:**
 - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;**
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; This includes the need to:**
 - (i) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;**
 - (ii) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;**
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.**
- (2) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.**
- (3) Compliance with the duties in this section may involve treating some persons more favourably than others.**

The following list of questions may help to establish whether the decision is relevant to equality:

- Does the decision affect service users, employees or the wider community?
- (The relevance of a decision to equality depends not just on the number of those affected but on the significance of the impact on them)
- Is it likely to affect people with particular protected characteristics differently?
- Is it a major policy, or a major change to an existing policy, significantly affecting how functions are delivered?
- Will the decision have a significant impact on how other organisations operate in terms of equality?
- Does the decision relate to functions that engagement has identified as being important to people with particular protected characteristics?
- Does the decision relate to an area with known inequalities?
- Does the decision relate to any equality objectives that have been set by the council?

Please complete the following questions to determine whether a full Stage Two, Equality Impact Assessment is required.

| | |
|---|--|
| What is the proposed decision that you are asking the Executive to make: | Approve recommendations as set out in the proposals section of the report. |
| Summary of relevant legislation: | |
| Does the proposed decision conflict with any of the Council's key strategy priorities? | No |
| Name of assessor: | June Graves |
| Date of assessment: | 31.3.20 |

| Is this a: | | Is this: | |
|-----------------|--|---|--|
| Policy | Yes <input type="checkbox"/> No <input type="checkbox"/> | New or proposed | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Strategy | Yes <input type="checkbox"/> No <input type="checkbox"/> | Already exists and is being reviewed | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Function | Yes <input type="checkbox"/> No <input type="checkbox"/> | Is changing | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Service | Yes <input type="checkbox"/> No <input type="checkbox"/> | | |

| | |
|--|---------------------------------|
| What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it? | |
| Aims: | Establish project to develop |
| Objectives: | Develop s |
| Outcomes: | Sustainable and diverse VCSE |
| Benefits: | All residents of West Berkshire |

| <p>Note which groups may be affected by the proposed decision. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.</p> <p>(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)</p> | | |
|---|----------------------------------|--|
| Group Affected | What might be the effect? | Information to support this |
| Age | Positively | It is not possible to predetermine how the VCSE will evolve through the delivery of the recommendations of this report which are intended to support the development and sustainability of the sector in the district and therefore anticipate the effects to be |

Working with the voluntary sector

| | | |
|---|------------|--|
| | | positive across any or all of the identified groups. |
| Disability | Positively | |
| Gender Reassignment | Positively | |
| Marriage and Civil Partnership | Positively | |
| Pregnancy and Maternity | | |
| Race | Positively | |
| Religion or Belief | Positively | |
| Sex | Positively | |
| Sexual Orientation | Positively | |
| Further Comments relating to the item: | | |
| | | |

| | |
|--|---|
| Result | |
| Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality? | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| Please provide an explanation for your answer: | |
| Will the proposed decision have an adverse impact upon the lives of people, including employees and service users? | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| Please provide an explanation for your answer: | |

If your answers to question 2 have identified potential adverse impacts and you have answered 'yes' to either of the sections at question 3, or you are unsure about the impact, then you should carry out a Stage Two Equality Impact Assessment.

If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the Equality Impact Assessment guidance and Stage Two template.

| | |
|--|----|
| Identify next steps as appropriate: | |
| Stage Two required | No |
| Owner of Stage Two assessment: | |

| | |
|--|--|
| Timescale for Stage Two assessment: | |
|--|--|

Name: June Graves

Date: 31.3.20

Please now forward this completed form to Rachel Craggs, Principal Policy Officer (Equality and Diversity) (rachel.craggs@westberks.gov.uk), for publication on the WBC website.

Appendix B

Data Protection Impact Assessment – Stage One

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via dp@westberks.gov.uk

| | |
|--------------------------|-------------------|
| Directorate: | Resources |
| Service: | Commissioning |
| Team: | Commissioning |
| Lead Officer: | June Graves |
| Title of Project/System: | Working with VCSE |
| Date of Assessment: | 31.30.20 |

Do you need to do a Data Protection Impact Assessment (DPIA)?

| | Yes | No |
|--|--------------------------|----------|
| <p>Will you be processing SENSITIVE or “special category” personal data?</p> <p><small>Note – sensitive personal data is described as “data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person’s sex life or sexual orientation”</small></p> | <input type="checkbox"/> | x |
| <p>Will you be processing data on a large scale?</p> <p><small>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</small></p> | <input type="checkbox"/> | x |
| <p>Will your project or system have a “social media” dimension?</p> <p><small>Note – will it have an interactive element which allows users to communicate directly with one another?</small></p> | <input type="checkbox"/> | x |
| <p>Will any decisions be automated?</p> <p><small>Note – does your system or process involve circumstances where an individual’s input is “scored” or assessed without intervention/review/checking by a human being? Will there be any “profiling” of data subjects?</small></p> | <input type="checkbox"/> | x |

Working with the voluntary sector

| | Yes | No |
|--|--------------------------|----|
| Will your project/system involve CCTV or monitoring of an area accessible to the public? | <input type="checkbox"/> | x |
| Will you be using the data you collect to match or cross-reference against another existing set of data? | <input type="checkbox"/> | x |
| Will you be using any novel, or technologically advanced systems or processes? | <input type="checkbox"/> | x |
| <small>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</small> | | |

If you answer “Yes” to any of the above, you will probably need to complete [Data Protection Impact Assessment - Stage Two](#). If you are unsure, please consult with the Information Management Officer before proceeding.

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Strategic Commissioning and Procurement

| | |
|---|-------------------------------|
| Committee considering report: | Executive on 30 April 2020 |
| Portfolio Member: | Councillor Ross Mackinnon |
| Date Portfolio Member agreed report: | 16 th January 2020 |
| Report Author: | June Graves |
| Forward Plan Ref: | EX3878 |

1. Purpose of the Report

- 1.1 This paper proposes changes for a future model of strategic commissioning and procurement, its application in the Council and presents a supporting Procurement Strategy for approval.

2. Recommendation

- 2.1 The Executive resolves to approve the proposed changes and the Procurement Strategy for implementation across the Council.
- 2.2 The Executive resolves to approve the implementation plan as set out in this report to start in 20/21 for the tenders in the service areas identified.

3. Implications and Impact Assessment

| Implication | Commentary |
|-------------------------|--|
| Financial: | Procurement Strategy implementation will require additional resources of 2 x J grade posts. Proposal for the first year 20/21 to fund one post via transformational funding, and a bid will be prepared, and, subject to a successful review, to secure investment to fully establish both posts for April 2021. Full cost of J Grade post is £54,290. |
| Human Resource: | Potential for staff re-alignment within the commissioning function and wider service areas. |
| Legal: | Legal advice will be required to implement specific actions within the procurement action plan. |
| Risk Management: | Effectively managed procurement will reduce legal and financial risk to the Council. |
| Property: | n/a |
| Policy: | Policy changes will be required to implement the proposed commissioning and procurement solutions. |

| | Positive | Neutral | Negative | Commentary |
|--|---|---------|----------|--|
| Equalities Impact: | | | | |
| A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality? | | x | | |
| B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users? | | x | | |
| Environmental Impact: | | x | | |
| Health Impact: | | x | | |
| ICT or Digital Services Impact: | x | | | Adoption of E-Procurement Council wide |
| Council Strategy Priorities or Business as Usual: | x | | | Improved ability to deliver council strategy & ensure efficient use of resources |
| Data Impact: | | x | | |
| Consultation and Engagement: | Cllr Ross Mackinnon; Procurement Board members; CMT | | | |

4. Executive Summary

- 4.1 As the demand for public services increase and resources reduce the importance of effective commissioning and procurement has never been greater. Whilst there are examples of good practice in the Council, it appears West Berkshire may be behind the curve by not taking a broader more strategic approach to these activities.
- 4.2 Where other authorities have overarching commissioning strategies in place these typically focus on procurement processes and approaches such as category management. Individual service requirements for third part spend come from individual service strategies as a set of commissioning intentions that inform procurement activities. The critical actions to making this effective is to extrapolate the service commissioning intentions and use these to make strategic decisions about how money is spent and with who.

- 4.3 The Council currently operates a mixed model of commissioning with those services more familiar with this approach leading the way in terms of identifying commissioning outcomes in strategies. Similarly procurement as a function is delivered in a mixed model with some areas of good practice and some areas where it is less so.
- 4.4 This report sets out proposals to move existing practises to a more formal and structured model of commissioning and procurement to deliver corporately a strategic commissioning perspective on third party spend. In the new model the Commissioning service will act as the central support service to deliver service defined commissioning and procurement strategies in a model as detailed in sections seven and eight.
- 4.5 Once adopted the associated Procurement Strategy 2020 - 2022 will support the Commissioning Service and wider Council to implement the new model and drive strategically designed procurement outcomes, improved purchasing practices, governance, and sustainability for the effective delivery of all outsourced requirements.

5. Supporting Information

- 5.1 Commissioning as a concept has developed around the provision of care and support services in sectors such as health, education, social care and housing. It is not something that has just suddenly appeared and has progressively been embodied in legislation and public policy over a number of years. As a way of working it is not exclusive to these types of services and has evolved over time to include wider markets.
- 5.2 The terms *commissioning* and *procurement* in a strategic context are interchangeable, set out overleaf is a table showing how these terms are used in West Berkshire and this report.

| | |
|-----------------------------------|--|
| Service Commissioning Strategy | Individual service strategies outlining the vision and strategic direction for the service area, identifying commissioning intentions required to deliver outcomes. |
| Procurement Strategy 2020 - 2022 | The overarching Procurement Strategy for the Council detailing the vision and approach for procurement in West Berkshire. |
| Commissioning Intentions | Generated from service strategies and as a list of identified needs, detailed in a way that supports procurement requirements for the delivery of the strategy outcomes. |
| Individual Procurement Strategies | Developed on the basis of the commissioning intentions for Procurement Board approval of the agreed procurement route. |
| Category Plans | Outlines a management approach for grouping together spend in related category areas, to achieving the optimum outcomes and value for money. |

5.3 Public sector commissioning & procurement is a regulated activity, governed by legislation and can broadly be viewed as comprising the following phases as set out in the proposed Procurement Strategy 2020 - 2022.

5.3.1 The **planning** phase generally refers to the decision around what needs to be bought. Sometimes this is referred to as **Commissioning**, which entails a significant amount of time and resource to understand what the organisation needs to spend its budget on. This phase requires significant commercial planning to ensure that public funds are spent effectively, delivering the requirements to end users.

5.3.2 The **award** phase involves the placing of a contract to acquire the goods/services/works. This is a regulated environment with the Council aligning its work in this area to the legal requirements laid out in The Public Contracts Regulations 2015.

5.3.3 The **execution** phase refers to the administration of contracts, where the Council ensures that work is delivered in accordance with the previous two stages. There is a legal obligation for providers to deliver what they have been contracted to, in line with the requirements and terms of contract.

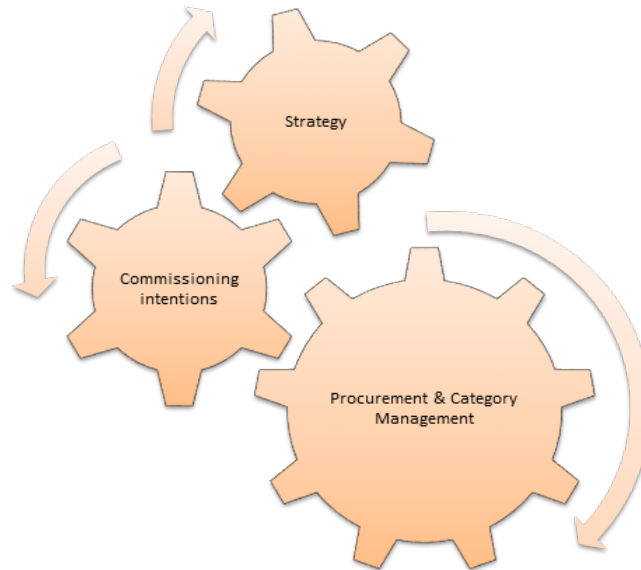
5.4 Commissioning is not to be confused with procurement, which is part of the commissioning process that is concerned with acquiring goods, works and services, needed in the right quantity and quality, at the right time and at the best price.

5.5 The Institute of Public Care (IPC) diagram shown below illustrates how the commissioning cycle (the outer circle) drives procurement/purchasing and contracting activities (the inner circle) with procurement, purchasing and contracting informing the ongoing development of commissioning. It shows that in order to achieve best outcomes and optimise value for money the procurement function needs to be engaged throughout the whole commissioning lifecycle to ensure it adds value and aligns with the bigger picture in the long term.

Institute of Public Care (IPC) Commissioning Model



5.6 Integral to the planning stage (5.2.1) and the award phase (5.2.3), an effective procuring organisation will have additional layers of planning to ensure the activities deliver exactly what is required through strategy development and implementation as shown in the following section.



- 5.6.1 In developing services, experts in their field devote time to understanding and defining the operational requirements, outlining the objectives of the wider service area and what is required to deliver specific aims and objectives. These become overarching **Commissioning Strategies** giving the reader an understanding of overall requirements and inform the actions to be taken to secure resources to achieve them, one of which may be a procurement.
- 5.6.2 **Commissioning intentions** are an important output of Commissioning strategies to be shared with the market to stimulate an interest in bidding for work and act as a guide in the procurement of goods/works/services across the lifetime of the service strategy.
- 5.6.3 From these commissioning intentions individual **procurement strategies** are built to capture requirements as a whole, taking into account all factors such as the requirements of other service areas that may be purchasing similar/cross functional items. The **procurement strategy** will drive individual procurements in line with expectations from the strategy and commissioning initiatives, driving the broad outcomes of price, quality, quantity, place, time which may form part of a category management approach.
- 5.6.4 **Category management** is the primary procurement function adopted within the Council and used to inform the development of both commissioning intentions and procurement strategies. **Category management** aims to bring together demand estimates, savings targets, supplier relationships, and regulatory/market dynamics so they can be examined and understood collectively and used as a means to create financial and other operational efficiencies.

6. Current position in West Berkshire

- 6.1 The Council currently operates a mixed model of commissioning and procurement with some elements of these processes not essentially visible within a defined process. This does not mean work is not being done, just

that it does not always follow a common process and benefit from the associated checks and balances. The Council currently does not have an adopted Procurement Strategy. In both instances the regulatory and legal requirements for the Council to deliver compliant tendering are considerable and any lack of visibility of robust process considered a risk.

- 6.2 West Berks currently uses an e-procurement portal called In-Tend for tendering activity, the intention is all procurement activity is filtered through the portal to enable accurate reporting and transparency of process. The devolved nature of procurement within the Council means this is not enforced and in the current model is not possible for Commissioning, who have the overall responsibility for managing Intend, to monitor usage effectively. In-Tend also includes a contract management module which is not used at present due to the same constraints.
- 6.3 Contracts management is a mix of service managed contracts and corporately managed contracts, and is a critical element of the contract execution phase (5.2.3). Contracts management has been the subject of a recent review by WBC Audit Team which has concluded overall contracts management is done well. However, issues of standards have been identified and the ownership of setting those standards. This has resulted in an audit recommendation Commissioning take on the lead role for setting the standards for how contracts management is done within the Council.
- 6.4 Early in 2019 a Local Government Association (LGA) Peer Review commented that Corporate Commissioning in West Berkshire was 'relatively immature. This resulted in summary reporting to Corporate Board and an exercise undertaken to review the overarching strategies within the Council to determine how strategy links to 'commissioning intentions' and 'procurement objectives'.
- 6.5 Services across the Council were asked for their service delivery strategies which were then reviewed. As a high level piece of work this relied on service areas responses to collate the detail presented and most responded. From the information gained it is concluded there is a mixed model across the Council with most strategies taking a high level focus in general. Capital and construction procurements were not included in the analysis.
- 6.6 Some strategies reach down to the practicalities of what needs outsourcing, with the majority falling silent on this. The Special Education Needs and Disability (SEND) strategy highlighted commissioning intentions and received praise in the LGA review as a model for other service areas. The SEND strategy is now in the process of being implemented and is acting as a springboard for effective procurement. The outcomes of the strategy review are summarised in the table below, with full details in appendix A.

| Directorate | Strategy | Commissioning intentions | Procurement | Contract management |
|-------------|--|--|---|---|
| People | <ul style="list-style-type: none"> • SEN Strategy • School Improvement and Governance Strategy • Strategy for improving outcomes for disadvantages pupils • Family Hub Strategy • Health and Wellbeing Strategy • Berks West Healthy Weight Strategy • Berkshire Suicide Prevention Strategy 2017-20 • Domestic Abuse Strategy | Procurement objectives clear in the SEN Strategy, others are vague | Commissioning undertake procurement for 90% of requirements | SEN Strategy is clear, no others make reference to monitoring or evaluation |
| Places | <ul style="list-style-type: none"> • Highways Asset Management Plan • Municipal Waste Management Strategy • Network Management Plan • Local Flood Risk Management • Local transport Plan 2011-26 • Minerals and Waste Local Plan • West Berkshire Local Plan | High level requirements are outlined but vague in most strategies. Waste Strategy is most clear in terms of procurement requirements | Commissioning offer advice through de-centralised model | Limited reference to monitoring or evaluation |
| Resources | <ul style="list-style-type: none"> • Workforce Strategy • ICT & Digital Services Strategy • Economic Development Strategy (under consultation) | High level requirements are outlined but vague in most strategies. Workforce Strategy is most clear in terms of procurement requirements | Commissioning offer advice through de-centralised model | Limited reference to monitoring or evaluation |

- 6.7 Category management as the primary procurement model was adopted at the same time as the Commissioning Service was established in 2017. This has proved a successful move and through this route Commissioning has delivered a range of significant savings and efficiencies. Most notably these relate to a coordinated approach around governance and tendering activities, cost savings across Adult Social Care (ASC), Children and Family Services (CFS), Education, agency, stationery, cleaning and a reduction in risk with a number in the pipeline for award early in 2020.
- 6.8 There is a dynamic link between Commissioning and service areas in the People Directorate, where the service takes a significant role in the procurement of spot and tendered services, and are key in discussions around future service requirements. In Place and Resources, Commissioning offer an advice based service and/or provide end to end support through the overall governance framework to the tender award stage.
- 6.9 For those procurements that fall outside of the Commissioning Service remit, Procurement Board and legal advice are the main mechanisms to ensure compliance with legislation and the CROP. Given the overall demand pressures on other services this can result in missed opportunities for improving on the quality of the overall process through, for example, proper use of the Councils procurement portal Intend. Capital procurements are not currently reviewed by Procurement Board.
- 6.10 Commissioning is now established as an integrated support service and there is increasing demand on the team for support from across the Council. This has been achieved by creating financial capacity to bring in additional staffing through making savings to cover the cost of additional staff to take on work. This has worked well where resources have been required for corporate spend, but less so for service specific work where it has required a transfer

of service budget and is a consideration in planning for the future workload that will come from an approval to implement the proposals as set out below.

7. Proposals

- 7.1 To move the Council to a more strategic approach the following proposals are made to adopt a more formal commissioning and procurement model (high level implementation action plan is attached as appendix D). This is not a 'one size fits all' approach and will be tailored to meet the specific requirements of each Directorate and Service on the basis resulting procurements deliver good commissioning outcomes to maximise all available opportunities for best quality and value for money.
- 7.2 Strategic commissioning will be different in each Directorate/Service and will work on the assumption overarching strategies for service delivery are in place, or the process highlights the requirements for there to be one and action is taken. This is important as the absence of such strategies can result in missed opportunities for taking a broader view of what is needed to make the best of all commissioning activities. This is the case in Adult Social Care (ASC) where no overarching strategy is in place that sets out long term commissioning requirements and procurement is undertaken only as contracts come due for renewal or new needs emerge.
- 7.3 The gap in ASC for strategy development has been addressed through a new Market Management post which has just been recruited to. Where other such gaps exist it is possible the procurement support that will come from Commissioning in the model may give service areas back time to deliver the strategy writing function, this is an assumption still to be tested and will need to be explored.
- 7.4 In contrast in the Disabled Children's Team (DCT) the SEND Strategy has an articulated strategy which has identified a set of third party requirements that are currently being acquired. Acknowledged as an example of good practice, the SEND Strategy is considered to be one of the best example within WBC of commissioning as it clearly sets out the vision, direction and requirements - see example of Objective 4 from the SEND Strategy.

Objective 4 from the SEND Strategy

What are our priorities?

1. Professionals and services are working together jointly and effectively
2. Development of more personalised services for young people moving in to adulthood
3. Children and young people with SEND have appropriate assessments and plans at the right time
4. Clear, accessible and up to date information is available

Key Actions.

A detailed implementation plan, project plan, risk log and outcome performance dashboard sit below the strategy. The key actions which are proposed are outlined below:

Priority 1: Professionals and services are working together jointly and effectively

- 1.1 Review processes for transition from Children's Therapy Services to Adult Therapy Services and from the Child and Adolescent Mental Health Service to adult mental health services
- 1.2 Ensure that the existing Multi Agency Transition Protocol is embedded in practice and develop systems for monitoring implementation
- 1.3 Increase joint commissioning of services between agencies, eg. supported employment services provided by Children's Services and by Adult Social Care
- 1.4 Make better joint use of data to identify future needs and inform future commissioning, eg. of supported living arrangements

Priority 2: Development of more personalised services for young people moving in to adulthood

- 2.1 Increase the personalisation of individual service packages through increased use of Direct Payments in Adult Social Care
- 2.2 Review ways in which Adult Day Services can provide more personalised support for individual young people

Priority 3: Children and young people with SEND have the appropriate assessments and plans at the right time

- 3.1 Ensure that agreed processes for early referral from Children's Social Care to Adult Social Care are embedded in practice and improve monitoring of implementation
- 3.2 Ensure that Education, Health and Care Plans for young people aged 18 to 25 include appropriate outcomes and provision related to Adult Social Care and Health Services, and that they are consistent with ASC Care and Support Plans and the young person's Health Plan, where one exists
- 3.3 Agree protocols and processes to share and access Health Plans with appropriate professionals, subject to the consent of the young person and their family
- 3.4 Introduce a "person centred test" to apply throughout the whole transition assessment and planning process
- 3.5 Collect feedback from families on their experience of transition and use this to develop practice

Priority 4: Clear, accessible and up to date information is available

- 4.1 Introduce a transitions awareness element within the annual Local Offer event
- 4.2 Ensure staff and professionals are fully aware of the transitions processes of all relevant agencies and are able to clearly communicate this to young people and their families
- 4.3 Produce, with families, an information and guidance pack (including a young person friendly version) detailing the criteria for accessing services, transition processes and providing guidance on support and services

7.5 Whilst this is a good example, there are still challenges for the procurement as the capacity of the market to provide all identified requirements had not been tested prior to adoption which could have implications for implementation. In the model proposed which will be underpinned by the approach set out in the section at 5.5, market capacity testing would happen in developing commissioning intention to give more certainty on implementation timeframes and the success of overall delivery.

7.6 This approach sets out how the process of developing 'commissioning intentions happens as part of the strategy development in conjunction with Commissioning, who in turn build a procurement strategy for implementation. With this as an adopted process the corporate 'strategy writing' template would be amended to reflect the requirement for commissioning intentions to be captured in strategy documentation.

- 7.7 The overall process of strategy development will be complemented by an annual planning of forthcoming procurements with each Directorate reflecting strategy requirements in forward plans for procurement to inform the budget setting process and to gain greater efficiencies across the Council on, where appropriate, amalgamating procurement activity.
- 7.8 As they are adopted procurement strategies will be presented to Procurement Board for approval and at Directorate summary level annually to allow for a corporate overview of all procurement activity. This in turn will be reported to Corporate Board as part of quarterly monitoring.
- 7.9 Within this model Directorates will remain accountable for the commissioned services they have identified as required, the budget and the achievement of the desired outcomes. Commissioning will be accountable for developing/implementing service commissioning/category strategies within a broad programme of Directorate tenders, managing overall governance and executive cycle approvals and as agreed provide a range of contract management functions.
- 7.10 Underpinning these activities Commissioning will carry out all procurements for tenders with a whole life contract value of in excess of £100k. Commissioning will continue to offer advice and assistance to service areas for tendering activity under £100k. To ensure all procurement activity and spend is captured, the relevant Directorate lead officer will be notified of activity and will provide support to ensure that the procurement portal Intend is kept up to date to support reporting to Procurement and Corporate Board.
- 7.11 Commissioning will ensure all relevant procurements are fit for purpose for publishing through the Councils procurement portal Intend and where appropriate manage the interface with suppliers as part of this process.
- 7.12 In line with the recommendations of the 2019 audit Commissioning will take on the lead role for setting the standards for contract management across the Council.
- 7.13 Procurement Board will hold the overarching governance role for the implementation of both the Procurement Strategy and the implementation of the new model of working as proposed.

8 Roles and responsibilities

- 8.1 The Procurement Strategy makes reference to a logical flow of activity within the *commissioning cycle* through the following three key steps which are as set out in more detail at 5.2 of this report.



8.2 Fundamental to the successful implementation of the new model and acknowledging this is not a 'one size fits all' approach, the following roles accountabilities are proposed at a high level for each of the three key steps.

Plan

- Directorates initiate the development of service strategies to account for service commissioning intentions, out sourced requirements, timeframes and expected outcomes.
- Directorates secure the budget required and approve the decision to commence a procurement.
- Directorates work with Commissioning in strategy development to ensure the most appropriate procurement route is identified a part of procurement options appraisals and the development of 'commissioning intentions.
- Procurement Strategies informed by commissioning intentions proposed by Commissioning and agreed between the Directorate, Commissioning and Legal Services (as appropriate).
- Commissioning where appropriate undertake category planning with Directorates and agree category plans.
- Commissioning with the support of the relevant Directorate/Service will present procurement strategies for approval to Procurement Board.

Award

- Commissioning manage all procurements identified in the commissioning intentions/procurement strategies.
- Directorates with Commissioning and Legal Services (as appropriate) prepare service specifications, contracts and evaluation criteria for publishing through Intend.
- Commissioning with Directorates manage publication, tender evaluation, clarification and award of all appropriate procurements.
- Commissioning manage governance of all appropriate procurements through Procurement Board, Corporate Board, Operations Board and Executive (additional governance groups where required).

Execution

- Commissioning and Directorates jointly plan the mobilisation of new service/contracts.

- Commissioning support Directorates with initial contract commencement meeting before handing back to Directorate for ongoing contract management. *Unless other arrangements are agreed such as in ASC the Directorate is accountable for managing their own contracts.*
- Commissioning support where there are issues of possible contract default procedures and termination securing Legal advice and support as required.
- Commissioning to report as appropriate to Procurement Board on contractual issues requiring a decision.

8.3 The following diagram outlines roles and responsibilities as set out above within the context of a developed strategy and the course of a standard procurement.



9. Commissioning structure, resources & implementation proposals

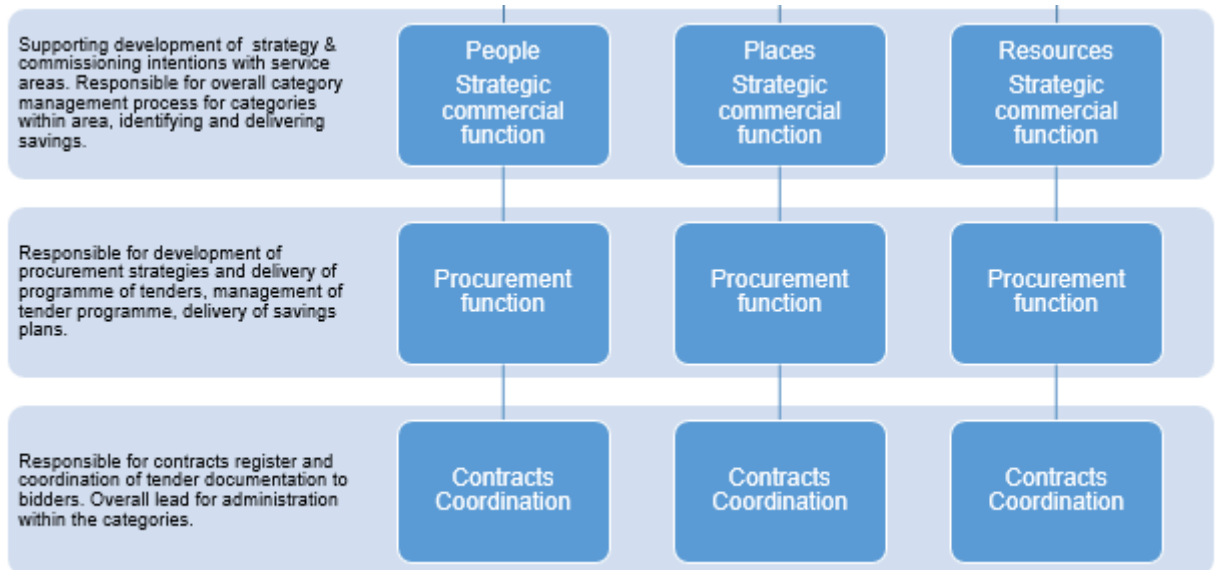
9.1 The existing headcount and structure (see appendix C) in Commissioning is sufficient to deliver the existing workload. Implementing the Procurement Strategy and new model of working will create a requirement for investment in staff resources for the Service.

9.2 Commissioning and procurement professionals are crucial to delivering an effective service and need to have the appropriate skills and experience. The council supports the training and development of these staff through coaching, attendance at professional networks and professional qualifications such as the Chartered Institute of Procurement & Supply and the International Association for Contract & Commercial Management. In the new model there will further training to support members of the team working in new service areas to ensure proper understanding of the nature of service delivery.

9.3 Each Directorate will have a Senior Lead for commissioning who will support strategy development and the identification of commissioning intentions, lead on category planning and manage the workload of the officers who in turn will

develop the associated procurement strategies and manage the tender activity with the Directorates.

9.4 As a model that is common across many Councils and considered to be effective, the table below indicates how the Commissioning Service would manage Directorate workloads and the role Commissioning will undertake for service areas.



9.5 Implementing the proposed new model will require additional resources within the Commissioning Service. In practice the Service will need to recruit to two posts and re-structure to align with new arrangements for Directorate based working. Additional posts will report to existing Service Managers and create capacity to account for the increase in workload.

9.6 Specifically, the service will need to undertake the following establishment changes:

- Recruitment of two Procurement Officers (J grade subject to evaluation). The model will take time to implement so it is proposed in the first year 20/21 to initially fund one post via transformational funding and secure investment to fully establish both posts for April 2021.
- Review of current responsibilities within the Service to reflect the new Directorate based model of working. It is not expected this will result in a change to grades and will be progressed during 20/21.

9.7 Based on information contained within the Contract Register, service areas in the table below have been identified as having contracts with a value of £100k or more which are due to end in 20/21 and 21/22.

| Year | Service Area |
|---------|--|
| 2020-21 | Transport Property HR/Payroll Energy ICT |
| 2021-22 | Insurance Housing Leisure Customer services |

9.8 Working within the roles and responsibilities set out in 8.2, initial work will be to establish if they are to be renewed and the level of Commissioning involvement in the process. For some Commissioning is already involved and will shape that involvement to reflect the new model. As 'commissioning intentions' in the main do not yet exist, as a parallel piece of work contact will be made with all service areas to establish if there are new tenders for 20/21 as part of a similar process.

9.9 During this period preparations will be made for 21/22 procurements which will give sufficient lead in time to take a more strategic approach through the processes described in section seven of this report. By the end of 2022 the model will be fully implemented, with working practices established within the defined set of roles and responsibilities and an agreed forward plan of commissioning and procurement activities in place.

10. Other options considered

10.1 Do nothing and maintain current arrangements. Developing the commissioning function within the Council has been a recommendation from LGA Peer review and identified as a corporate priority in the Corporate Programme. In the current devolved model opportunities are being missed to improve on a range of outcomes including commercial social value, green agenda and for a clearer strategic direction. Do nothing is not a realistic option if the Council wishes to progress in line with other local authorities to achieve a more strategic approach to commissioning.

11. Conclusion

11.1 This paper outlines a model for the Council to adopt to better identify at a strategic level service commissioning requirements and convert these into effective procurement processes. This model and the supporting Procurement Strategy have both been approved by Procurement Board as the overarching governance for these matters.

11.2 Key to delivering this model and implementing the strategy is the further development of the role of the Commissioning Service to provide the support and controls necessary to optimise the strategic advantage in all our commissioning and procurement opportunities.

- 11.3 Proposals for a more centralised approach are not always popular, however this is much more about streamlining, efficiency, consistency and quality playing to our strengths and on this basis should be taken forward.
- 11.4 The implementation of both the model and Procurement Strategy will be overseen by Procurement Board as the overarching governing body for the work.

Appendices

Appendix A – Strategy Analysis

Appendix B – Procurement Strategy

Appendix C – Existing Commissioning Establishment

Appendix D – Action Plan

Background Papers:

None

Subject to Call-In:

Yes:

Wards affected: All

Officer details:

Name: June Graves
Job Title: Head of Service, Commissioning
Tel No: 01635 519733
E-mail Address: june.graves@wesberks.gov.uk

Appendix A

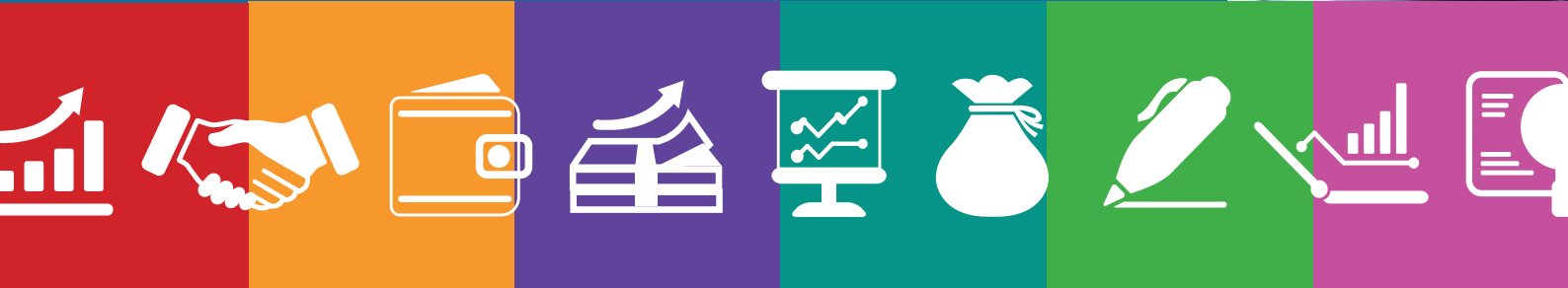
Strategy Analysis

| Strategy | What will be required to deliver the strategy? | How will these requirements be obtained - make do/buy? | Arrangements for monitoring and evaluating what has been provided? | Strategy link to quantity? | Strategy link to quality? | Strategy link to time-frame? | Strategy link to budget? |
|--|---|--|---|----------------------------|---------------------------|------------------------------|--------------------------|
| School Improvement and Governance Team Strategy | No link to requirements | No link to procurement or in house delivery models | None | n | n | n | n |
| Strategy for improving outcomes for disadvantaged pupils | Training; phonic satellite groups; development of charter | Seems to be in-house | Line management presumably | y | y | n | y |
| SEN strategy | Identification tool for early years; training module; screening; targeted support; programme to improve performance in phonics; programme in mathematics; training module in ASD; ASD pack; professional development programme; SEMH guidance. LOTS MORE | No link to procurement or in house delivery models | SEND strategic board | n | n | n | n |
| Highways Asset Management Plan | street lighting, illuminated boards & signs; traffic signals; data management & info systems; asset management; maintenance; capital; | No link to procurement or in house delivery models | None | y | y | n | y |
| Municipal Waste Management Strategy | Waste collection; recycling; composting; landfill permit system | Tender requirements are on pg 68 in action plan. Not clear who will do this. | None | y | y | y | y |
| Network Management Plan | Gritting; signals; streetworks; | No link to procurement or in house delivery models | Contract management re signals; | n | n | n | n |
| Local Flood Risk Management | Investigation; works; feasibility studies | No link to procurement or in house delivery models | strategic ownership, not operational level | y | n | y | n |
| Workforce Strategy | training; apprenticeship training; EAP? EAS provider; | Procurement needs identified, no plan for who/how to deliver | None | n | n | y | n |
| Family Hub Strategy | Not clear | Not clear | None | n | n | n | n |
| ICT & Digital Services Strategy | Range of high level requirements stated | Not clear | Not clear | n | n | y | n |
| Health and Wellbeing Strategy | High level delivery of services - targeting communities and vulnerable groups through 5 priorities: Give every child a start in life, Support MH and wellbeing, Reduce premature mortality through healthy living, thriving and sustainable environment, older people maintain a healthy independent life | v high level and aims to provide and commission services which support the priorities or West Berks H&WB and assess commissioning plans against the H&W aims including: prevention, CVS, technology, carers, discharge, | not clear - strategy states progress will be monitored via subgroups | n | y | n | n |
| Berks West Healthy Weight Strategy | Provide a framework for the coordination of work to tackle obesity across private, public and CVS through prevention and intervention. Aims to recognise a healthy weight, access to relevant information and support, physically active, healthy eating | targeting areas such as breast-feeding, school meals, healthy lifestyle in schools and work, active travel. Particular need for more lifestyle based programmes around weight management programmes around healthy eating and exercise. No detail on what they will actually buy | Not clear in this strategy - reference to LA's and CCGs having joint responsibility for monitoring and delivery | n | n | n | n |
| Berkshire Suicide Prevention Strategy 2017-20 | Commission interventions which improve mental health including awareness, peer support, anti-bullying campaigns, addressing stigma, social isolation, workplace health and support with local businesses, police | Not clear - references to Emotional Health Academy and Mental Health First Aid training | Not clear - links to other groups mentioned but does not give any detail | n | n | n | n |

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|--|---|--|---|---|---|---|---|
| Local transport Plan 2011-26 | Links to 15 key policies around transport and travel planning: different modes of transport, eco agenda, active travel, parking, infrastructure including park and ride, | Not clear - each policy to be a separate project and may have details within them | Refers to use of a local assessment tool to evaluate schemes and measures to prioritise investment and how they contribute towards local transport goals and priorities - not clear how this links to commissioning and procurement | n | n | n | n |
| Minerals and Waste Local Plan | Decline in requirements for sand and gravel means that current strategy for delivery is adequate. Recycling of aggregates is main aim for future. No plans to change current policies | maintain status quo | evaluation has been undertaken and no need for additional resources | y | y | y | n |
| West Berkshire Local Plan | High level planning core strategy split into 15 separate policies which outline plans for those policy areas. Sets out what is needed for each policy area to be compliant | Not clear - these are high level policies which do not state buying intentions - maybe clearer on a service level | none stated | y | y | y | n |
| Domestic Abuse Strategy | Reduce no of repeated incidents of abuse, increase no's calling for help, more people reporting that they feel safe and do not experience abuse. Requires training/education, quality intervention, audits, evaluation and research | Sets out requirements but no links to what is required to buy these services | High level reference only | y | y | n | n |
| Economic Development Strategy (under consultation) | High level strategy featuring requirement for investment in Apprenticeships, workforce, unemployment, training, digital, housing, business | high level doc that does not refer specifically to buying strategies. Mentions SME's, encouraging new business etc but not how it will be done | none | n | n | n | n |

West Berkshire Council

Procurement Strategy 2020 – 2022



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1 Executive Summary

Purpose of the strategy

The West Berkshire Council Procurement Strategy explains how we will continue to embed and develop effective procurement practices within the council, whilst delivering effective services on a value for money basis.

The strategy is for those interested in how the council spends public money, offering a comprehensive view of the mechanisms used by officers and elected members to ensure public funds are spent wisely.

The Council's aspiration is to help support a wide range of businesses that can thrive and support its delivery requirements, ensuring that all suppliers get the opportunity to bid for council business. The Commissioning Service and other dedicated officers within West Berkshire Council manage the interaction with business and ensure a fair and equitable level of opportunity for all businesses wishing to work with the council.

Webpage

The West Berkshire Council Procurement webpage sets out some basic information, and is available at the following URL:
<https://info.westberks.gov.uk/procurement>



“The Commissioning Team within West Berkshire Council manage the interaction with business and ensure a fair and equitable level of opportunity for all businesses wishing to work with the council.”

2 Introduction

Why now

The Council is operating in an increasingly challenging financial climate and over the last nine years we have had to make savings of £60 million as a result of reduced funding from central government. This has only been possible by increasing the efficiency of our services (delivering 38% of total savings), reducing some of our administrative functions and transforming how we deliver services (20%), and increasing income (12%) whilst protecting, as far as possible, the services (particularly the statutory services) provided to local residents.

Procurement within the council has operated in a devolved model, and to date has been a workable model that has delivered results. To drive future developments and ensure the council continues to deliver its strategy, the requirement for more effective and efficient procurement have become foremost.

Good procurement is therefore increasingly important to ensure all opportunities are identified to add value in this spend and make it stretch as far as possible.

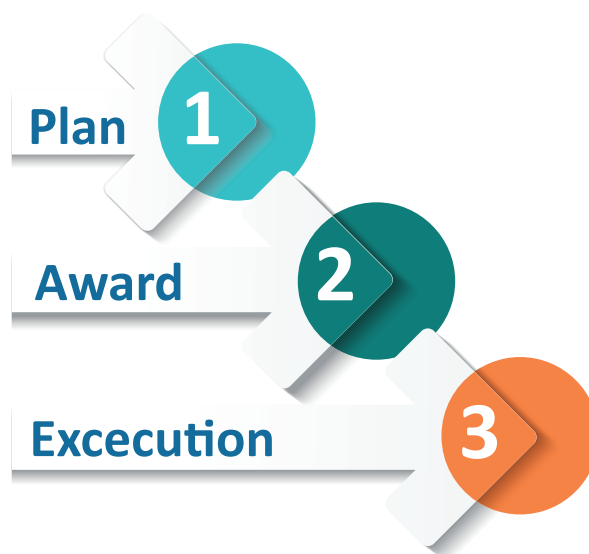
This strategy sets out the ambition for procurement to meet the needs of an evolving council.

What is procurement

With a significant percentage of Council funding is spent through outsourced contractors, the role of procurement is important to ensure the efficient delivery of public sector requirements across multiple layers of spend. Procurement is the interface between providers and Council Services, with the basic aim of achieving the outcomes of:

- Right price
- Right quality
- Right place
- Right time
- Right quantity

Public sector procurement can be viewed as following three phases:



1) Planning generally refers to the decision around what needs to be bought. Sometimes this is referred to as commissioning, which is a process typically associated with securing the supply of ‘people’ based frontline services – see below. The planning phase entails a significant amount of time and resource to understand what the organisation needs to spend its budget on. This phase requires significant commercial planning to ensure that public funds are spent effectively, delivering the requirements to end users.

2) The award phase involves the placing of a contract to acquire the goods/services/works. This is a regulated environment with the Council aligning its work in this segment to the legal requirements laid out in The Public Contracts Regulations 2015 (PCR).

3) The execution phase refers to the administration of contracts, where the council ensures that work is delivered in accordance with the previous two stages. There is a legal obligation for providers to deliver what they have been contracted to, in line with the requirements and terms of contract.

Commissioning as a concept has grown up around the provision of care and support services in sectors such as health, education, social care and housing. As a broad definition, commissioning is the strategic activity of identifying requirements, designing and planning services to meet those requirements, securing what is required and monitoring and evaluating them. Commissioning is not to be confused with procurement – simplistically put, commissioning is the context in which procurement takes place.

3 Background

The council has three directorates- Resources, Place and People and spends approximately 66% of its total budget each year externally commissioning and procuring goods and services from third parties. The People Directorate is the largest spending part of the Council accounting for two thirds of the total third party spend.

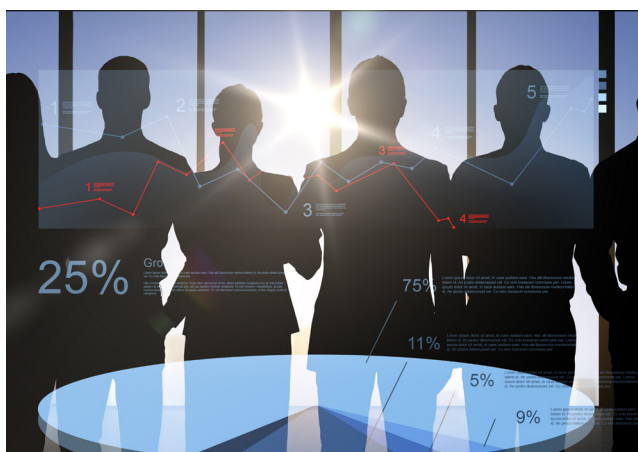
A Commissioning Service was established centrally in 2017 to drive forward the Council’s ambitions for a council wide category management approach. This Service operates across all three directorates, with the most significant amount of resource spent on social care service requirements (People Directorate) and corporate spend for generic areas such as agency/temporary workers and energy.

For other spend there is a devolved model of procurement, with some service areas managing significant portions of spend for service specific requirement which are most typically for capital programmes of work in areas such as highways.

Category Management

In 2017 the Council agreed an ambition to move forward and implement a full Category Management approach. Good progress has been made in some of the high spending corporate areas but there is more to do. The structure for this is still evolving and is most likely the council will mirror the governments common areas of spend (available at www.gov.uk; also see appendices).

To move the implementation of a full category management approach forward and to achieve



a more streamlined procurement process the following actions will be taken over the next 2 years. A more detailed action plan can be found in appendices.

Year 1 – 2020/2021

- All public procurements will be tendered in line with the council constitution through the adopted e-procurement system, with oversight from the councils constituted Procurement Board – see Governance Section.
- All tendered contracts to be moved to the Council’s e-procurement system (excluding spot purchases).
- Category Management Plans will be in place that review an area of spend, looking at trends, supplier positions, historical spend, amongst other constraints and opportunities. The category plan will then drive the overall trajectory of spend within each category, which will be intrinsic to the delivery of the Council Strategy.
- A Procurement Strategy will be developed for each specific tender within an overarching category, and is the mechanism for seeking approval to tender (gateway 1).
- The Category Plan and Procurement Strategy documents will outline the commercial nature of each tender and the position taken by officers to ensure the most efficient and effective use of public money.

Year 2 – 2021/2022

- Category Strategy plans in place for all areas of spend (covering forthcoming 5 years).
- Category Managers allocated to all categories of spend.
- Category initiatives implemented across all areas of spend, driving savings
- Procurement to drive all procurement strategies over £100k, securing gateway achievement, commercial initiatives and probity.

Getting this done

Procurement professionals are crucial to deliver an effective procurement service, and these staff need to have the appropriate skills and experience. The council supports the training and development of procurement staff which includes informal coaching and training, and more formal training and professional qualification through the Chartered Institute of Procurement and Supply (CIPS).

This professional development has focused for the last three years on the Commissioning Service. The benefit of this is that it has created a body of expertise that is now ready to move the Council's procurement forward and the expectation is that it is this service area that will drive forward and own the two year implementation plan.

By adopting this approach across the Council there will be clear accountabilities and therefore roles and responsibilities which will underpin successful working between the Commissioning Service and individual directorates.



“Procurement professionals are crucial to deliver an effective procurement service, and these staff need to have the appropriate skills and experience.”

Partnerships

Connectivity with partners is a key strand of effective public sector procurement, and the council is working closely with colleagues in the NHS to ensure social care is effectively procured and that any delays to service provision are limited.

The Council is jointly commissioning a range of services, across social care and public health using a variety of methods all geared to getting the maximum benefit from the spend.

Contract types

The Council makes use of a variety of approaches to market including:

- Low value goods and services (these may not be awarded through e-procurement route).
- Competitive tender is used for a wide range of goods/services/works.
- Frameworks are often used to encourage a wide range of suppliers, used frequently for adult social care and transport services.

Value for money

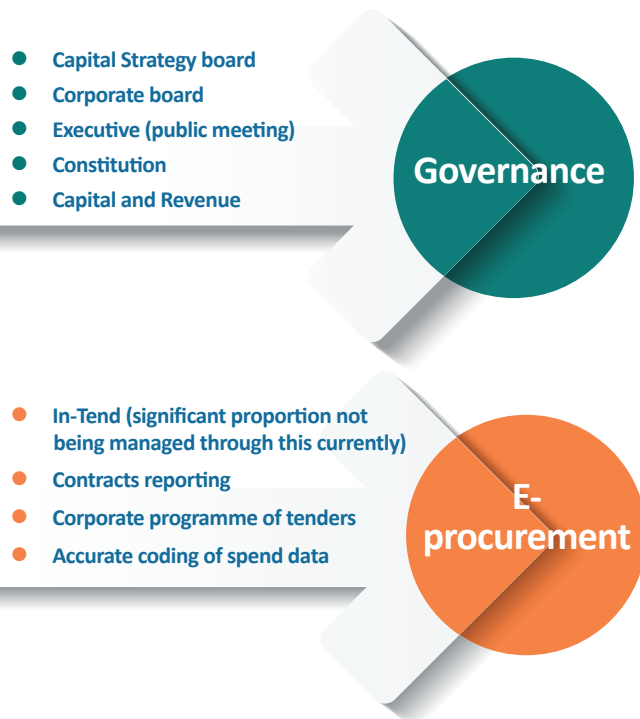
Council procurement delivers value for money and efficiency by ensuring the goods, works or services acquired are suitable; concluding with an arrangement to secure what is needed on the best possible terms and ensuring the contracting partner is able to provide the goods, works or services on the agreed terms. In accordance with the PCR, the Council uses a principle called 'most economically advantageous tender' to determine which bid wins, with a split between quality and price within most tenders. Each invitation to tender will detail how this is applied.

Governance

The two core procurement controls are governance and e-procurement. All contractual spend is reported through governance boards, in line with the Council's Constitution. The first gateway is Procurement Board, where procurement strategies are considered by a multi-disciplinary group of officers and Elected Members of the Executive.

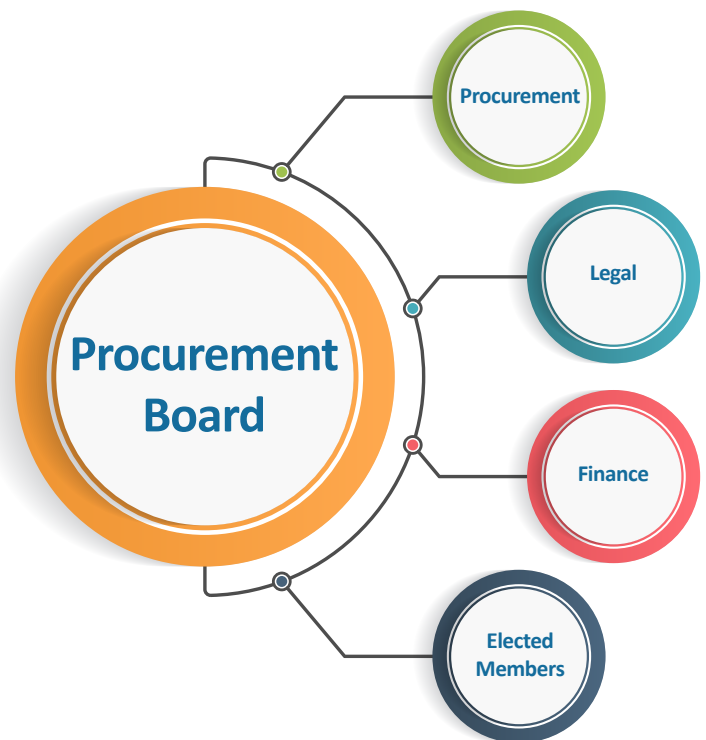
This group considers all aspects of contractual spend within the Council, including capital and revenue above £100k and exception levels above £50k. All projects are considered for legal risks, commercial application and probity in line with the Council's Constitution.

The second gateway (proceeding procurement process and prior to award) ensures the Board is appraised of how the procurement strategy has delivered.



All council spend is to be managed through the adopted e-procurement system. This system is the mechanism through which all contracts are 'let', with all tendering activity reported monthly to Procurement Board for an overview. The e-procurement software provides a mechanism for reporting and highlighting which tenders will be expiring. E-procurement is managed and monitored by the Commissioning Service.

Procurement Board comprises of four key contributing elements of the council operation:



- **Procurement:** who advise on commercial, practical and regulatory aspects of procurement activity.
- **Legal:** who ensure value for money compliance, and advise on the regulatory procurement framework and constitution.
- **Finance:** who approve budgets and link any financial risk into budget management operations.
- **Elected Members:** ensure the Council Strategy is achieved, and key decisions are in line with political requirements.

Conflicts of interest

Employees ensure that their interests outside the Council do not conflict with their responsibilities at work. They also ensure that these interests could not be reasonably considered as conflicting with their responsibilities at work. Where such an actual or apparent conflict of interest occurs, or is about to occur, the employee will take all reasonable steps to prevent that conflict from arising or continuing. The Commissioning Service will adhere to West Berkshire Council policies and CIPS professional standards.

E-procurement

Regulatory requirement for E-procurement is currently managed through In-Tend for the Council. The system allows for all procurement activity to be managed through a single source, which records key information used to monitor and manage each exercise and its expiry date.

In-Tend can be access via the following URL
<https://in-tendhost.co.uk/westberks/asp/Home>

Registering your organisation is free and takes a few minutes. Once registered you will be able to express interest in any open opportunities when they are made available. We'll also be able to access your details whenever we have a requirement and you may be invited to tender or quote for work.

If you encounter any difficulties whilst using the portal, please contact the In-tend Support Team by phoning 0844 272 8810 or by emailing support@in-tend.co.uk.



Sustainability

West Berkshire Council has declared a 'climate emergency', and will ensure that sustainability is integral to the delivery of services for residents.

Before starting any procurement procedure, when procuring certain services, the Council is legally required by the Public Services (Social Value) Act 2012 to consider how the services they propose to procure "might improve the economic, social and environmental well-being" of the area in which the services are to be provided.

Sustainability is based on the principle that successful, thriving communities are created by balancing the three key pillars of social, economic and environmental needs. Successful organisations also understand that these pillars are interlinked and equal in importance, and by applying this principle they achieve both profitable growth and positive social impact. West Berkshire Council will integrate sustainability, environmental and social issues into our procurement process. The action plan outlines the approach that will be taken in order to ensure that natural resources are used prudently, that there is effective protection of the environment whilst ensuring the efficient use of resources and delivery of value for money.

Specifically, this will mean that procurements have a scoring matrix which includes the delivery of sustainability objectives including but not limited to: reduction of carbon footprint; improving local delivery and use of apprenticeships.

What follows in the appendices is a procurement maturity assessment – which details the current position of procurement within the council, and indicates the aspiration to be achieved over the coming two years. In summary, there are some pockets of good practice in procurement, but the council will benefit from a strengthened and unified category management approach.

At the end of this document is an action plan which sets out the requirements to deliver the procurement strategy. The actions detailed will act as milestones for the implementation of an effective category management solution for the council.

4 Contact details

Procurement@westberks.gov.uk

01635 551111

<https://info.westberks.gov.uk/procurement>



5 Procurement Maturity Assessment

| | | |
|--------|---------|----------------|
| Legend | Current | Within 2 years |
|--------|---------|----------------|

| Ref | Question Title | Question | 1 | 2 | 3 | 4 | 5 |
|-------|--|--|--|--|--|---|---|
| Q1 | Procurement Strategy & Governance | | | | | | |
| Q1.01 | Procurement Positioning | How is Procurement viewed across the organisation? | <p>> Perceived as purely transactional and focused on the purchase to pay process (e.g. raising purchase orders, expediting, query management).</p> | <p>> Procurement's remit is perceived as limited to price negotiation, contracts and handling disputes but Procurement are taking steps to address this. Some successes in specific functions and/or categories of spend.</p> | <p>> Recognised by functions where Procurement has successfully engaged. In other areas of the business Procurement still regarded as bureaucratic and adding little value.</p> | <p>> Recognised as a strategic partner by senior management across the organisation but there is still resistance to consulting Procurement from middle managers and staff in some areas</p> | <p>> Recognised across the organisation as a strategic partner to the business in managing costs and as a provider of innovative sourcing solutions and commercial expertise</p> |
| Q1.02 | Procurement Positioning | What role does Procurement play in corporate strategic and operational planning? | <p>> Procurement have no involvement in business planning.</p> | <p>> Some limited involvement in providing cost data to some business functions. No involvement in decision-making.</p> | <p>> Supports Leadership Teams in business functions/units by providing costs analysis. Not involved in formal decision making forums</p> | <p>> Involved in helping other functions develop plans & budgets as a provider of cost data. Consulted on supplier and service issues.</p> | <p>Integral member of the executive management team, actively involved in strategic and operational planning.</p> |

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| Q1.03 | Procurement Strategy | How well is Procurement strategy integrated with corporate strategy? | <p>> No company'-wide Procurement strategy exists. Local Procurement teams do not produce procurement strategies.</p> | <p>> Localised Procurement strategies developed by Procurement teams but no enterprise'-wide procurement strategy. No clear links to corporate strategy.</p> | <p>> Enterprise'-wide Procurement strategy developed by Procurement. Strategy goes beyond pure cost reduction but is not fully integrated with corporate strategy. Developed by Procurement without collaboration of other functions and signed off within the Procurement function.</p> | <p>> Enterprise'-wide Procurement strategy developed by Procurement with reference to wider corporate strategy and key competitive strengths but with limited cross'-functional input and no C'-level sign'-off.</p> | <p>> Enterprise'-wide Procurement strategy developed with participation of key business stakeholders. Strategy formally integrated with corporate strategy and agreed at C Suite level.</p> |
| Q1.04 | Procurement Strategy | How effectively is strategy being actioned? | <p>> No documented procurement strategy. No monitoring of performance against improvement goals.</p> | <p>Procurement strategy is poorly understood even within Procurement and is not a factor in decision'-making. There is no regular tracking of progress against strategy.</p> | <p>Procurement staff are aware of Procurement strategy but there is little evidence that it is a factor in day'-to-day decision'-making. KPI's regularly reported to the CPO are primarily focused on cost reduction and do not cover broader strategic goals.</p> | <p>Strategy is frequently referenced by Procurement but has limited weight in decision'-making outside the Procurement function. A balanced set of KPI's is used to track progress against strategic goals. Progress reported to CPO and Procurement management only.</p> | <p>There is clear evidence that strategy is being used to guide decision'-making in Procurement and in procurement activity across the business. A balanced set of KPI's is used to regularly monitor performance against strategic goals. Performance against strategy is regularly reported to C'-Suite.</p> |

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| <p>Q1.05</p> <p>Continuous Improvement</p> | <p>To what extent does Procurement foster and promote a culture of continuous improvement?</p> | <p>> Procurement does not articulate its contribution convincingly either in quantitative or qualitative terms. '- No evidence of a focus on excellence or continuous improvement. '- No plans in place to deliver new procurement capabilities.</p> | <p>> Procurement does not regularly measure or report its financial contribution to the business. The value delivered by Procurement is often questioned by stakeholders. '- Procurement struggles to gain investment funds and there is limited history of projects to improve Procurement capability. '- No promotion of the Procurement function to the wider business.</p> | <p>> Procurement regularly reports on savings delivered but struggles to demonstrate the financial contribution it has made. Savings claims are widely disputed. '- There is a history of projects and investments to improve Procurement efficiency for which benefits realised have been questionable. '- Procurement does not actively promote its contribution to the business.</p> | <p>> Procurement reports a trend of continuing improvements in efficiency and operating / capital cost reduction but evidence is not always backed up by good data and there is some dispute within the business over the true impact delivered. '- Procurement is able to point to investments & improvements in its internal capability but benefits have not been rigorously measured. Resources are often diverted away from these projects. '- Procurement promotion is ad hoc rather than planned.</p> | <p>> Procurement is able to demonstrate a trend of continuing improvements in enterprise efficiency and operating / capital cost reduction supported by Finance and widely accepted across the business. '- Procurement can also demonstrate improvements in internal productivity as a result of process improvements or technology or skills investments. '- Procurement Leadership actively promotes its contribution to the business and conducts internal marketing campaigns to raise its profile.</p> |
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| <p>Q1.06</p> <p>CSR & Sustainability Strategy</p> | <p>To what extent has a strategy been defined for CSR & Procurement?</p> | <p>> No vision or plans in place for CSR or sustainable procurement.</p> | <p>> No reference to CSR or sustainable procurement in local procurement strategies. - No attempt has been made to engage business stakeholders on sustainable procurement.</p> | <p>> Sustainable procurement & CSR referenced in Procurement Strategy but with few tangible goals and lack of clarity as to how ambitions will be achieved through procurement processes. - Limited stakeholder understanding of the concepts and value of CSR & sustainable procurement. Inconsistent approach across the business and within Procurement.</p> | <p>> Developing a vision and level of ambition for CSR & sustainable procurement and starting to identify priority areas and strategic options. - Variable stakeholder buy-in to the concepts and value of sustainable procurement.</p> | <p>> A clear vision and level of ambition for CSR & sustainable procurement has been articulated and priority areas identified based on a clear understanding of what will drive value for the business and support the overall procurement strategy. - Strong stakeholder buy-in to the strategy from across the business.</p> |
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| <p>Q1.07</p> | <p>P2P Governance</p> | <p>To what extent has governance been defined in the P2P process?</p> | <p>> No clear governance established for the P2P process. Finance operate the process and do not engage with Procurement. - Procurement processes are not audited by an internal or external audit function. There are no documented purchasing procedures. - Procurement do not actively monitor or manage the Procure to Pay process or seek to drive efficiencies.</p> | <p>> Plans to put in place a Governance framework for the P2P process exist. Responsibilities between Procurement and Finance are not defined currently. There is little evidence of effective collaboration between the two parties. - Procurement processes were audited by an internal or external audit function as part of implementation but no regular audit scrutiny applied since. There are limited documented purchasing procedures and inconsistent practices within the organisation. - Procurement do not actively monitor or manage the Procure to Pay process or seek to drive efficiencies.</p> | <p>> No formal governance established for the P2P process. Some confusion over responsibilities. Procurement and Finance do not collaborate closely and there is a certain amount of tension over who is responsible for issues in the process. - Procurement processes were audited by an internal or external audit function as part of implementation but no regular audit scrutiny applied since. Procedures have been documented but there is little evidence of these being followed consistently throughout the organisation. - No evidence of Procurement collaborating with Accounts Payable to reduce order and invoice volumes.</p> | <p>> Basic governance framework established for the P2P process. Some 'grey areas' in terms of ownership and responsibilities but Procurement and Finance work closely together to manage issues within the P2P process. - Changes to Procurement processes are approved by an internal or external audit function. Documented and understood procedures exist and are implemented across the organisation. Compliance is variable with some persistent non compliance in some business areas. - Procurement periodically engage with Accounts Payable to seek to reduce order and invoice volumes</p> | <p>> Governance clearly established for the P2P process with a Business Process Owner and clear responsibilities between Procurement and Finance. - Procurement processes are regularly audited by an internal or external audit function. Comprehensive, documented, well understood procedures are implemented consistently throughout the organisation. - Procurement regularly work with Accounts Payable to seek to reduce order and invoice volumes</p> |
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| Q1.08 | <p align="center">Cross-Functional Working</p> | <p>How effective is stakeholder engagement by Procurement?</p> | <p>> No Central Procurement. Local teams respond to requests for support from within their Business Unit/Division. No recognition of need to proactively engage stakeholders.</p> | <p>> Central Procurement do not have a clear view of who the stakeholders are by category. Engagement is ad hoc based on where work is taking place.</p> | <p>- Procurement have identified key stakeholders by category. Little evidence of systematic approach to engagement as yet.</p> | <p>> Procurement maintains a dialogue with some key category and BU stakeholders to establish and challenge their needs and support performance management. In other areas engagement is limited.</p> | <p>> Procurement maintains a dialogue with all key category and business unit stakeholders to establish and challenge their needs and take the lead on strategy development and performance management. '- Category teams actively manage all key stakeholders to build relationships.</p> |
| Q1.09 | <p align="center">Policies & Procedures</p> | <p>To what extent do policies & procedures exist covering Procurement activity?</p> | <p>> General procurement policies or guidelines have not been defined. Informal rules are driven by Business Unit management locally.</p> | <p>> Procurement policies, guidelines and procedures only partially in place.</p> | <p>> Policies & guidelines documented for indirect and direct procurement, covering Procurement purpose, roles and responsibilities, governance, processes, authorisation levels and compliance. '- Policies and procedures are infrequently revisited.</p> | <p>> Policies & guidelines documented for indirect, operating and capital procurement, covering Procurement purpose, roles and responsibilities, governance, processes, authorisation levels and compliance. '- Policies and procedures are infrequently revisited.</p> | <p>> Policies & guidelines in place and widely communicated across indirect, operating and capital procurement, covering Procurement purpose, roles and responsibilities, governance, processes, authorisation levels and compliance. '- Policies and procedures are continually reviewed and examined to ensure best practices are employed and available.</p> |

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| <p>Q1.10</p> | <p>Procurement & Sustainability Positioning</p> | <p>How is procurement positioned in terms of the corporate sustainability strategy?</p> | <p>Procurement is not considered by senior management to be a key function in delivering the corporate level CSR/sustainability programme or managing CSR/sustainability risks.</p> | <p>Procurement viewed by senior management as being relevant to managing supply chain sustainability risks and protecting the company's reputation.</p> | <p>Procurement considered by senior management to be important in terms of driving operational efficiency through sustainability initiatives and managing sustainability risk in the supply chain.</p> | <p>Procurement viewed by certain senior stakeholders as being critical to driving the company's sustainability programme, - in addition to risk and operational efficiency, key to helping to innovate and identify market opportunities.</p> | <p>Procurement viewed by senior management and the board as a strategic function, critical to delivering the sustainability programme and helping to create value for the business.</p> |
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Q2 Planning

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| <p>Q2.01</p> <p>Portfolio Planning</p> | <p>Is there a process in place to develop and maintain a forward-looking portfolio/pipeline of value delivery projects (e.g. sourcing, supplier management, and demand management) and enabling projects (e.g. process or technology improvement)?</p> | <p>No formal activity plan portfolio or pipeline management across the Procurement function</p> | <p>No formal process for developing and managing the Procurement activity plan occurs throughout the year. Some limited and informal development of a sourcing plan may occur on an ad-hoc basis to support the upcoming year's value delivery target. However, this is inconsistently applied across the organization and incomplete in nature (e.g. plan is comprised only of the expiring contracts that need to be sourced). Procurement's activity set is seen as reactive and unplanned.</p> | <p>>Formal process definition for the development of the annual procurement activity plan, but does not cover all activities (e.g. may not include all categories or all enabling projects) '-Annual plan is not used by the organization as a tool to manage resource activities and performance '-Limited effort is made to proactively identify potential projects for the upcoming year's plan Procurement is still largely seen as being more reactive than proactive in regard to planning and managing its activity set.</p> | <p>>Standard process for the development of the annual procurement activity plan has been defined, but is not consistently implemented (e.g. all sites in the enterprise) or is not well-integrated cross-functionally. '-Annual plan is not consistently used by the Procurement teams to manage resource activities throughout the year, or is not well-integrated into performance objectives and the performance management process '-An ongoing planning process is defined, but not consistently used to capture potential projects for upcoming years or is not cross-functionally integrated. Procurement has proactive approach to managing its activity set, with inconsistent implementation.</p> | <p>>Standard process for the development of the annual procurement activity plan is implemented and consistently used to align functional value delivery against functional strategy objectives. The process includes cross-functional (and enterprise) engagement and approval. '-Annual plan is actively used to manage resource activities throughout the year, with well-defined KPI(s) and accountabilities integrated with performance management process '-Ongoing planning process to capture potential projects for upcoming years, including cross-functional (and enterprise) engagement and approval, is implemented and consistently used</p> |
|---|--|---|--|---|--|---|

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| <p>Q2.02</p> <p>Capital Procurement</p> | <p>To what extent is capital procurement co-ordinated and managed across the organisation?</p> | <p>> Procurement has no or limited involvement in capital projects, being generally consulted on price related issues or when contractual issues arise.</p> | <p>> A traditional project based approach to procurement with inconsistent involvement of Procurement, providing no opportunities for long term planning and aggregation of demand.</p> | <p>> A traditional project based approach to procurement is taken with limited opportunities for long term planning and aggregation of demand. Procurement is consistently involved in project definition. Limited collaboration across the supply chain.</p> | <p>> Master procurement plans are in place across some parts of the business to aggregate demand across projects and identify opportunities to bundle contracts. Planning in collaboration with internal stakeholder groups and supply chain members is evident, giving a degree of visibility of long term demand.</p> | <p>> A programme view is taken, master procurement plans being used to aggregate demand across projects and identify opportunities to bundle contracts. Planning is routinely done in collaboration with all internal stakeholder groups and supply chain members and is aligned with the up-front planning for capital investment, giving visibility of long term demand.</p> |
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Q3 Strategic Sourcing

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| <p>Q3.01</p> | <p>Category Strategy</p> | <p>To what extent are comprehensive category strategies in place for major spend categories?</p> | <p>> The organisation does not have a consistent view of its spend categories. '- No sourcing strategies are in place. Procurement have no involvement in sourcing decision'- making beyond administration of the formal RFP.</p> | <p>> There is no evidence of strategies being developed at a spend category level. '- Local procurement activity is reactive to individual Business Unit/functional need rather than planned or co-ordinated across enterprise. Central Procurement have had some success in co-ordinating activity for some enterprise'-wide indirect requirements. '- Sourcing decision'- making still handled by the business '- in most cases with no Procurement involvement. Sourcing strategies are not formally documented. Procurement involvement is typically limited to tender and negotiation strategy.</p> | <p>> Category sourcing strategies are in place only for a small minority of direct and indirect categories. '- Procurement category teams tend to develop sourcing strategies as part of the strategic sourcing process being applied at sub'-category level but there is little evidence of alignment with an over'-arching category strategy. '- Limited or inconsistent consideration of a wide range of sourcing levers. Limited consideration of the wider supply chain opportunities. '- Category strategies tend to be owned by Procurement and understood in Procurement but understanding of stakeholders outside Procurement is inconsistent. '- Category strategies owned by Procurement are infrequently revisited and there is limited evidence that they are shaping the way Procurement manages its day'-to'-day activity</p> | <p>> Category sourcing strategies are in place for most areas of major direct spend. This is less well developed in areas of major indirect and capex spend. Some portfolio analysis considered. '- Strategies show evidence of consideration of a wide range of sourcing levers. Limited consideration of the wider supply chain opportunities. '- Category strategies tend to be owned by Procurement and understood in Procurement but understanding of stakeholders outside Procurement is inconsistent.</p> | <p>> Advanced and differentiated category sourcing strategies are in place for all major categories of indirect, direct and capital spend, based on comprehensive portfolio analysis. '- Portfolio is regularly reviewed with supplier and industry input and all sourcing levers are considered. Category strategies address opportunities across the broader supply chain. '- Alternative supply sources are developed in conjunction with current suppliers for key purchases. '- Category strategies are communicated within Procurement and to all key stakeholders for important categories.</p> |
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| <p>Q3.02</p> | <p>Procurement Leverage</p> | <p>How effective are efforts to leverage spend for major spend categories?</p> | <p>> No use of consolidated purchasing at any level. Fragmented purchasing across departments with a silo culture. '- Sourcing occurs only at business unit/divisional level.</p> | <p>> Consolidated purchasing at a BU/Division level only '- No evidence of attempts to bundle services with existing suppliers. '- No evidence of attempts to develop suppliers to take on additional supply responsibilities.</p> | <p>> Consolidated purchasing across the key procurement entities for some major categories of spend. '- Limited evidence that existing suppliers are considered for extended or bundled services. '- No evidence of attempts to develop suppliers to take on additional supply responsibilities.</p> | <p>> Consolidated purchasing across the key procurement entities for most significant areas of spend. '- Existing suppliers are sometimes considered for extended or bundled services. '- No evidence of attempts to develop suppliers to take on additional supply responsibilities.</p> | <p>> Consolidated purchasing conducted across all procurement entities for all significant and appropriate areas of spend. Opportunities for further consolidation reviewed regularly '- Existing suppliers are routinely considered for extended or bundled services. '- Key suppliers are developed to take on additional supply responsibility.</p> |
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| Q3.03 | <p>Sourcing Processes</p> | <p>What level of involvement does Procurement typically achieve across the organisation?</p> | <p>> Procurement is never involved in service development or design discussions. - Procurement's remit is seen to be limited to processing orders and administering contracts.</p> | <p>> Rarely involved in new service/product development and design and then only to assist with calculating costs. There is no opportunity for Procurement to actively influence design based on acquisition or ownership costs. - Across the organisation Procurement's role is seen to be limited to running tenders, negotiations and contracting. No recognition of a broader remit with other value levers (demand management, challenging specification, make vs buy).</p> | <p>> Some involvement in new service developments and design although the level of involvement varies considerably across categories, projects and business areas. The opportunity for Procurement to actively influence is limited. - Procurement can point to examples where they have successfully demonstrated an ability to apply wider value levers beyond competitive tender but these have been rare and most business takeholders see Procurement's role as limited.</p> | <p>> Procurement is often but not always involved at the earliest stage of product/service development and design, having the opportunity to influence specification design and drive standardisation and advise on sourcing strategy and contracting approach. - Some areas of the business recognise Procurement's role and remit with the full range of value levers but in other areas opportunities are constrained.</p> | <p>> Procurement is consistently involved at the earliest stage of product/service development and design, having the opportunity to influence specification design and drive standardisation and advise on sourcing strategy and contracting approach. - Across the organisation Procurement's role is seen to encompass all value levers: demand management, design & specification, make vs. buy, transportation & supplier performance management</p> |
| Q3.04 | <p>Sourcing Processes</p> | <p>How much of the spend is covered by signed-off sourcing strategies?</p> | <p>> No areas at all.</p> | <p>> Some areas covered by sourcing strategies but normally by exception.</p> | <p>> Many sourcing groups have sourcing strategies, but they are not fully signed off.</p> | <p>> Over 75% of spend covered by strategy, which is signed-off by appropriate business stakeholders.</p> | <p>> The entire spend is covered by sourcing strategies which are signed-off by senior management.</p> |

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| Q3.05 | <p>Specification Rationalisation</p> | <p>How advanced are the processes for maintaining specifications?</p> | <p>Specifications are not maintained.</p> | <p>Specifications are reviewed reactively, due to cost pressures or quality issues. Review conducted by company A resource only.</p> | <p>Comparison of supplier performance to defined standards. Feedback to suppliers on a regular basis. Feedback from around user community and across company A. Formalized process for key suppliers, with clear internal accountabilities. Analytically based</p> | <p>The process is well documented. Responsibility agreed for specification maintenance. Communication process in place. Some challenge and input from cross functional teams. Active supplier involvement in process.</p> | <p>Key specifications are reviewed on a regular basis. Cross functional input is gained. Technological solutions are utilized. The process is common through-out the company (i.e. cross'-Group). Supplier involvement fully leveraged.</p> |
| Q3.06 | <p>Demand Management</p> | <p>How rigorously are consumption and compliance procedures applied?</p> | <p>There are no consumption policies in place.</p> | <p>Some application of demand management procedures. Primarily measurement of usage / volumes.</p> | <p>Consumption and compliance procedures are regularly reviewed. Target cost management is applied in key areas.</p> | <p>Consumption and compliance procedures are regularly reviewed and updated. Key measures are incorporated in business. Improvements / benefits can be demonstrated.</p> | <p>A total cost management approach is applied. Design for manufacture and assembly principles are used. Demand management fully integrated in NPD and procurement processes.</p> |

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| <p>Q3.07</p> | <p>Market Research</p> | <p>To what extent does Procurement research the supply market?</p> | <p>> Little or no supply market knowledge. No research conducted. - Basic information available in current suppliers</p> | <p>> Procurement has limited understanding of the competitive supply market or critical factors impacting commercial or operational performance. Research not integrated into overall sourcing process and tends to be conducted on ad hoc basis. - Analysis conducted on basic supply market information. High level benchmarking completed, based on existing supply base and limited number of other sources - Procurement do not attempt to analyse suppliers' costs as part of sourcing engagements.</p> | <p>> Infrequent supply market research conducted for key categories and commodities. Supply knowledge tends to be stronger amongst customers than in Procurement. Some analysis of the supply market is built into the sourcing process. - Procurement will only rarely attempt to analyse suppliers' cost base as part of sourcing engagements or compare performance against other similar companies.</p> | <p>> Periodic supply market research conducted for key categories and commodities. - Detailed cost and performance information, supply market dynamics, market trend and competitor activity information available across some sourcing groups. - Strong regional supply knowledge among cross functional team but limited global industry knowledge. - Procurement will sometimes attempt to analyse suppliers' cost base as part of major sourcing engagements but this is not routine.</p> | <p>> Sourcing strategies for most sourcing groups based on coherent and deep understanding of supply market. Cost drivers fully understood and used to drive strategy decisions. - A market intelligence programme is in place, web-enabled technology being applied to provide regular updates for important supply market factors such as commodity prices, fuel / energy costs, currency exchange rates and supply benchmarks. - Procurement routinely looks into suppliers' processes and raw material costs to understand quality and cost drivers, and compares their performance against other similar companies</p> |
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| Q3.08 | Implementation | Is a quality implementation plan developed for each sourcing group and is it agreed across the business? | <p>> A sourcing strategy exists but no implementation plan has been developed.</p> | <p>> Basic implementation plans exist covering some major aspects of implementation, but are inconsistent in content and depth.</p> | <p>> Implementation plan incorporates all Procurement requirements, detailing supply base and pricing changes, together with timing implications.</p> | <p>> Additionally, the plan includes a risk assessment, business case, timing plan. The plans are developed and agreed by cross functional teams.</p> | <p>> Sourcing strategies are in place for all key commodities. Implementation plans include key activities, phased timing plan and addresses all the key processes. Responsibility and program management mechanisms are agreed.</p> |
| Q3.09 | Sustainable Category Strategy | To what extent do strategies for major spend categories consider specific sustainability risks and opportunities? | <p>> No sourcing strategies are in place for specific categories. '- Supply chain sustainability risks and opportunities have not been considered.</p> | <p>> Supply chain sustainability risks and opportunities have been considered, but not at the category level.</p> | <p>> Sustainability risks and opportunities identified for some but not all spend categories, but are not integrated into procurement decision making.</p> | <p>> Sustainability risks and opportunities identified for all major spend categories but not integrated into procurement decision making.</p> | <p>> Sustainability risks and opportunities identified for all major spend categories and are integrated into procurement decision making '- from specification, through to evaluation and contract management).</p> |

Q4

Contract Management

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| Q4.01 | <p style="text-align: center;">Contract Management</p> | <p>To what extent is contract management formalised within the organisation?</p> | <p>> No formal contract management framework or process in place.</p> | <p>> Contract management happens on an adhoc basis and to inconsistent standards. Limited development of contracting strategies. '- Procurement has no involvement in ongoing contract management.</p> | <p>> Basic contract management processes documented and in place supported by a formal contract management structure and contracting models. Not fully integrated with the SRM and/or sourcing strategy. '- Contract management is performed by business managers with very limited Procurement involvement.</p> | <p>> Formal contract management framework integrated with the sourcing strategy. Clearly defined contract management roles and responsibilities. One size fits all approach with limited guidance on different contract models and differentiated levels of contract management. '- Contract service delivery and administration for some major contracts managed by professional contract managers. Contract management tends to operate independent of Procurement or with limited Procurement support.</p> | <p>> Formal contract management framework integrated with the SRM and sourcing strategy. Clearly defined contract management roles and responsibilities. Contracting models, processes and differentiated contract outputs (obligations) based on contract / relationship type. '- Contract service delivery, relationship, administration and risk for key suppliers managed on a routine basis by professional contract managers in Procurement or with Procurement support.</p> |
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| <p>Q4.02</p> <p>Capital Procurement & Contracts</p> | <p>How sophisticated is Procurement understanding of capital contract delivery needs and options?</p> | <p>> No involvement in or knowledge of the range of contracting models available for capital projects or how these models relate to the objectives and scope of a project. Procurement have limited or no involvement in the contract delivery model selection process</p> | <p>> Procurement have some knowledge of the range of contracting models available for capital projects but Procurement are rarely consulted in the selection of the contract delivery model.</p> | <p>> Procurement have some knowledge of the range of contracting models available for capital projects and how these models relate to the objectives and scope of a project and the asset management strategy deployed. '- Procurement are consulted in the selection of the contract delivery model.</p> | <p>> In most cases, the appropriate contract delivery model is selected based on the strategic objectives and scoping of the capital project. '- The range of contracting models is reasonably well understood by procurement (eg. Alliance Agreements, Design & Construct and Engineering Procurement & Construction) and they are consulted in the selection process. '- Procurement knowledge is only partially leveraged to provide insights into potential risks to help select the right contract delivery model that supports the project's needs and the organisation's asset management strategy.</p> | <p>> The most appropriate contract delivery model is always selected based on the strategic objectives and scoping of the capital project. '- The range of contracting models is well understood by procurement (eg. Alliance Agreements, Design & Construct and Engineering Procurement & Construction) and they play a key role in the selection process. '- Procurement knowledge is fully leveraged to provide insights into potential risks to help select the right contract delivery model that supports the project's needs and the organisation's asset management strategy.</p> |
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| Q5.01 | Supply Base Management | <p>To what extent do Procurement actively manage supplier numbers?</p> | <p>> No evidence that Procurement is aware of need for supplier rationalisation despite very high numbers of suppliers. '- Supply base is growing aggressively year on year with new suppliers added constantly.</p> | <p>> Procurement recognise that supplier numbers are too high but there is no evidence of Procurement attempting supplier rationalisation in last 3 years. '- Supply base is growing strongly year on year.</p> | <p>> Procurement aware of need to rationalise suppliers. Some evidence of efforts to reduce supplier numbers in last 3 years but no current activity in progress. Supplier numbers widely recognised as too high. '- Supply base is still growing strongly year on year.</p> | <p>> Supplier rationalisation initiatives have made some progress in reducing numbers of active suppliers but Procurement believe there is more work to do. '- Procurement have performed reviews of transaction volumes to identify opportunities to reduce the supplier tail but this is not regularly repeated. '- Supply base is still growing year on year but net increase is small.</p> | <p>> Supplier rationalisation initiatives have succeeded in reducing numbers of active suppliers to a point where Procurement believe they have the optimal number of suppliers. '- Procurement perform an annual review of transaction volumes to identify opportunities to reduce the supplier tail. '- Few new suppliers required. Existing relationships cover almost all requirements.</p> |
| Q5.02 | Supplier Performance Management | <p>How is supplier feedback captured?</p> | <p>> Procurement is not seeking supplier feedback.</p> | <p>> Procurement do not seek or collect supplier feedback.</p> | <p>> Procurement do not seek supplier feedback in a consistent or structured fashion. No evidence of Procurement acting on feedback.</p> | <p>> Collection of supplier feedback is ad hoc through contract review meetings. Some limited evidence of Procurement management reviewing feedback to identify recurrent themes.</p> | <p>> Supplier councils used to gather feedback from suppliers, identify improvement opportunities and provide improved communication.</p> |

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| <p>Q5.03</p> | <p>Supplier Performance Management</p> | <p>To what extent is continuous improvement built into supplier contracts?</p> | <p>> Very little evidence of Procurement involvement in supplier performance management of any kind except for disputes.</p> | <p>> Performance management effort is reactive and focused exclusively on problem suppliers. No focus on continuous improvement.</p> | <p>> Focus is on supplier performance and contractual performance rather than continuous improvement. Some limited evidence of continuous performance being introduced into contracts but little ongoing management of this.</p> | <p>> Continuous improvement is typically discussed as part of supplier negotiations and features in contracts but there is little tracking of progress against goals. - Metrics that can be used to measure progress towards improvement goals agreed with the supplier are typically not well defined and obtaining reliable data is an issue.</p> | <p>> Continuous improvement is routinely built in at the tendering and design stage and considers cost, service and process improvements. Continuous improvement plans are put in place and regularly reviewed based on the project and relationship type, supplier strategy and agreed KPIs / targets. Incentivisation frameworks are negotiated such as rebate / gain share arrangements. - Comprehensive metrics used to measure progress towards improvement goals agreed with the supplier.</p> |
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Q5.04

Strategic Relationship Management

To what extent does the organisation have a defined strategy and approach for managing strategic suppliers?

> All suppliers are treated the same - the supply base is managed on a purely transactional basis with no partnerships or alliances in place.

> There is no formal SRM strategy which differentiates supplier management based on supplier strategic importance. Management of supplier relationship is down to business stakeholders and is not consistent. The organisation does not have a single view of its strategic suppliers.
'- Procurement's focus is on supplier performance management. Standard approaches are applied across the supply base with effort invested driven by the business stakeholder requirements and spend.
'- There is no documented SRM process.

> SRM strategy includes a view of different relationship types but processes, objectives, governance arrangements, KPIs and continuous development requirements are only partially defined. Governance currently only operates within Procurement.
'- Procurement have identified Procurement relationship leads but business stakeholder involvement has not been formalised.
'- Some initial efforts have been made to define SRM processes but these are not operating in practice.
'- Procurement is taking the lead on developing a process but there is very limited business recognition of the strategy, process or Procurement's responsibilities in this area.

> SRM strategy includes clearly defined relationship types linked to objectives, governance arrangements, KPIs and continuous development plans. Governance operates across the organisation for strategic suppliers.
'- Executive sponsorship of individual strategic relationships through a designated owner within each organisation.
'- SRM processes have been defined but application is inconsistent and commitment of resources is an issue.
'- Procurement seen to be owner of process and is involved in the majority of key relationships.

> SRM strategy includes clearly defined relationship types linked to objectives, governance arrangements, KPIs and continuous development plans. Governance operates across the organisation for strategic suppliers.
'- Senior executive sponsorship of individual strategic relationships through a designated owner within each organisation.
'- Defined SRM processes operational and consistently applied with all strategic suppliers.
'- Procurement seen to be owner of process and facilitator. Fully involved in all key relationships.

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| Q5.05 | Strategic Relationship Management | To what extent is the value delivered through SRM measured? | > No attempt to measure value from suppliers. | > No attempt to measure value from suppliers beyond contract price re-negotiations. | > There is no consistent view of how SRM is delivering value to the organisation beyond vague notions of partnering. No business case has ever been made. | > A case has been made for SRM but using soft benefits. There is a lack of hard data to demonstrate the value delivered by SRM. | > Value delivered through SRM and recognised by the business. Quantitative data available as the basis for ongoing investment in SRM strategy. |
| Q5.06 | Supplier Collaboration | To what extent are planning schedules/forecasts developed with suppliers ? | > Suppliers receive schedules infrequently or not at all. '- There is a low level of accuracy. Schedules out of date. No consideration of supplier's capacity. | > Longer term forecasts given but subject to considerable change. Regular short term forecasts given to suppliers. Subject to frequent change. | > Suppliers receive schedules subject to amendment. Not always on a timely basis. Suppliers acknowledge acknowledgments checked. | > Contingency plans established. Suppliers receive mostly accurate schedules with few amendments. | > Suppliers receive accurate & topical schedules. Long term capacity planning conducted with suppliers. |
| Q5.07 | Supplier Collaboration | To what extent are suppliers involved in specifications of products or services? | > No agreed specification standards in place for most products. Many specifications developed without supplier input. company A specification for most products. | > Some standards in place but not revised regularly. Many specifications developed without supplier input. company A specification for most products. | > All strategic purchases covered by specification & signed off as acceptable by supplier. Supplier has influence on specification post contract. | > All strategic purchases covered by specification. Suppliers involved in product development at an early stage for many areas of spend. Supplier influence on specification after Invitation To Tender | > Specification standards in place. Complexity reviews undertaken regularly. Suppliers make a positive contribution to the design of the product from initiation, for most spend areas. |

Purchase to Pay

Q6

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| Q6.01 | Buying Channels | <p>To what extent are a range of buying channels available suitable to the needs of different purchases?</p> | <p>> Basic buying channels are available (PO and invoice approval) but are poorly defined and inconsistently used across the organisation. There is no evidence of Procurement actively managing buying channels. -. There is significant use of verbal ordering and manual invoice approval with only limited use of purchase orders.</p> | <p>> Basic buying channels are available (PO and invoice approval) with processes and policies defined to support these. The Procurement function has attempted to mandate the use of PO's for all purchases but no PO invoices still account for a large volume of purchases. No PO invoice approval is manual (no workflow).</p> | <p>> The organisation has begun implementing a range of buying channels (moving away from a one-size-fits-all approach based on the use of POs) but progress to date is limited. Some use of purchasing cards and T&E cards as well as no PO invoice approval for some purchases. There is some lack of clarity around usage guidelines and controls, leading to sub optimal arrangements and usage.</p> | <p>> It has been recognised that a one-size-fits-all approach with PO's is counter-productive. A range of clearly defined and appropriately controlled buying channels is available implemented in major corporate locations: e.g. purchasing cards, T&E cards, e-procurement (catalogue and non catalogue), framework orders, MRP orders, invoice approval workflow etc. In other locations purchasing options tend to be limited.</p> | <p>> It has been recognised that a one-size-fits-all approach with PO's is counter-productive. A consistent range of clearly defined and appropriately controlled buying channels is available across the organisation to support different transaction types: e.g. purchasing cards, T&E cards, e-procurement (catalogue and non catalogue), framework orders, MRP orders, invoice approval workflow etc.</p> |
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| <p>Q6.02</p> | <p>Buying Channels</p> | <p>How effective is Procurement control of buying channels?</p> | <p>> Use of buying channels is principally based on convention and varies by business area. '- Procurement make no sustained efforts to monitor and manage buying channels.</p> | <p>> Procurement have prescribed PO's for all purchases but business users typically make their own decisions about the best way to purchase. '- Procurement do not regularly measure compliance and have no real ability to act against non compliance where they find it.</p> | <p>> Procurement have defined guidelines around the use of different buying channels but there is limited evidence that these are being applied across the organisation. '- Procurement measure compliance but do not have any real ability to act against non compliance where they find it.</p> | <p>> Procurement are involved in setting policy and governance for buying channels and matching buying channels to different purchase categories. '- Appropriate usage of buying channels is monitored by Procurement but there is limited support from the business in managing compliance.</p> | <p>> Procurement take the lead in setting policy and governance for buying channels and matching buying channels to different purchase categories. '- Appropriate usage of buying channels is monitored by Procurement and governance is in place to manage non compliance with policy and procedure. Compliance is high.</p> |
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| <p>To what extent does a strategy and toolset exist for managing low value transactions efficiently?</p> | <p>> No evidence of knowledge of Purchasing Card as a procurement tool. There is no strategy for maximising processing efficiency on low value purchases. '- Purchase Cards are not used for low value purchases.</p> | <p>> Procurement are aware of Purchase Cards but do not currently have any plans to introduce them. The same purchasing process is used for high and low value orders. There is no strategy for maximising processing efficiency on low value purchases. '- Purchase Cards are not currently used. '- No clear usage strategy or guidelines are in place for high volume, low value purchases and for low volume, low value purchases.</p> | <p>> The organisation has begun to develop a strategy for low value purchases. '- The organisation has begun to implement Purchase Cards but they are not available in all areas. '- Purchase Card usage is low and inconsistent. The business is unclear on what they should be used for and there is resistance from some budget holders.</p> | <p>> A strategy exists for driving processing efficiency on low value purchases but does not cover the full scope of transactions. '- Purchase Cards have been implemented for high volume, low value purchases but there is no clear approach for managing low value, low volume purchases. '- Purchase Card usage is on target with the level planned in the original strategy and business case.</p> | <p>> A clear strategy exists for maximising processing efficiency on low value purchases whilst maintaining appropriate control, spend visibility and VAT reclaim potential as appropriate. '- Purchase Cards have been implemented for specific types of low value purchases. Clear usage strategy / guidelines are in place for high volume, low value purchases and for low volume, low value purchases. '- Purchase Card usage has reached or exceeded the level planned in the original strategy and business case. Opportunities to extend usage within the strategy revisited at least annually.</p> |
| <p>Q6.03</p> | <p>Low Value Purchases</p> | | | | |

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| <p>To what extent does a strategy and toolset exist for managing low value transactions efficiently?</p> | <p>> No evidence of knowledge of Purchasing Card as a procurement tool. There is no strategy for maximising processing efficiency on low value purchases. '- Purchase Cards are not used for low value purchases.</p> | <p>> Procurement are aware of Purchase Cards but do not currently have any plans to introduce them. The same purchasing process is used for high and low value orders. There is no strategy for maximising processing efficiency on low value purchases. '- Purchase Cards are not currently used. '- No clear usage strategy or guidelines are in place for high volume, low value purchases and for low volume, low value purchases.</p> | <p>> The organisation has begun to develop a strategy for low value purchases. '- The organisation has begun to implement Purchase Cards but they are not available in all areas. '- Purchase Card usage is low and inconsistent. The business is unclear on what they should be used for and there is resistance from some budget holders.</p> | <p>> A strategy exists for driving processing efficiency on low value purchases but does not cover the full scope of transactions. '- Purchase Cards have been implemented for high volume, low value purchases but there is no clear approach for managing low value, low volume purchases. '- Purchase Card usage is on target with the level planned in the original strategy and business case.</p> | <p>> A clear strategy exists for maximising processing efficiency on low value purchases whilst maintaining appropriate control, spend visibility and VAT reclaim potential as appropriate. '- Purchase Cards have been implemented for specific types of low value purchases. Clear usage strategy / guidelines are in place for high volume, low value purchases and for low volume, low value purchases. '- Purchase Card usage has reached or exceeded the level planned in the original strategy and business case. Opportunities to extend usage within the strategy revisited at least annually.</p> |
| <p>Q6.03</p> <p>Low Value Purchases</p> | | | | | |

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| Q7.01 | <p>Procurement Resourcing</p> | <p>To what extent are the Procurement resources available aligned with the role Procurement is expected to play?</p> | <p>> There is no procurement resource plan. '- Procurement management do not have a clear view of their resource requirements.</p> | <p>> The procurement resource plan only takes account of the routine management of standard procurement activities. '- Procurement leadership feel they are under-resourced to maintain current performance levels.</p> | <p>> The procurement resource plan partially reflects the ambition to provide strategic input but is primarily driven by the requirements for routine management of standard procurement activities. '- Procurement leadership feel they need additional resources to drive improved performance.</p> | <p>> The procurement resource plan fully reflects both the strategic role of Procurement, major planned projects & initiatives and the routine management of standard procurement activities. '- Procurement leadership feel they are hampered in delivering full potential by a lack of resources.</p> | <p>> The procurement resource plan fully reflects both the strategic role of Procurement, major planned projects & initiatives and the routine management of standard procurement activities. '- Procurement leadership feel they are adequately resourced for the role they play.</p> |
| Q7.02 | <p>Procurement Resourcing</p> | <p>How capable are Procurement personnel of operating outside their immediate role, over & above using skills linked directly to Procurement?</p> | <p>> Unable to cope with different roles. Does not recommend or take part in implementing improvements. Not comfortable in team environments.</p> | <p>> Capable of performing further activities where necessary. Prepared to take part in teams, irregular involvement. Some experience of taking part in improvement projects.</p> | <p>> Able to manage priorities. Capable of performing several roles. Regular team involvement, developing good working relationships. Involved in improvement projects, understands need.</p> | <p>> Regularly & effectively performs several roles. Sometimes recommends improvement opportunities, regular involvement in implementing improvements. Regular team involvement, making constructive contributions.</p> | <p>> Regularly & effectively performs several roles. Regularly recommends opportunities for improvement. Actively involved in implementing these. Regular team involvement, making constructive contributions. Demonstrates team building skills.</p> |

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| Q7.03 | Business Acumen | How much business knowledge & strategic awareness is demonstrated by Procurement people in general? | <p>> Limited understanding of site business & products. Limited understanding of customers.</p> <p>> General understanding of site business only (i.e. products & volumes). Aware of key customers for site.</p> <p>> Understands business for site & division. Good knowledge of site divisional customers.</p> <p>> Good understanding of company & division performance, market & competition. Understanding of key issues facing site. Understanding of key strategies of site.</p> <p>> Good understanding of company & division performance, market & competition. Understanding of key issues facing company. Understanding of key strategies.</p> |
| Q7.04 | Procurement Skills | What proportion of staff in the Procurement function hold recognised external purchasing qualifications ? (e.g.CIPS) ? | <p>> No formal Procurement qualifications within the function (e.g. CIPS).</p> <p>> Very few Procurement employees have professional Procurement qualifications (CIPS, advanced degree etc). Some university educated staff in management positions.</p> <p>> Some Procurement employees have professional Procurement qualifications (CIPS, advanced degree etc).</p> <p>> A good proportion of Procurement employees have some form of professional Procurement qualifications (CIPS, advanced degree etc).</p> <p>> The majority of Procurement employees have some form of professional Procurement qualifications (CIPS, advanced degree etc).</p> |

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| <p>Q7.05</p> <p>Procurement Training & Development</p> | <p>To what extent does the organisation invest in Procurement training?</p> | <p>> No formal training plan is in place</p> <ul style="list-style-type: none"> - No evidence of formal personal development process or assessment of skills. - Minimal or no training or skills development provided to employees. | <p>> Very limited range of training options available. Some formal training available but on-the-job coaching typically used.</p> <ul style="list-style-type: none"> - Training is very focused on transactional activities. - Training budget is typically very small and is often diverted for other purposes in practice. - Function attaches little importance to external qualifications or memberships. No financial support available for qualifications or subscriptions. | <p>> Limited set of training programs linked to procurement needs. Periodically reviewed and training often cut when costs come under pressure.</p> <ul style="list-style-type: none"> - Training covers job/technical competencies only. - Budget available for skills training for function varies significantly each year. Typically training opportunities are only available to a small proportion of staff each year. Training is normally internally delivered. - External qualifications welcomed but not funded. Individuals expected to pay subscriptions for membership of professional bodies. | <p>> Comprehensive range of training programs linked to procurement and business needs and regularly reviewed.</p> <ul style="list-style-type: none"> - Training focused on technical skills with limited options for soft skill development. - Budget in place for skills training for function each year. Training investment is managed centrally by Procurement management. Training is normally internally delivered. - External qualifications welcomed but not funded. Function pays subscriptions for membership of professional bodies. | <p>> Comprehensive range of training programs linked to procurement and business needs and regularly reviewed.</p> <ul style="list-style-type: none"> - Training covers technical, project and soft skills. Training given high priority and targets set for training days per year. - Budget in place for skills training for each employee each year. Employees are empowered to manage their own training budgets and are not restricted to internal courses. - External qualifications and membership of professional body supported financially. |
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| <p>Q7.06</p> <p>Procurement Training & Development</p> | <p>To what extent is staff development promoted within Procurement?</p> | <p>> No personal development plans. '- No formal staff appraisal scheme</p> | <p>> Personal development plans are created annually but rarely reviewed and not linked to appraisals, reward or training. Objectives often not clear nor linked to business strategy. '- Performance managed via a business function appraisal scheme.</p> | <p>> Development plans in place and periodically reviewed during the year to assess progress. Objectives typically not linked to procurement strategy and link with reward, training and development is patchy '- Performance managed via a business function appraisal scheme.</p> | <p>> Development plans in place, linked to competency framework, appraisal, training and promotion. No obvious link to Procurement strategy. Plans are frequently referenced and used by staff to guide decisions. '- The performance of procurement staff is effectively managed within a well established Business wide appraisal scheme.</p> | <p>> Development plans in place, linked to competency framework, appraisal, training and promotion. Clear objectives based on procurement strategy and linked to reward, training and development. Staff actively refer to objectives set and use these to direct their energies. '- The performance of procurement staff is effectively managed within a well established Business wide appraisal scheme.</p> |
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| Q7.07 | <p>Sustainable Procurement Resourcing</p> | <p>Does procurement have the right skills and adequate resources to implement the sustainable procurement programme?</p> | <p>> Procurement team do not have the right skills to manage sustainability issues in the supply chain '- No training on CSR procedures is given to staff.</p> | <p>> Basic awareness training of sustainable procurement issues and procedures is given '- Procurement teams have adequate sustainable procurement skills in some business units but not others, '- Resources are not adequate to manage all procurement responsibilities as well as CSR across all business units.</p> | <p>> Procurement staff consistently have the right skills and experience to manage sustainability issues in the supply chain '- Resources are not adequate to manage all sustainable procurement responsibilities, across all business units. '- Staff have been appropriate depth of training and tools in relation to sustainable procurement</p> | <p>> Procurement staff have the right skills and experience to manage sustainability issues in the supply chain. '- Resources are adequate to manage all sustainable procurement responsibilities, across all business units. '- Staff have been appropriate depth of training and tools in relation to sustainable procurement</p> |
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Q8 Technology

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| | | <p>> Invoice and payment data by supplier is available from Finance systems but lacks granularity. '- Procurement do not have the resources or skills to perform spend analysis.</p> | <p>> Spend data is available from the corporate ERP systems via reports. Very limited reporting available outside of the ERP system. Limited use of POs means that supplier invoice data is only comprehensive source of data. '- Historical spend view can only be constructed manually with effort. '- Spend analysis is typically performed by supplier and using data supplied by the supplier. '- No visibility of contract spend or ability to separate opex and capex spend by supplier.</p> | <p>> Spend data is available from a data warehouse covering the corporate ERP systems. Coverage is 70% of spend. Manual consolidation is required for other buying channels. '- Spend analysis is not performed to a granular level except as part of a sourcing exercise (at a category level). Procurement rely on supplier data for product/SKU level granularity. '- Procurement cannot analyse spend on contract and outside contract with particular suppliers. '- Capex and Opex spend can only be analysed separately by supplier with manual data manipulation.</p> | <p>> Spend data is available from a data warehouse covering most of the corporate IT systems. Coverage is 80% of spend. Some data (e.g. Pcard data) is excluded and needs to be accessed separately. '- Spend can be tracked to a product/SKU level only for catalogue suppliers in eProcurement. '- Procurement cannot analyse spend on contract and outside contract with particular suppliers. '- Capex and Opex spend can only be analysed separately by supplier with manual data manipulation.</p> | <p>> Last year's spend can be immediately recreated from a data warehouse fed by all relevant corporate IT systems. Provides 100% coverage. '- Full and consistent spend data is available on a routine basis (by supplier, category, project, Division, etc). '- Spend can be tracked to a product/SKU level for contract suppliers. '- Procurement can analyse spend on contract and outside contract with particular suppliers. '- Capex and Opex spend can be extracted and analysed separately by supplier.</p> |
| <p>Q8.01</p> | <p>To what extent is detailed and accurate spend data easily accessible to the Procurement organisation?</p> | | | | | <p>Spend Data</p> |

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| Q8.02 | Spend Data | To what extent is there common coding of spend across the organisation? | <p>> There is no commonality of procurement master data, leading to coding issues and major difficulties in identifying the nature of procurement spend.</p> | <p>> Integrated vendor and item masters do not exist across Divisions and Operating Companies. Major issues with accuracy and inconsistency in item and GL coding, leading to large elements of spend being unidentifiable.</p> | <p>> Integrated vendor and item masters do not exist across Divisions and Operating Companies. Inconsistencies in the use of item and GL codes and overuse of 'general' or 'other' or 'miscellaneous' categories mean that all spend data is regarded as subject to a +/- 10% accuracy.</p> | <p>> Integrated vendor and item masters exist across Divisions and Operating Companies. There is some evidence of indiscipline in the use of item and GL codes and of 'general' or 'other' or 'miscellaneous' categories.</p> | <p>> Integrated vendor and item masters exist across Divisions and Operating Companies without duplicate entries. Item and GL codes are assigned accurately and consistency with limited usage of 'general' or 'other' or 'miscellaneous' categories.</p> |
| Q8.03 | Master Data Management | How is information managed and governed across the company? | <p>> Data exists in many places with no single source of truth. '- No enterprise'-wide validated definition of master data exists. '- No enterprise'-wide data is available.</p> | <p>> Data exists in many places, but a single source of truth exists only in BUs '- Data management is an IT issue. '- Master data is defined at the BU level. '- Definitions vary across the company.</p> | <p>- Data standards are in place and defined across the enterprise. '- Enterprise data warehouse is used. '- Process and organization structure is in place to manage data .</p> | <p>- Information is managed as a corporate asset. '- Data quality is a strategic issue. '- There is a focus on continuous improvement. '- Data quality is measured.</p> | <p>- Information is managed as a corporate asset. '- Data quality is a strategic issue. '- There is a focus on continuous improvement. '- Data quality is measured.</p> |
| Q8.04 | Application Support for Procurement | Does Procurement have a contract database ? | Not applicable | <p>> No contracts database or overview of contracts. Contracts kept in hard copy locally by the business.</p> | <p>> A basic static database is used to provide an inventory of Procurement's contracts but contract documents are filed as hard copy. Business 'owned' contracts are stored locally all over the business. No complete central visibility.</p> | <p>> A stand'-alone contract database is used, contract information is complete and maintained, and contract documents are scanned and linked to the database. Some contracts 'owned' by the business not included.</p> | <p>> An integrated contract management solution is used with complete and accurate contract data and access to scanned contract documentation.</p> |

| Q9 | Structure | | How much influence does the Procurement organisation have? | | | | | |
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| Q9.01 | Procurement Organisation Structure | | <p>> Procurement influences less than 40% of spend. '- Most senior Procurement officer is middle management level.</p> | <p>> Procurement has limited influence over spend (40'-60% of spend influenced) '- Most senior Procurement officer is at general management level.</p> | <p>> Procurement function has direct or indirect influence over >60% of third party external spend. '- The Head of Procurement reports into one or two levels below C Suite.</p> | <p>- Procurement function has direct or indirect influence over >75% of third party external spend. '- The Head of Procurement reports into level below C Suite.</p> | <p>- Procurement function has direct or indirect influence over >90% of third party external spend. '- The Head of Procurement reports directly into C Suite.</p> | |

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| Q9.02 | <p>How well does the Procurement organisation structure support leveraged procurement?</p> | <p>> Procurement not recognised as a function. Staff performing procurement transactional and admin activities do this as part of broader administrative roles embedded in other functions. '- No central Procurement team. No clear visibility of who 'does' procurement across the organisation.</p> | <p>> Procurement teams and resources are fragmented across Divisions/Business Units. No central Procurement control or effective co-ordination of procurement activity. '- Procurement resources are tactical and reactive to customer needs. Staff are transactional/admin focused without any knowledge of supply markets or categories.</p> | <p>> Centre-led model in place but acting as decentralised in practice. Central Procurement function in place but with limited direct influence over the Procurement teams located in and reporting to Business Units/Divisions. '- Central Procurement function focused on setting policy and procedures but with limited ability to manage compliance. '- No category teams. Buyers are generalists and work across many categories as the demand from the business dictates.</p> | <p>> Centralised or centre-led Procurement organisation structure in place. Co'-located/de'-centralised buyers support specific business needs. '- Category teams in place for all major spend categories. Flexibility within structure to move junior resources between teams and allocate resources to support projects. Category buying model (centralised/de'-centralised) dictated by Procurement and aligned with agreed category strategy.</p> | <p>> Centralised or centre-led Procurement organisation structure in place. Co'-located/de'-centralised buyers support specific business needs. '- Category teams in place for all major spend categories. Flexibility within structure to move junior resources between teams and allocate resources to support projects. Category buying model (centralised/de'-centralised) dictated by Procurement and aligned with agreed category strategy.</p> |
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| Q10 | <p>Performance Management</p> | <p>> Minimize Price .</p> | <p>> Minimize price with selective focus on other costs (e.g. Inventory).</p> | <p>> Consideration of Total Acquisition Costs, including supplier cost breakdowns. Service level consideration.</p> | <p>> Total Supply Chain and service level focus.</p> | <p>> Maximize Value.</p> |
| Q10.01 | <p>What is the key objective used to drive Procurement decisions?</p> | <p>> Minimize Price .</p> | <p>> Minimize price with selective focus on other costs (e.g. Inventory).</p> | <p>> Consideration of Total Acquisition Costs, including supplier cost breakdowns. Service level consideration.</p> | <p>> Total Supply Chain and service level focus.</p> | <p>> Maximize Value.</p> |

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| Q10.02 | <p>Procurement Measurement and Performance Management</p> | <p>How regularly is performance measured ?</p> | <p>> No evidence of Procurement making efforts to measure performance or use metrics to drive improvement.</p> | <p>> Measurement is irregular and management monitoring, action planning and follow'-up is poor.</p> | <p>> Measurement is regular but management monitoring, action planning and follow'-up is sporadic.</p> | <p>> Performance measured on a regular basis (at least monthly) by Procurement management with clear action plans to correct off track performance and drive continuous improvement.</p> | <p>- Performance measured on a regular basis (some metrics reviewed weekly; others monthly) by Procurement management with clear action plans to correct off track performance and drive continuous improvement.</p> |
| Q10.03 | <p>Procurement Measurement and Performance Management</p> | <p>How effective are performance management mechanisms in place?</p> | <p>> Management reports are not produced by Procurement. '- There are severe quality issues with basic spend and transactional data. There is little confidence in the data available.</p> | <p>> Producing management reports requires major manual data manipulation in Procurement and Finance. '- There are severe quality issues with management data. There is little confidence in the data available.</p> | <p>> Reports and dashboards require considerable manual effort to produce. '- Performance data has known flaws and is a cause of frequent disputes around contribution delivered.</p> | <p>> Reports and dashboards require some manual effort to produce. '- Performance data is broadly accurate but data issues leave results open to challenge.</p> | <p>> Reports and dashboards are automated and require minimal manual effort to produce. '- Performance data is accurate and trusted across the organisation.</p> |
| Q10.04 | <p>Procurement Communications</p> | <p>Is there a mechanism in place to capture feedback from the business?</p> | <p>> Business typically unaware of whom to direct feedback on suppliers/contracts to.</p> | <p>> Feedback on suppliers/contracts is not requested. Occasional feedback by email or face'-to'-face from users. No formal logging of feedback.</p> | <p>> Feedback on suppliers/contracts is sporadically requested by email or face'-to'-face from users. No clear process for acting on this.</p> | <p>> Mechanisms in place to capture & analyse feedback from end users on supplier and contract performance. Results reviewed by Procurement management.</p> | <p>> Mechanisms in place to capture & analyse feedback from end users on supplier and contract performance. Results reviewed with suppliers and Procurement management.</p> |

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| <p>To what extent is there a rigorous benefits management process in place?</p> | <p>> No regular reporting of benefits from Procurement. Procurement focus is on transaction processing and administration not cost reduction.</p> | <p>> Evidence of inconsistent approaches to reporting benefits being used within Procurement. Procurement report realised benefits at the conclusion of negotiation with limited involvement from Finance. No effort has been made to track savings to the P&L. '- Procurement's reports of cashable savings are typically not regarded as credible by Finance and business management.</p> | <p>> A standard approach is used to track benefits from identification (forecast benefits during sourcing process) through realisation (forecast benefits agreed by Finance at completion of sourcing process). Finance sign off the savings identified at the point the contract is signed. No effort made by Procurement to track booked savings (recognised in P&L). '- Procurement is frequently involved in disputes with business units/functions around the benefits realised from Procurement activities.</p> | <p>> A standard approach is used to track benefits from identification (forecast benefits during sourcing process) through realisation (forecast benefits agreed by Finance at completion of sourcing process) to booked (benefits recognised in the P&L) '- Benefits reported by Procurement are regarded as accurate and trusted by functional/divisional/BU management.</p> |
| <p>Benefits Management</p> | <p>Q10.05</p> | | | |

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| Q10.06 | Benefits Delivery | Are benefits being achieved according to plan? | <p>> No measurement is conducted.</p> | <p>> Periodic reviews of benefits achievement are conducted. Benefits achievement is behind plan.</p> | <p>> Benefits are being achieved, however business changes are either not tracked or are behind schedule.</p> | <p>> Performance measurement mechanisms are in place. Benefits and business changes are being achieved according to the plan.</p> | <p>> Detailed performance mechanisms are in place tracking business and benefit changes. A process for handling 'slippage' is in place. The changes are reported through' - out the organization. Significant benefits / changes are being achieved.</p> |
| Q10.07 | Benefits Management | To what extent is Procurement's non financial contribution measured? | <p>> No regular reporting of benefits from Procurement. Procurement focus is on transaction processing and administration not cost reduction.</p> | <p>> No attempt is made to measure non financial contribution. Reporting is limited to cashable benefits.</p> | <p>> Attempts to measure Procurement's non cashable contribution are inconsistent. There is evidence of differing views on the validity of cost avoidance benefits and there is no attempt to report contribution in other areas such as risk management or innovation.</p> | <p>> An agreed process exists for measuring and reporting cost avoidance and productivity benefits but Procurement has difficulty in illustrating the full benefit of procurement activity in areas such as risk management, relationship management and access to innovation.</p> | <p>> An agreed process exists for measuring and reporting Procurement's full contribution across areas such as risk management, innovation, and supplier relationship management.</p> |

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To what extent does Procurement measure stakeholder satisfaction?

Stakeholder Satisfaction

Q10.08

> There is no evidence of Procurement seeking customer feedback.

> There is no consistent or regular approach to gathering customer satisfaction feedback. Individual Procurement managers seek anecdotal feedback but this is not consolidated.

> Procurement assesses customer satisfaction via annual surveys but there is limited evidence that this informs planning in Procurement.
 - There is no regular collection of feedback on projects.

> Procurement regularly assesses customer satisfaction against key performance dimensions and uses this to inform internal capability development plans and marketing/promotion plans.
 - Feedback is captured for each project but there is limited evidence of links to action plans.

> Procurement regularly assesses customer satisfaction against key performance dimensions and uses this to inform internal capability development plans and marketing/promotion plans.
 - Feedback is captured for each project and there are regular relationship review meetings between Procurement senior managers and key stakeholders to review how Procurement can best serve its internal customers.

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| <p>Q10.09</p> <p>Compliance Management</p> | <p>How is compliance monitored and managed?</p> | <p>> Little or no compliance monitoring takes place. Procurement do not know level of leakage from agreements. '- No consistent monitoring or process compliance. Levels of non compliance are high. Frequent purchasing outside use of no PO invoices. Accounts Payable still process non compliant invoices. '- Procurement produce periodic reports to identify off contract and non contract spend. No mandate or management support to take effective action.</p> | <p>> No consistent monitoring or process compliance. Levels of non compliance are high. Frequent purchasing outside buying channels e.g. use of no PO invoices. Accounts Payable still process non compliant invoices. '- Procurement produce periodic reports to identify off contract and non contract spend. No mandate or management support to take effective action.</p> | <p>> Process compliance is controlled through internal monitoring and controls but non compliant invoices will still be paid. Levels of non compliance are stable. '- Procurement produce periodic reports to identify off contract and non contract spend. There is limited evidence of successful action by Procurement to address issues.</p> | <p>> Process compliance is controlled through internal (audits) and external controls (no PO, no Pay policies). Non compliance is limited. '- Standard reports are produced monthly to identify off contract and non contract spend. Procurement seek to engage business stakeholders to drive action but with varying success.</p> | <p>> Process compliance is controlled through internal (audits) and external controls (no PO, no Pay policies). Non compliance is minimal. '- Standard reports are produced monthly to identify off contract and non contract spend and shared with business units/divisions. Effectiveness of actions taken jointly monitored by Procurement and business.</p> |
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| Q10.10 | Benchmarking | Is Procurement involved in benchmarking performance against other organisations? | Not Applicable | <p>> No attempt at formal benchmarking. Organisation does not cultivate relationships with competitors or other companies to share ideas;</p> | <p>> Some sporadic involvement in benchmarking/sharing information with other organisations but this is reactive rather than part of a plan to drive performance. Benchmarking extremely limited.</p> | <p>> Organisation deals at high levels with competitors or other companies periodically and is willing to share ideas; benchmarking is restricted to the organisation's industry sector; the organisation does not actively seek to learn from other sectors.</p> | <p>> Organisation deals at high levels with competitors or other companies and is willing to share ideas; outside relationships are regularly tapped to compare incumbent's capabilities; benchmarking is not restricted to industry sector; the organisation actively seeks to learn from other sectors and to identify applicable opportunities.</p> |
| Q10.11 | Sustainable Procurement Management | To what extent are sustainability considerations included in procurement KPIs? | <p>> No KPIs exist to track sustainability performance in the supply chain.</p> | <p>> Reporting of progress on sustainability takes place, but no KPIs or targets exist.</p> | <p>> Procurement KPIs include sustainability for major areas of spend but data for all suppliers is not obtainable.</p> | <p>> Procurement KPIs include sustainability for major areas of spend and data for all suppliers is regularly reported.</p> | <p>> Sustainable procurement KPIs exist and are reported to the Sustainability committee and the Procurement Leadership team regularly.</p> |

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| Q10.12 | Continuous sustainable procurement improvement | To what extent is sustainability performance improvement promoted in the supply chain? | > No processes in place to drive continuous improvement. | > Suppliers are encouraged to measure social and environmental impacts. | > Suppliers are incentivised to reduce social and environmental impacts, and report on progress. | > Suppliers are incentivised to innovate to produce low sustainability impact products and services. '- Sharing of best practice amongst suppliers enables sustainability performance improvement. | > Suppliers are incentivised to innovate to produce low sustainability impact products and services. '- Sharing of best practice amongst suppliers enables sustainability performance improvement. |
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| Risk Management | | | | | | | |
| Q11 | | How well are procurement policies and procedures understood internally? | > General procurement policies or guidelines have not been defined. Informal rules are driven by Business Unit management locally. '- Major variations in internal processes and no evidence of effort to drive standardisation. | > Procedures not generally shared with the business or integrated with other guidelines. '- Non compliance is a major issue right across the organisation. | > Policies & procedures available in policy documents but not always accessible. Employees outside Procurement are often unaware of them or how to access them. '- Low levels of non compliance with policy & procedures can be found all across the organisation. | > Policies & procedures easily accessible on the corporate intranet. '- Compliance is generally high but there are persistent issues in certain areas. | > Policies & procedures easily accessible on the corporate intranet and widely understood. Integrated with induction training for all relevant staff. '- High levels of internal compliance with policy & procedures across the organisation. |
| Q11.01 | Policies & Procedures | | | | | | |
| Q11.02 | Policies & Procedures | Are procedures in place for code of ethics, gifts and hospitality, disclosure of interests, fair dealing? | No procedures and no evidence of plans to develop any. | Work is underway to develop procedures but not yet complete. No evidence that Procurement has plans to actively monitor compliance. | Clear procedures in place but there are known gaps. Plans in place to monitor compliance but no action taken yet. | Comprehensive procedures documented but not well communicated. Compliance monitoring designed but rarely applied. | Clear, comprehensive procedures in place and widely communicated. Compliance monitoring operational |

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| Q11.03 | <p>Policies & Procedures - Compliance Monitoring</p> | <p>To what extent is compliance to policies & procedures monitored in the organization</p> | <p>No formal monitoring of policy & procedure compliance</p> | <p>> Audits conducted to monitor compliance are generally driven by anecdotes of noncompliance issues, i.e. there is not a formal program in place</p> | <p>> Audits conducted to monitor compliance are sporadic and/or superficial</p> <ul style="list-style-type: none"> - Few performance measures are in place to monitor some key compliance issues - Remediation of compliance issues is sporadic | <p>> Audits conducted regularly to monitor compliance</p> <ul style="list-style-type: none"> - Performance measures are in place to monitor some key compliance issues - An action plan to address noncompliance is documented, but not rigorously implemented | <p>> Audits conducted regularly to monitor compliance</p> <ul style="list-style-type: none"> - Performance measures are in place to monitor key compliance issues - Actions to address noncompliance are regularly taken - Compliance reviews are integrated with training program and performance management process |
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6 Procurement Key Performance Indicators

Appendices

Appendix 1: Categories

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| Clinical and Medical | Clinical and Medical Support Services | Clinical Furniture | Drugs and Biologicals | Medical and Surgical Consumables | Medical and Surgical Equipment and Supplies | Patients Appliances Signage and Exhibition Equipment | | |
| Communications | Advertising | Communication Services | Communications | Marketing | Promotion | | | |
| Construction | Construction Service Providers | Construction Supplies | | | | | | |
| Energy and Fuels | Energy and Fuels | Fuel | | | | | | |
| Engineering Goods | Engineering Components | Engineering Materials | Engineering Products and Equipment | Industrial Goods | Non-Medical Chemicals Minerals and Gases | Tools | | |
| Facilities | Building Operation | Business Support | Catering | Food and Beverages | Office Furniture Fixtures and Fittings | Property Occupation | Security | |
| Fleet | Fleet Management | Purchase | Vehicle Conversion | Vehicle Hire and Lease | | | | |
| ICT | End User Software and Hardware | Specialist Software and Hardware | Hosting | Networking | Telecoms | IT Management and Change | Support | |
| Industrial Services | Operation of Facilities | Operation of Industrial Facilities | Operation of Infrastructure | Operation of Water Supplies and Distribution | Operational Services | Transportation Support Services | | |
| Learning and Development | Development and Training | Learning | | | | | | |
| Logistics | Specialist Transport Provision | Transport | Warehousing and Storage | | | | | |
| Office Solutions | Courier | Office Machines | Office Supplies | Post | Record Management | | | |
| Operational Goods | Art and Exhibits | Clothing and Textiles | Domestic Goods | Environmental Goods | Furniture | Learning and Development Materials | Multimedia Equipment | Operational Goods |
| Personnel Related | HR Services | Staff Childcare | Staff Health and Safety | Staff Medical Care | Staff Relocation | Subscriptions and Admissions | | |
| Print and Print Management | Printed Products | Printing Machinery and Equipment | Printing Services | Printing Supplies | | | | |
| Professional Services – CCL | Consultancy | Contingent Labour | | | | | | |
| Professional Services Other | Business and Commercial Services | Business Process Outsourcing Services | Environmental Services | Financial | Interpretation and Translation | Legal | Professional Services Other | Technical Services |
| Research | Market Research | Science and Environmental Research | Social and Economic Research | | | | | |
| Social Care | Community Entertainment Services | Social Care | Social Service | | | | | |
| Travel | Business Travel | Business Travel Accommodation | Travel Management | | | | | |
| Waste Management | Waste Management Goods | Waste Management Services | | | | | | |
| Welfare to Work | Welfare | | | | | | | |

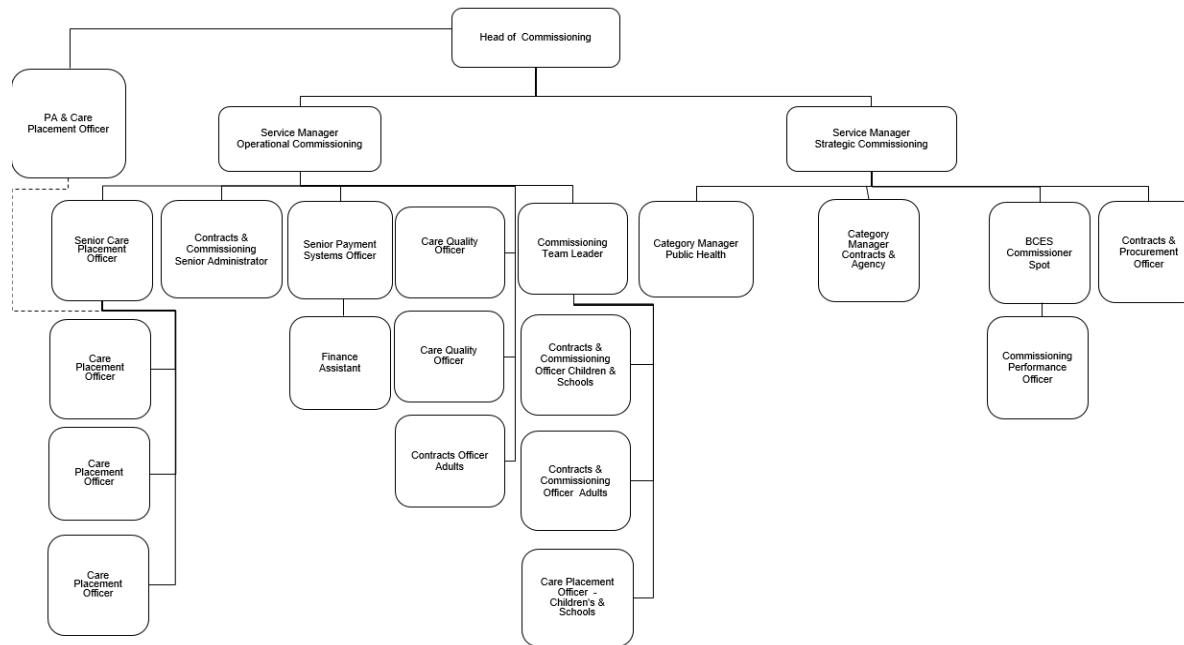


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Appendix C

Existing Commissioning Establishment:



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Appendix D

Action plan

| Action | Resources | Timeline | Responsibility | Outcome |
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| Develop and produce a wider set of KPIs and actions to implement Procurement Strategy | None | March – August 2020 | Head of Service & Service Managers | Detailed actions and performance indicators for a Commissioning Service delivering the Procurement Strategy |
| Re-structure of Commissioning Service | None | June 2020 | Head of Service & Service Managers | Re-structure Commissioning Service to account for change in requirements and additional posts |
| Review JD: K grade posts & additional posts | None | April 2020 | Service Managers | Review of grade K posts to bring into line with requirements New posts evaluated |
| Recruitment | Budget for additional posts | May 2020 | Service Managers | Recruitment to posts required |
| Category planning commences | None | May 2020 onwards | Service Managers and Officers | Category plans in place, in line with Procurement Strategy |
| Review skill set/training requirements (construction) | None | July 2020 | Head of Service & Service Managers | Training put in place to support areas previously not in Commissioning Service e.g. construction |
| Directorate contracts review | None | Aug – Dec 2020 | Service Managers and Officers | Complete list of directorate contracts |

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Economic Development Strategy and Delivery Plan

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| Committee considering report: | Executive on 30 th April 2020 |
| Portfolio Member: | Councillor Hilary Cole |
| Date Portfolio Member agreed report: | 5 March 2020 |
| Report Author: | Gabrielle Mancini |
| Forward Plan Ref: | EX3758 |

1 Purpose of the Report

- 1.0 To introduce the final Economic Development Strategy (EDS) and Economic Development Delivery Plan (EDSDP).

2 Recommendation

- 2.0 That Executive approves the Economic Development Strategy and the Economic Development Strategy Delivery Plan.

3 Implications and Impact Assessment

| Implication | Commentary |
|------------------------|--|
| Financial: | Additional funding for £96,000 was sought as a pressure bid for 2020/21. The 2020/21 Revenue Budget confirms an investment for Economic Development support of £80,000; some of which will be awarded to the Newbury West Berkshire Economic Development Company subject to appropriate governance arrangements and Terms of Reference being established. The remainder will go into new staffing at West Berkshire Council. |
| Human Resource: | It is envisioned that a new Economic Development Officer post will be created at West Berkshire Council. Recruitment will begin in August 2020. |
| Legal: | None |

| | | | | |
|--|---|----------------|-----------------|---|
| Risk Management: | None | | | |
| Property: | None | | | |
| Policy: | This is a renewal of the existing Economic Development Strategy 2018 and reflects a renewed commitment to Economic Development in light of the projected challenges for the district that were outlined in the 2036 Vision. | | | |
| | Positive | Neutral | Negative | Commentary |
| Equalities Impact: | | | | |
| A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality? | x | | | The stated aim of promoting inclusive growth would have a positive equality impact when implemented. |
| B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users? | X | | | The strategy promotes skills, employment, infrastructure and place-making initiatives which it is anticipated will have a positive impact on the prosperity and wellbeing of the district's residents and businesses. |

| | | | | |
|--|---|---|--|--|
| Environmental Impact: | X | | | The strategy promotes the infrastructure improvement and projects that form part of the Environment Strategy. These, as well as the provision of business support to emerging green companies, will contribute towards the Council's aspirations towards carbon neutrality by 2030 as laid out in the emerging Environmental Strategy 2020. |
| Health Impact: | x | | | Addressing employment equalities and improving the local environment should have a positive health impact. |
| ICT or Digital Services Impact: | | X | | None |
| Council Strategy Priorities or Business as Usual: | X | | | <p>The Economic Development Strategy contributes to five of the six Council Strategy priorities. These are:</p> <ul style="list-style-type: none"> • supporting businesses to start, develop and thrive in West Berkshire; • developing local infrastructure including housing to support and grow the local economy; • ensuring our vulnerable children and adults achieve better outcomes; • maintaining a green district; • ensuring sustainable services through innovation and partnerships. |
| Data Impact: | | X | | None |

| | |
|-------------------------------------|---|
| Consultation and Engagement: | Legal Finance Bryan Lyttle – Planning and Transportation Policy Manager Nick Carter- Chief Executive |
|-------------------------------------|---|

4 Executive Summary

- 4.0 Given the council’s renewed strategic commitment to promoting Economic Development and a restructure of the council’s governance structure, an Economic Development Board was established in late 2018 to develop an ambitious new Economic Development Strategy. This would replace the previous strategy, which ended in 2018.
- 4.1 Economic Development consultancy SQW was engaged to do some preliminary research work into potential content for a new strategy.
- 4.2 Following the establishment of the Board and the employment of a new Economic Development Officer, work on the new strategy began, considering closely how West Berkshire could be promoted as a great place to do business and how the council’s aims could be aligned with the West Berkshire 2036 Vision and the emerging Berkshire Local Industrial Strategy.
- 4.3 The draft strategy went out to consultation in July 2019 for 6 weeks. Following this consultation, further amendments took place to reflect the public comments mentioned in Appendix E and the result was the production of the strategy outlined in Appendix C.
- 4.4 The strategy introduces four chapters which contain actions that it is anticipated would contribute to a successful local economy.
- People- Good jobs and greater earning power for all in West Berkshire
 - Places- Creating prosperous communities across West Berkshire
 - Infrastructure- Future-proofing West Berkshire’s infrastructure
 - Business Environment- Making West Berkshire the best place to start and grow a business
- 4.5 An associated Delivery Plan has also been produced. This can be found at Appendix C. In order to support this Delivery Plan, additional funding will be provided. This will take the form of an additional post at West Berkshire Council and funding of £40,000 being awarded to the Newbury West Berkshire Economic Development Company, subject to appropriate governance arrangements and Terms of Reference being established.

5 Supporting Information

Introduction

5.1 The strategy at Appendix C is intended to refresh West Berkshire Council's previous Economic Development Strategy, which came to an end in 2018.

Background

5.2 Given the council's strategic commitment to promoting Economic Development and as a result of a restructure of the council's governance structure, an Economic Development Board was established in late 2018 to consider how best to take this forward and Economic Development consultancy SQW was engaged to do some preliminary research work into potential content for a new strategy.

5.2.1 Officers from Education, HR, Public Protection and Culture, Transport and Countryside, Development and Planning, and Adult Social Care were involved in the drafting of material for each of the draft chapters. It was also informed by meetings the Economic Development Officer had directly with local businesses.

5.2.2 Initial drafts were considered by the Economic Development Board and content was amended accordingly before going out to consultation in March 2019.

5.2.3 The consultation was publicised in accordance with West Berkshire Council's usual consultation procedures. It was also publicised to business contacts by the Economic Development Officer and was promoted at a number of engagement events, including visits to town and parish meetings as well as at Newbury West Berkshire Economic Development Company stakeholder and networking meetings.

5.2.4 The consultation resulted in 48 survey responses, 12 email responses and 84 individual comments for action.

5.2.5 The final strategy was originally due to go before Executive in December 2019 but this was delayed due to the period of Purdah surrounding the General Election, which took place on 12th December 2019. It was subsequently suggested that the Strategy should be taken to Executive on 30th April alongside the Environment Strategy in order to ensure strategic alignment.

5.2.6 The final strategy has been amended to reflect the consultation responses in the following ways:

- Some of the comments reflected that the Strategy did not contain any targets or key performance indicators. Although the Foreword reflected that a delivery plan would follow, this has been made more explicit in the text and the Delivery Plan is being made publicly available at the Executive meeting considering the final Strategy.
- Content in the People chapter has been amended to more clearly reflect the council's firm commitment to inclusive growth which was made in the Council Strategy.

- Comments regarding the timeline for the revised West Berkshire Local Plan were considered and informed amendments in the Places chapter.
- Many felt that the table displayed in the draft Infrastructure chapter did not accurately capture the district's infrastructure needs. The table has since been removed and the chapter has been restructured to reflect these comments.
- Revisions have also been made to the Business Environment reflect the leading role of the Newbury West Berkshire Economic Development Company in delivering the strategy's delivery plan.
- Content in all chapters was reviewed and amended to reflect the local declaration of a Climate Emergency in July 2019 and the authority's stated aspiration to work towards carbon neutrality by 2030. Doing so was a particular priority for elected members and these revisions were made to reflect the significant impact of climate change on the local economy.
- In line with comments made in the West Berkshire Council Local Government Association Peer Review, the strategy was reviewed in order to make the links between it and the council's other strategies, including the emerging Environment and Housing Strategies, clearer.

5.3 Proposals

- 5.3.1 It is proposed that the Executive approves the Economic Development Strategy and Delivery Plan.
- 5.3.2 The additional West Berkshire Council post mentioned at 4.5 will be used to support the delivery of the actions outlined in the People, Places and Infrastructure chapters, as outlined in the Delivery Plan. It is anticipated that the Newbury West Berkshire Economic Development Company will fulfil the actions outlined in the Business Environment chapter.

6 Other options considered

- 6.1 Not approving the Economic Development Strategy and Economic Delivery Strategy Delivery Plan. This option is not recommended given the council's commitments as outlined in the Council Strategy 2019-23.

7 Conclusion

- 7.1 Executive is asked to approve the final draft of the Economic Development Strategy and the associated Delivery Plan as it is integral to the authority's strategic framework and the delivery of its stated priorities as outlined in the Council Strategy 2019-23.

8 Appendices

- 8.1 Appendix A – Equalities Impact Assessment
- 8.2 Appendix B – Data Protection Impact Assessment

Economic Development Strategy and Delivery Plan

- 8.3 Appendix C – Economic Development Strategy and Economic Development Strategy Delivery Plan
- 8.4 Appendix D - Spreadsheet containing consultation comments

Subject to Call-In:

Yes: No:

Document Control

| | | | |
|----------------|--|----------------|--|
| Document Ref: | | Date Created: | |
| Version: | | Date Modified: | |
| Author: | | | |
| Owning Service | | | |

Change History

| Version | Date | Description | Change ID |
|---------|------|-------------|-----------|
| 1 | | | |
| 2 | | | |

Appendix A

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity as set out in the Public Sector Equality Duty (Section 149 of the Equality Act), which states:

- “(1) A public authority must, in the exercise of its functions, have due regard to the need to:**
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;**
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; this includes the need to:**
 - (i) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;**
 - (ii) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;**
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.**
- (2) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.**
- (3) Compliance with the duties in this section may involve treating some persons more favourably than others.”**

The following list of questions may help to establish whether the decision is relevant to equality:

- Does the decision affect service users, employees or the wider community?
- (The relevance of a decision to equality depends not just on the number of those affected but on the significance of the impact on them)
- Is it likely to affect people with particular protected characteristics differently?
- Is it a major policy, or a major change to an existing policy, significantly affecting how functions are delivered?
- Will the decision have a significant impact on how other organisations operate in terms of equality?

- Does the decision relate to functions that engagement has identified as being important to people with particular protected characteristics?
- Does the decision relate to an area with known inequalities?
- Does the decision relate to any equality objectives that have been set by the council?

Please complete the following questions to determine whether a full Stage Two, Equality Impact Assessment is required.

| | |
|---|--|
| What is the proposed decision that you are asking the Executive to make: | To endorse the Economic Development Strategy |
| Summary of relevant legislation: | |
| Does the proposed decision conflict with any of the Council’s key strategy priorities? | No |
| Name of assessor: | Gabrielle Mancini |
| Date of assessment: | 26/02/2020 |

| Is this a: | | Is this: | |
|-------------------|------------|---|------------|
| Policy | No | New or proposed | Yes |
| Strategy | Yes | Already exists and is being reviewed | No |
| Function | Yes | Is changing | Yes |
| Service | Yes | | |

| | |
|--|---|
| 1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it? | |
| Aims: | To identify opportunities to promote West Berkshire as a great place to live, work, learn and do business. |
| Objectives: | To propose actions for developing the district’s economy and the skills of the local population whilst making a positive contribution on the environment. |
| Outcomes: | This document in and of itself will not facilitate outcomes as it is strategic and aspirational in its focus. The delivery plan, when completed, will eventually fulfil |

| | |
|------------------|--|
| | this purpose. |
| Benefits: | This document in and of itself will not facilitate benefits as it is strategic and aspirational in its focus. The delivery plan, when completed, will eventually fulfil this purpose |

| <p>2 Note which groups may be affected by the proposed decision. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.</p> <p>(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)</p> | | |
|---|----------------------------------|------------------------------------|
| Group Affected | What might be the effect? | Information to support this |
| Age | None | |
| Disability | None | |
| Gender Reassignment | None | |
| Marriage and Civil Partnership | None | |
| Pregnancy and Maternity | None | |
| Race | None | |
| Religion or Belief | None | |
| Sex | None | |
| Sexual Orientation | None | |
| Further Comments relating to the item: | | |
| | | |

| | |
|--|-----------|
| 3 Result | |
| Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality? | No |
| Please provide an explanation for your answer: | |
| | |
| Will the proposed decision have an adverse impact upon the lives of | No |

| | |
|---|--|
| people, including employees and service users? | |
| Please provide an explanation for your answer: | |

If your answers to question 2 have identified potential adverse impacts and you have answered 'yes' to either of the sections at question 3, or you are unsure about the impact, then you should carry out a Stage Two Equality Impact Assessment.

If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the [Equality Impact Assessment guidance and Stage Two template](#).

| | |
|--|-----|
| 4 Identify next steps as appropriate: | |
| Stage Two required | N/A |
| Owner of Stage Two assessment: | |
| Timescale for Stage Two assessment: | |

Name: Gabrielle Mancini

Date: 26/02/2020

Please now forward this completed form to Rachel Craggs, Principal Policy Officer (Equality and Diversity) (rachel.craggs@westberks.gov.uk), for publication on the WBC website.

Appendix B

Data Protection Impact Assessment – Stage One

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via dp@westberks.gov.uk

| | |
|--------------------------|-------------------------------|
| Directorate: | Economy and Environment |
| Service: | Development and Planning |
| Team: | Planning and Transport Policy |
| Lead Officer: | Gabrielle Mancini |
| Title of Project/System: | Economic Development Strategy |
| Date of Assessment: | 26/02/2020 |

Do you need to do a Data Protection Impact Assessment (DPIA)?

| | Yes | No |
|--|-----|----------|
| <p>Will you be processing SENSITIVE or “special category” personal data?</p> <p>Note – sensitive personal data is described as “<i>data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person’s sex life or sexual orientation</i>”</p> | | x |
| <p>Will you be processing data on a large scale?</p> <p>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</p> | | x |
| <p>Will your project or system have a “social media” dimension?</p> <p>Note – will it have an interactive element which allows users to communicate directly with one another?</p> | | x |
| <p>Will any decisions be automated?</p> <p>Note – does your system or process involve circumstances where an individual’s input is “scored” or assessed without intervention/review/checking by a human being? Will there be any “profiling” of data subjects?</p> | | x |
| <p>Will your project/system involve CCTV or monitoring of an area accessible to the public?</p> | | x |
| <p>Will you be using the data you collect to match or cross-reference against another existing set of data?</p> | | x |
| <p>Will you be using any novel, or technologically advanced systems or processes?</p> <p>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</p> | | x |

If you answer “Yes” to any of the above, you will probably need to complete [Data Protection Impact Assessment - Stage Two](#). If you are unsure, please consult with the Information Management Officer before proceeding.

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Economic Development Strategy

2020- 2023

DRAFT



West Berkshire
COUNCIL



Contents

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Foreword



Nick Carter
Chief Executive



Hilary Cole
**Executive Member for
Economic Development**

West Berkshire has a strong, diverse and resilient economy. It forms part of the Thames Valley, the most productive regional economy outside London and effectively blends the economic strengths of the South East with a wide range of environmental assets often more associated with the South-West. Information Communications, Technology and Logistics are key sectors and reflect in part the district's excellent physical and digital connectivity. However, West Berkshire also supports many different businesses of varying sizes along with a significant self-employed workforce.

The Centre for Cities' report 'Talk of the Town' singles out Newbury, West Berkshire's biggest town, as a rare example of a town with a strong and self-sufficient economy which does not rely on links to a neighbouring larger town. Newbury has also been recognised by the Financial Times as a European city of the future as well as the most business friendly small town in the UK. We want to make sure West Berkshire's new and existing businesses have the opportunity to build on this. Factors such as emerging technology, including 5G connectivity, green initiatives, electric and autonomous vehicles and the Internet of Things, will play a major part in this and we plan to facilitate delivery of the infrastructure to support this. Similarly, through our work on the education and training agenda we will work to give the next generation the skills they need to thrive whilst ensuring they have a great environment in which to live.

The West Berkshire Health and Wellbeing Board published its 2036 Vision for the district in 2020 and outlined one of the key themes as 'welcoming business and enterprise'. In the council's own Strategy for 2020-2023 which was published shortly afterwards, the theme of 'open for business' was cited as an underpinning principle for the council's work over the coming 4 years. Both ambitions are reflected in this Economic Development Strategy which is built around the four themes of People, Places, Infrastructure and Business Environment.

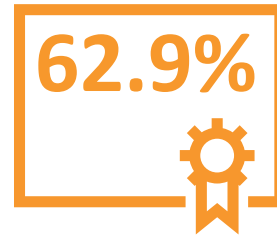
This new strategy reflects a refreshed commitment to supporting the economy of West Berkshire. Whilst the area has many strengths we recognise that there is still more to do. This Strategy seeks to focus on these issues and, in particular, those challenges where we feel we can make a real contribution.

Our commitment is matched with new resources. We will deploy these resources, not only to strengthen our own staffing, but also to support work with our partners. We recognise that we can only remain 'open for business' if we all work together in a coordinated way and what follows is clarity on what we intend to focus on as well as how we will seek to deliver.

West Berkshire in numbers



Population of **157,900**²



qualified to NVQ3 and above³



Working age Population⁴

97,600

85.3%

of the 16-64 population

economically active⁵



Almost **9,000** businesses

74% Area of Outstanding Natural Beauty



Unemployment **2.7%** (full employment)⁶



Average pay **£32,884** Per annum¹⁰

5,700



properties registered for business use. More than ever before⁸

Healthy life expectancy⁷



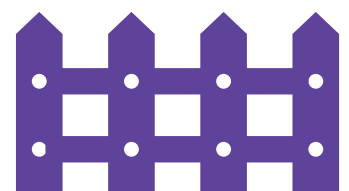
for women **70.1** for men **66.4**

House prices v income ratio¹¹

10.65



In **bottom half** of authorities for barriers to services⁹



A new Economic Development Strategy for West Berkshire

West Berkshire's economy is very much a success story. Continued growth over many years has meant West Berkshire now has one of the strongest economies in the country sitting within the most successful economic region outside London.

The district's connectivity has always been one of its assets. Within easy reach of London and Bristol by the M4, it has also recently seen the railway lines through the district electrified, meaning that London can now be reached in 45 minutes by train. The A34 provides a fast link between the south coast ports and the Midlands, and the Newbury bypass and the new A34/M4 junction are further examples of infrastructure improvements which have made West Berkshire accessible from many parts of the UK.

Digital connectivity has advanced at a similar pace. Virtually all of West Berkshire is now connected to Superfast Broadband and 5G connectivity is also being established across the district, having gone live in Newbury in 2020.

The working and living environment in West Berkshire is also a major attraction to business. Whilst enjoying many of the economic benefits of the Thames Valley, much of the district is designated an Area of Outstanding Natural Beauty. Good quality schools are available and a University Centre is in the process of being established.

In the context of such success, the council's approach to economic development in the past has been focused on providing the right conditions to sustain relative prosperity. The emphasis has been on the provision of infrastructure and on 'place shaping', most notably around town centres but also on supporting the development of locally based community plans.

Looking ahead, West Berkshire is likely to see much of its recent relative economic success continue. However, this will not come without its challenges, notably;

- a projected reduced rate of population growth – around half that seen over the last 30-40 years;
- a projected reduction in the size of the resident working population as an increasing number of residents retire;
- a growing number of jobs with a reducing number of people to fill them may well cause labour shortages or potentially increased inward commuting assuming workers are available and willing to come to West Berkshire to work. Skill shortages are also a potential risk and are already evident in some sectors;
- West Berkshire's prosperity is not felt by all those who live in the district. Whilst the area has some of the highest economic activity rates in the country, the activity rates within some disadvantaged groups remain very low. Educational attainment shows a similar pattern. Economic inequality and social mobility are real concerns;
- West Berkshire has a highly qualified workforce but recent research has highlighted issues with underemployment which if significant will have an impact on productivity within the district;

- whilst the district has historically been blessed with significant infrastructure investment, the availability of affordable housing remains acute and for some employers is a restriction on future growth. The West Berkshire Local Plan currently suggests that 500-600 homes per year need to be built in West Berkshire to support both population growth and the local economy up to 2036. On average 35% of these should be affordable. The council's new Housing Strategy sets out how this will be achieved;
- future economic growth and development cannot be looked at in isolation from the challenges of climate change. It is essential that West Berkshire moves towards a low carbon economy whilst at the same time delivering the inclusive growth that will be needed to sustain quality of life in the district. The council's new Environment Strategy sets out how this will be addressed.
- the West Berkshire economy is directly linked to both the national economy and the wider international economy. The ongoing challenges within the retail environment is one example of a wider economic trend, as is Brexit and the wider implications associated with the adoption of new technologies. The council has a role in responding to and planning for these.

All of the above trends and issues were highlighted in West Berkshire 2036, a Vision for West Berkshire which was published by the Health and Wellbeing Board in 2020. The commitments created in that document were;

- a West Berkshire where everybody has what they need to fulfil their potential;
- a West Berkshire with a housing mix with something for everyone;
- a West Berkshire that welcomes business, enterprise and industry into a productive, growing and dynamic local economy;
- a West Berkshire where the health and wellbeing of residents of all ages and backgrounds is good;

- a West Berkshire with both beautiful and diverse natural landscapes and a strong cultural offering.

The council embraced this Vision through its own Council Strategy 2020-2023 which was published in May 2020. and identified six priorities for the following four years, all of which are reflected on within this new Economic Development Strategy. They are;

- supporting businesses to start, develop and thrive in West Berkshire;
- developing local infrastructure including housing to support and grow the local economy;
- supporting everyone to fulfil their potential;
- ensuring our vulnerable children and adults achieve better outcomes;
- maintaining a green district;
- ensuring sustainable services through innovation and partnerships.

In developing this new Economic Development Strategy for West Berkshire, the council has been cognisant of the aims of the Berkshire Local Industrial Strategy (BLIS). Local Industrial Strategies are being prepared by Local Enterprise Partnerships across the county in support of the national industrial strategy which was published in 2018. Each of these Local Industrial Strategies is based upon the five foundations of productivity, namely **Ideas, People, Places, Infrastructure and Business Environment**.

The council has been actively involved in the preparation of the BLIS. In March 2020 the Framework Document for consultation set out a vision under the heading, 'the Best of Global and Local' and went onto identify the following priorities;

- enhancing productivity within Berkshire's enterprises;
- eco systems which are maturing and evolving and extend beyond Berkshire;
- international trade, connections, collaborations and investments;
- vibrant places and a supportive infrastructure;
- making Berkshire an inclusive area where aspirations can be realised.

The BLIS is a key document and the council will continue to work with the TVLEP to ensure it is implemented. The aim of the West Berkshire Economic Strategy 2020-2023 is not to replicate the BLIS but rather to focus on those areas of activity which will be a particular focus locally here in West Berkshire.

Working to the 2036 West Berkshire Vision, the Council Strategy theme of ‘open for business’ and the foundations of productivity mentioned above, we have developed actions in the four areas seen to have the most relevance locally. These are;

1. people – good jobs and greater earning power for all in West Berkshire;

2. places – creating prosperous communities across West Berkshire;

3. infrastructure – future-proofing West Berkshire’s infrastructure;

4. business environment – making West Berkshire the best place to start a grow a business.

The following four chapters set out what we propose to do under each of these themes over the coming four years.

“West Berkshire now has one of the strongest economies in the country sitting within the most successful economic region outside London.”



People

Good jobs and greater earning power for all in West Berkshire

In the West Berkshire 2036 Vision we outlined a number of aspirations that would see better educated, more productive communities. These included assisting our young people to develop their digital skills, prioritising STEAM (Science, Technology, Engineering, Arts and Mathematics) subjects, addressing the district's social mobility gap and considering how we can create a more inclusive working environment to help those in certain groups to enter, or re-enter, the workplace. The last two of these are particularly important as the issue of inequality is much more prevalent in West Berkshire than in many other areas of the country; a fact we urgently want to address. In this strategy, we look at how West Berkshire Council can tailor its economic development activities to contribute to these aspirations.

Also in the Vision, we highlighted how the district's demographic profile is shifting, with the number of workers per retired person projected to halve by 2036. Again, we must seek to address this if we are to thrive as a district.

Key to this will be our efforts to attract and retain young people. For too long we have allowed them to reach university age and leave the district as they do not see West Berkshire as a vibrant and, importantly, affordable place for them to begin and progress their career or start a family.

The **Places** chapter looks at how we can deliver the requisite affordable housing and leisure offer to make this a reality. Here, however, we will consider how we can help to deliver the 'West Berkshire where everybody has what they need to fulfil their potential' that we have subscribed to through the 2036 Vision. To do so, we will outline the actions we intend to carry out in two key areas: **inclusive growth** and **skills**.

Inclusive Growth

We will:

Empower everyone to enter the workplace

The West Berkshire 2036 Vision highlighted the need for older workers, those from disadvantaged backgrounds and those with mental health issues or learning difficulties to be given the opportunity to participate in the workplace.

We commit to working with our partners to deliver targeted interventions, such as the LEP's Stronger Together Partnership, which is addressing barriers to work through a £1.3m investment, and our own initiatives, such as the pioneering Emotional Health Academy.

There are also opportunities for us to collaborate with the private sector in order to make the workplace more accessible to all. Many local employers, including West Berkshire Council and AWE, are members of the Disability Confident Scheme, which promotes inclusivity in the workplace. There is scope to build on this, particularly through the use of promotional material and the existing work of our Adult Social Care team, to encourage and incentivise more employers to offer opportunities for these groups to enter the workplace.

Similarly, poor mental health can have a major impact on the ability to remain in the workplace and data suggests that this is a greater problem in West Berkshire than in other areas. This is not only damaging for the individuals concerned but also affects labour supply, which is an issue for West Berkshire's businesses. Through our own West Berkshire Wellbeing Service, we will promote the need for increased mental health awareness and mental health first aid training in order to ensure that as many workplaces as possible offer an inclusive working environment.

We will also conduct a review into nursery provision across the district to ensure that the need for childcare is not a barrier to parents wishing to return to work.

Tackle underemployment

In West Berkshire we have full employment, which is one of the many benefits of a strong local economy. However, the Learning and Work Institute's Youth Opportunity Index, published in late 2018, singles

out West Berkshire as having a particular issue with underemployment, which may involve someone working for fewer hours than they would like or carrying out work that doesn't make best use of their skills. Whilst there are no mechanisms for measuring whether those deemed to be underemployed see this as an issue, the fact remains that some people do wish to work for more hours or in employment they find more fulfilling

Through tailored careers advice and a more comprehensive range of training opportunities, we will help those facing this challenge to move on in their careers.

Skills

The Thames Valley Berkshire Local Enterprise Partnership's Priority Skills Statement makes clear that, in some sectors, employers are struggling to recruit workers due to an absence of specific skills among the workforce. This is particularly true in the digital, social care and construction industries; all of which are key to our local economy.

We will:

Encourage the uptake of apprenticeships

A university education opens up new opportunities and increases earning power. What it isn't, however, is a one size fits all approach to social mobility and this is why we commit to promoting a wider range of education and training opportunities, including T Levels and apprenticeships, so that more people are able to access them.



In order to do so, we will commit to facilitating apprenticeships in every service at West Berkshire Council so that our own workforce more accurately reflects the community it represents, allows for career progression and has the skills it needs for the future. This will also enhance the variety of careers opportunities available in the district whilst creating a more inclusive workplace.

Employers paying the Apprenticeship Levy are now able to transfer up to 25% of their levy payments to another employer, which will allow a wider range of businesses to employ an apprentice. Such a transfer has been done successfully on a small scale, with a local housing association using their levy to provide teaching assistants for one of West Berkshire's academies.

To accelerate this good practice, we will partner with major local employers and the Thames Valley Berkshire Local Enterprise Partnership to broker an Apprenticeship Levy Fund. This Fund will welcome bids from local organisations who either are too small to pay the levy or who are paying their levy and have been successful in allocating all of their funds to apprenticeships. This will ensure that more Apprenticeship Levy funds raised locally are spent locally, giving more people in West Berkshire better prospects.

Support Newbury College's University Centre

At the Newbury 2026 Vision Conference in October 2018 Newbury College announced that it was in advanced discussions with a local university and a training provider to explore how this could be developed. Bids for TVLEP funding have also been made, with the support of West Berkshire Council.

In order to support this, the council will engage local businesses and the LEP in the project and offer the college any expert advice it needs as it expands to meet the skills needs of the district.

Once it has been delivered, we will work with the College to place some of its students, whose skills are likely to meet our needs as an authority, within relevant council service areas. Where relevant, we will also facilitate introductions to our suppliers or partners so that they can do the same.

Help partners to become training providers to meet our skills needs

Through our work with local nurseries and schools, we have identified that there is a need for upskilling in the education sector and for providing a broader range of specialists in West Berkshire who are equipped to deliver the training that will address this. Where suitable partners can be found, we will develop specialised training consortia to close our skills and provision gaps.

Help to grow digital skills

In the West Berkshire 2036 Vision, a commitment was made to ensuring that our young people are given the skills they need to progress, including coding and computer programming. This is also a key aim of the Thames Valley Berkshire Local Enterprise Partnership's Priority Skills Statement. Not only will enhancing the availability of provision be invaluable to our young people, but it will also mean our employers will have a wider pool of local digital talent from which to draw further down the line.

Some of this teaching is already taking place in our schools and in our libraries, through coding clubs. We will grow this further, fostering a new generation of digital skills in partnership with the businesses we hope will one day employ our young people.

Whilst this will help us in the future, we recognise that this skills gap exists now. For this reason, we will explore how we can work more closely with partners such as the Jobcentre, local businesses and local day centres to enhance digital skills training provision amongst adults. This is particularly important for many of our elderly residents experiencing social isolation and we believe that undertaking this work will contribute to better wellbeing levels across the district.



Work with partners to improve Careers Advice

In engaging directly with industry to provide careers advice, including through the West Berkshire Education Business Partnership and our work with the TVBLEP, we will enhance the range of careers advice available across all of our schools and will showcase the excellent range of employment opportunities available in West Berkshire. This will encourage our young people to consider developing their career within the district.

Not only this, but we will provide materials to teachers, parents and pupils to advise them on employment opportunities in the district and will use the Skills and Enterprise Partnership, a sub-group of the Health and Wellbeing Board, to bring together educators and employers to decide collaboratively on the best way to address both the needs of pupils and of the employment market as we move towards a more inclusive local economy.

Put employment and skills at the heart of all we do

As a local authority, we are well placed to extend the benefits of development and growth to everyone in the community. For this reason, we will, when appropriate weave Employment and Skills Plans in to every major development, ensuring as much as we can that local people are involved in every stage of the project, from build to completion and beyond. This may take the form of apprentices being involved in the build, developers investing in training opportunities or contributing to established community schemes and social enterprises. This maximises the social value of development in the district, contributing to a more inclusive local economy and environment overall.

Ensure environmental stewardship is integral to the school curriculum

As our Environment Strategy outlines, embedding an understanding of climate change into teaching in our schools from a very early age is important if we are to ensure that our young people are equipped to become custodians of our natural environment and to carry out the green jobs of the future.

By realising these ambitions, we will have contributed to the creation of an inclusive, skilled West Berkshire where communities work and grow together as outlined in the West Berkshire 2036 Vision

“We committed to a number of aspirations that would see better educated, more productive communities”



Places

Prosperous communities

In the West Berkshire 2036 Vision, we made a commitment to making West Berkshire a place where everybody has the opportunity to thrive and fulfil their potential in a high quality and safe environment.

Fulfilling this aspiration will require work to ensure that more housing of the right type in the right locations and of the correct tenure is available to residents so that it meets local needs. This must be balanced with our commitment to delivering well-planned, well-connected communities with thriving urban areas and high quality rural ones. We will need to ensure that the leisure, education and community facilities complement this housing so that we create an even greater place to live, work, relax and do business.

From busy town centres, to the gallops in Lambourn, to world class digital tech facilities, West Berkshire's businesses operate in a diverse range of locations.

This chapter explores how through carefully considered planning, we can:

- help our communities to shape their own places
- Use the Local Plan to encourage inclusive growth
- Reshape our town centres
- Promote the AONB as a living, working landscape
- Enhance the district's cultural and leisure offering

Under these headings, the following actions will ensure that West Berkshire continues to be a great place to live, work and do business.

We will:

Help communities to shape their own places

In the West Berkshire 2036 Vision we reflected on the fact that in some areas, particularly in rural parts of the district, access to services is challenging and that work must be done to ensure all of our communities are able to play their part in the district's future. As we set out at the beginning of this document, we do not wish to take a prescriptive approach as we do so. Instead, we will work with our parishes across the district on their Neighbourhood Development Plans so that locations for development can be identified and community-led economic growth promoted widely.

Use the Local Plan to plan for a cohesive district

The **east of West Berkshire** has particularly strong economic links to Reading and therefore may be where there will be significant new housing and infrastructure development. We will work in partnership with our neighbouring authorities and others to deliver sustainable low carbon development with a strong sense of community, as well as great employment opportunities for its residents.

Theale, located at Junction 12 of the M4, is of particular economic importance as it is the location of Arlington Business Park, which houses the international headquarters of a number of firms, as well as some creative, and rapidly growing, small and medium sized businesses. We will support Theale as a prime location for business by protecting its status as an important employment location through our planning processes and will work with partners to enhance the infrastructure and offering there to attract other businesses to the town.

The **Atomic Weapons Establishment (AWE)** has two bases in this area, at Aldermaston and Burghfield. AWE is an important provider of local jobs but its location has implications for the future level of development in the surrounding area. We will consider how we can support sustainable growth on these sites, ensuring that AWE's status as a world leader in innovation and employment opportunities is allowed to grow.

We will focus on town centre masterplanning in **Thatcham** and will seek external investment for this purpose. This would ensure that infrastructure and town centre facilities can be upgraded to meet the demands and ambitions of Thatcham Town Council and the town's residents and businesses.

Newbury which was recognised recently as having more economic potential than any other UK small town, will continue to be a major focus for development in the district up to 2036 with the re-development of Market Street and the regeneration of London Road Industrial Estate, which will increase the vibrancy of the town. This will be facilitated by a town centre masterplanning exercise, undertaken by independent consultants in conjunction with the local community. We will then work in collaboration with the Newbury Business Improvement District (BID), the LEP and Newbury Town Council to deliver sustainable, attractive projects of which the district can be proud.

In **Hungerford**, we will work with stakeholders including Hungerford Town Council, Network Rail and Great Western Railway to consider how the town's aspirations can be realised, including for the area surrounding the station. We will also work with the Chamber of Commerce to highlight the town's unique offer as a thriving retail centre with a variety of exciting independent retailers.

We commit to address this through better use of technology, including through the Internet of Things as part of the Smart Cities project, so that where our people live does not affect their chances of securing employment and opportunities.



Reshape our town centres

The changing role of town centres has been well-documented. Footfall nationally has declined in the face of online shopping and the future is likely to see our town centres used for a wider variety of activities, including office, leisure and experiential uses. This is also a key theme of the BLIS, which highlights the increasing importance of effective placemaking to our economic prosperity.

Starting first in Newbury, our largest town, and moving elsewhere as resources allow; we will undertake work and research to determine how the future of our high streets is likely to look and what we can do as a council to facilitate this.

We also recognise that running an independent business can be particularly challenging and are committed to raising awareness of the importance of supporting all of our town centres and independent businesses in our district through direct support, communications and campaigning activities.

This work is not something that we can do alone. We will drive these ambitions, working with stakeholders such as the Newbury Business Improvement District, the Newbury West Berkshire Economic Development Company, TVBLEP and others.

“We committed to making West Berkshire a place where everybody has the opportunity to thrive and fulfil their potential in a high quality and safe environment”

Promote the North Wessex Downs Area of Outstanding Natural Beauty’s status as a living and working landscape

The North Wessex Downs AONB is a nationally protected landscape and is West Berkshire’s biggest environmental asset. Covering 74% of the district, from Hungerford and Lambourn in the west to Pangbourne in the east together with Bradfield Southend, Chieveley, Compton, Great Shefford, Hermitage and Kintbury.

Our approach to development will continue to reflect our duty to protect this asset whilst balancing the need to ensure the vitality of our rural communities and economy through well-planned infrastructure.

We recognise that the current financial climate can be challenging, particularly for our rural businesses, which is why we intend to assist them to diversify where appropriate to increase their income potential. Many of our businesses and local estates have already managed to do this with great success and we will work with the Thames Valley Berkshire LEP to help others follow suit.

One of the strongest rural industries in West Berkshire is the racehorse industry. We are home to a world class racecourse in Newbury and the ‘Valley of the Racehorse’ (Lambourn) which is worth over £22m each year to our economy and employs over 700 people. We will further improve links with the industry, carefully considering how we can help to deliver a setting that allows it to develop at pace as an integral part of the rural landscape.

Enhance our leisure and cultural offering

The perceived weakness of our leisure offering has been anecdotally expressed as a barrier to younger people choosing West Berkshire as a place to live, work and learn.

To reflect the importance of this in retaining young people, contributing to positive wellbeing and making West Berkshire a great place to live, the council will work with partners to develop new Culture and Leisure Strategies.

Through our work with partners, our parishes and our businesses, we will assist with the delivery of the well-planned, well-housed and cohesive communities as set out in the West Berkshire 2036 Vision and the Council Strategy 2020-2023



Infrastructure

Future Proofing our infrastructure

Effective strategic infrastructure, is key if we are to deliver the aspirations laid out in the West Berkshire 2036 Vision and, consequently, this strategy.

The identification, funding and provision of this physical, social and environmental infrastructure will ensure that West Berkshire will thrive economically. It is the reliability of local transport networks, the security and cost of energy, the affordability of housing, the resilience of local utility services and digital connectivity that will be critical to local people and businesses in the years to come. This infrastructure should be well-planned, unlocking the district's potential and contributing to an inclusive environment in which we are proud to work and live.

As set out in the Places chapter, this strategy is interwoven with the Local Plan Review to 2036 which will focus the location of new development based upon the Plan's spatial strategy. Physical infrastructure will need to adapt to and complement future development proposals, which will be achieved through the development of an Infrastructure Delivery Plan (IDP) which we will implement in collaboration with our partners. The key parts of this IDP are likely to be:

- Green infrastructure
- Digital infrastructure
- Housing
- Transport, including road, rail and cycling

Through the delivery of this strategy we will:

Improve our green infrastructure and create a low carbon future for West Berkshire.

In July 2020, West Berkshire Council declared a Climate Emergency and committed to working towards carbon neutrality by 2030. An integral part of delivering this will be in the implementation of our Environment Strategy 2020-2030.

As well as measures to boost recycling, protect our natural environment and address the district's carbon budget, the Environment Strategy includes plans to ensure the delivery of sustainable utilities, offer support to businesses wishing to adopt green initiatives and invest in green infrastructure, including public transport and flood defences.

We will respond to climate change mitigation targets and the district's vulnerability to flooding and rising consumption of finite resources, and seek to minimise carbon emissions by locating major developments in the most sustainable locations.

We will also do all we can to minimise the impact of our own buildings on the environment and assist residents and businesses to do the same whilst considering new ways of generating energy. We have recently invested a significant amount into solar panels across the district and will look to work on similar projects as funding allows.

Future-proof our digital infrastructure

Throughout this strategy, reference is made to the importance of the digital technology industry in West Berkshire, now and in the future. Central to this is the need to ensure that even better digital infrastructure is in place to further enhance the district's already excellent offer.

The Superfast Berkshire project, which West Berkshire Council leads, has delivered almost 100% superfast broadband coverage across West Berkshire in recent years. A key priority for this project in future years is likely to be the installation of full fibre across Berkshire. At present 12% of businesses and residents have access to 'full fibre' and it is hoped to significantly increase this over the period of this Strategy.

We will encourage the deployment of 5G, or other relevant emerging technology, across the whole of West Berkshire, not just the urban parts. We will seek to ensure that the Government's 5G Testbeds and Trials programme includes West Berkshire, and will participate in bids to achieve this to ensure that rurality is not a barrier to business success and access to digital services.

Through the emerging Local Plan, we will include plans to require the installation of gigabit capability in all new builds in urban areas and all developments of over 10 homes across the district, subject to viability.



Redress the district's housing mix

The shortage of affordable housing is a particular problem, which has implications for workforce availability and the economic sustainability of our district. The affordability and accessibility of housing is also key if we are to attract and retain young people in West Berkshire whilst meeting the needs of the whole population. The council's Local Plan Review and Housing Strategy will outline what we will do in order to achieve this.

Through our Housing Strategy, we will review the need for further provision to be made for key workers. We will also consider how we can provide affordable housing to those who work in the care industry so that they can afford to live as well as work in the district and will work hard to try to attract a provider of rented accommodation specifically for single young professionals to West Berkshire.

Enhance our transport infrastructure

The council will develop a new Local Transport Plan, which will outline how our roads, rail, pedestrian and cycle ways can be improved in order to meet the demands of the future. Among the actions currently being considered are:

Roads

Given the Government's commitment that almost all vehicles will be electric by 2035 as well as emerging technology in autonomous vehicles, we must ensure that the infrastructure is in place to support them. In doing so, we will help to reduce carbon emissions, reduce congestion and make travel smarter.

The council will seek to develop further use of Intelligent Transport Systems, including intelligent roads and bridges, to help manage transport networks and to provide better information to transport users.

Additional public charge points will be installed at safe, convenient and sustainable locations throughout the district, including in on-street residential settings, to minimise barriers to charging for those who wish to use electric vehicles.

To demonstrate our own commitment to this we will increase the percentage of our existing car club vehicles as well as others in our fleet that are electric.

Rail

Improvements to our railway stations are already underway, with the benefits of electrification having delivered additional services to central London and a £ 6 million redevelopment at Newbury Station starting in 2020. As funding allows, we will extend this to other stations so that as many people as possible are able to take advantage of enhanced rail connectivity.

Cycling

In recent years, we have seen significant investment in our cycling infrastructure. In line with our commitments in the Environment Strategy, and in order to increase the number of travel modes available to residents and workers in the district, we will further expand this in the future.

It is our hope that in realising these ambitions, we will have contributed to the creation of a high tech, well-connected West Berkshire that is open for business.



“In recent years, we have seen significant investment in our cycling infrastructure. In line with our commitments in the Environment Strategy, and in order to increase the number of travel modes available to residents and workers in the district...”

Business Environment

The best place to start and grow a business

The council plays a major role in the local economy. It is one of the district's biggest employers and is a key local influence due to its regulatory functions (such as planning and licensing), its collection of business rates, ownership of leisure and cultural facilities as well as its delivery of services to residents such as waste collection, road maintenance, education and social care.

How we as a council can help to create the 'West Berkshire that welcomes business, enterprise and industry into a productive, growing and dynamic local economy' that partners subscribed to in the West Berkshire 2036 Vision is key to the delivery of this strategy. In order to do so, we must:

- Create an environment that helps businesses to start up
- Ensure existing businesses are able to grow
- Promote West Berkshire as an inward investment destination
- Be a business-friendly council
- Foster relationships and networks

This is not something we will deliver alone. We will commit to funding the emerging Newbury West Berkshire Economic Development Company (EDC), which will play a leading role in this work, making West Berkshire the go to destination for businesses. In order to do this, together.

We will:

Create an environment that helps start-ups and existing small businesses to grow

We want to do all we can to encourage businesses to start up and to help them to expand. For this reason, we will develop a clear **package of business support** that will act as a **one stop shop** for our businesses. We will work directly with business owners to ensure this is tailored to each of the sectors operating in the district. This will allow as many businesses as possible to take advantage of this service.

Furthermore, we are members of the Thames Valley Berkshire Local Enterprise Partnership, who provide specialised business advice services through the Berkshire Growth Hub. This includes courses for start-ups, accelerator programmes for high growth businesses, information sessions on marketing and advice about access to finance. By referring our businesses to the programme, we will help them to develop the skills they need to grow.

With the growing profile of the **green agenda** and the need to move towards carbon neutrality, many new green businesses are emerging. Across our district there are examples of businesses taking responsibility and showing leadership on this issue and grasping the market opportunities arising from a low carbon global economy.

The policy decisions we make and the infrastructure we provide should enable our businesses to grow in a responsible and sustainable way. To support this, facilities such as remote working, a wider range of travel options and access to sustainable utilities will be made readily available to them. Equally, the existing support offered to businesses through our work with the Thames Valley Berkshire Local Enterprise Partnership will help new and existing green businesses to grow and develop within the district.



The Thames Valley Berkshire Local Enterprise Partnership has undertaken research into the availability of **incubator space** for early stage businesses and has highlighted that West Berkshire is lacking such facilities. It is felt that such facilities may boost opportunities for start-ups and growing businesses who require flexible, good value spaces for their fledgling enterprises. We will therefore develop a business case to establish whether there is a need to convert space that has gone unused for some time into incubator and shared working space. We will also, through the Local Plan Review, consider how the planning process might assist in facilitating the delivery of such space across the district.

Remain the most business-friendly council

West Berkshire is already a great place to do business, with Newbury being recognised as the most business friendly small town in the UK. In the West Berkshire 2036 Vision, we showed a strong commitment to economic development and recognised its importance to the district's future if we are to build on this.

Business rate relief has proven effective as both an incentive for new businesses and a helping hand for existing ones. West Berkshire Council already provides businesses with a variety of business rate relief schemes with good results. As part of our ongoing drive to support more and more businesses, we will regularly review our relief schemes and consider, where affordable, whether they can be expanded. In line with our commitment to inclusive growth, we intend to target this where possible at firms who demonstrate a commitment to an inclusive local economy and who can evidence the social value they contribute.

We will also ensure that our own processes do not place an unnecessary burden on those who choose West Berkshire as the location in which to run their business.

West Berkshire Council has decided to reflect this prioritisation by applying new resource in its economic development function and developing the services provided by the **Public Protection Partnership**. Furthermore, it is restructuring teams within its Planning and Development service to consider economic development consequences more closely in its decision making.

The council's **planning** policies will facilitate and support a strong, diverse and sustainable economic base across the district. Through the Local Plan Review we will continue to ensure sufficient sites are provided in the right locations to foster sustainable economic growth, and the district's Protected Employment Areas will continue to play a vital role in maintaining a portfolio of suitable sites to meet future demand.

In 2018, West Berkshire Council worked with Greenham Trust to produce a successful Local Development Order for Greenham Business Park. This LDO offers those wishing to relocate to the Park the opportunity to create bespoke premises in which to grow their business through a simplified planning process. We will continue to promote this LDO and look to implement other similar initiatives to boost our economy, where appropriate.

As a local authority, we **procure** a great deal of goods and services as well as works as part of major spending through our Capital Programme. We will support our local SMEs and voluntary and community sector organisations by providing guidance about how they may form consortia bids with their peers to deliver value. Furthermore, we will hold local events pre-tender to provide them with opportunities to understand future requirements.

We will encourage SMEs and voluntary community sector organisations to bid for contracted work at a scale that is appropriate to their capacity and capability and hold periodic supplier forums for specific areas of purchasing such as adult social care to ensure that there is good understanding in the market about current requirements and developments in the sector to aid contract delivery.

We will also, as part of our commitment to inclusive growth, seek to encourage bidding from businesses who share our aspirations towards inclusive growth and social value-friendly practice including the opportunities available to their own workforces, payment of the Real Living Wage to its employees and their environmental sustainability records.

Promote West Berkshire as an inward investment destination

West Berkshire has many assets. What it does not have, however, is a clear brand identity that is recognisable to those who do not live in, or at least close to, the district. Arguably, this is a difficult

concept to develop as the area is diverse and offers excellent prospects across a wide range of industries.

The Newbury West Berkshire Economic Development Company will partner with us to address this issue. Together, we will work to attract new businesses to West Berkshire by promoting available land in the district and offering a 'soft-landing service' to potential new movers to the area whilst assisting existing businesses with their future growth plans.

The EDC will also work with the various volunteer groups and networks it has established to create events which help promote the local area for the benefit of all of those who live and work here.

Although the form this will take is still unknown, we are confident that the range of stakeholders involved with the project will give us the best possible chance of success.

Foster relationships and networks

We know we aspire to be business-friendly and that we are ready to help but this is irrelevant if the business community doesn't know it too.

An important part of this is getting out and about in the community, meeting businesses and gathering their views. We will do this even more often, including during our annual budget setting when we will host an engagement event for our businesses. It is therefore our intention to continue developing these activities, ensuring that our engagement is innovative and tailored to the individual needs of those we meet.

Moving forward, we as a council will seek to further increase our use of social media across a wider range of platforms so that we are able to engage with businesses in a more dynamic way and will also contribute to a comprehensive programme of networking events for our businesses, to be organised by the Newbury West Berkshire Economic Development Company.

It is our hope that in delivering these ambitions, together with the the Newbury West Berkshire Economic Development Company, we will have created the best possible environment in which our businesses are able to thrive.

Delivering the Strategy

West Berkshire is an ambitious district and must be well-prepared for the future. Ensuring that we are is not the role of West Berkshire Council alone. For this reason, it is our intention to continue to work with our partners, including the TVLEP and the Chamber of Commerce to realise the objectives and programmes we have outlined. We will also continue to work with the Newbury Business Improvement District and local councils, particularly to support our own place shaping aspirations and those of our local communities.

To support the Delivery Plan, the council is intending to recruit an additional post into its Economic Development Team. We also, subject to appropriate governance agreements being put into place, intend to provide financial support to the Newbury West Berkshire Economic Development Company as we see them as a key partner in delivering a number of the aspirations outlined in this strategy. We have highlighted within the attached Delivery Plan where we feel our joint working would be most beneficial.

In the coming years, a range of factors, both within our control and otherwise, will influence the future course of West Berkshire. Demographics will change, the implications of national political change will be manifested and trends will come and go. In realising the ambitions in this strategy, we will have ensured that we are as well-positioned as possible to remain on a course that benefits all of our residents and businesses.

| Number | EDS Chapter | Strategic aim | Linked Council Strategy Priority(ies) | Link to BLIS Theme | Action(s) | Responsible organisation | Governance Group | Resource | KPI/Measures | Q1 2020 | Q2 2020 | Q3 2020 | Q4 2020 |
|--------|-------------------------|---|--|---|---|--|---|--|---|---------|---------|---------|---------|
| 1 | People-Inclusive Growth | Create a more inclusive working environment | Support everyone to fulfil their potential Ensure our vulnerable children and adults achieve better outcomes | People, Priority Skills Statement | Promotional campaign around disability confident scheme West Berkshire Wellbeing courses World of Work programme | WBC | Economic Development Board Workforce Board | Economic Development Team, Post 16 Team, West Berkshire Wellbeing | Reduction in number of NEETs Promotion scheme established by Q4 2020 3 businesses referred to WBW courses per quarter | | | | |
| 2 | People- Skills | Encourage uptake of apprenticeships across West Berkshire | Support everyone to fulfil their potential Ensure sustainable services through innovation and partnerships | People, Priority Skills Statement | Create a Community Apprenticeship Levy Fund | WBC or TVBLEP | Economic Development Board Workforce Board | Economic Development Team, Workforce Board | WBC to recruit 10 businesses to Apprenticeship Levy Fund 15 apprenticeships created | | | | |
| 3 | People- Skills | Encourage uptake of apprenticeships at West Berkshire Council | Support everyone to fulfil their potential | People, Priority Skills Statement | Create workplace apprenticeships at WBC | WBC | Workforce Board | Strategy and Governance | WBC to create 24 apprenticeships annually including 9 for low employment groups | | | | |
| 4 | People- Skills | Support the university centre at Newbury College | Support everyone to fulfil their potential Ensure sustainable services through innovation and partnerships | Ideas, People, Priority Skills Statement | Create placements for Social Care students Work with Newbury College on Employment and Skills Plans | WBC | Economic Development Board | Economic Development Team, HR Support | 100% of ESP to consider needs of UCN construction students Assistance with funding bid submissions for expansion plans as appropriate | | | | |
| 5 | People- Skills | Ensure comprehensive careers advice is available | Support everyone to fulfil their potential Ensure our vulnerable children and adults achieve better outcomes Ensure sustainable services through innovation and partnerships | People, Priority Skills Statement | Deliver tailored careers advice Deliver a more comprehensive range of training opportunities Showcase employment opportunities available in the district at a careers fair or similar event through SEP/NWBEDC Rebadge Skills and Enterprise Partnership as an employer/educator forum | WBC, TVBLEP, Education Business Partnership, Skills and Enterprise Partnership | Skills and Enterprise Partnership | Economic Development Team | Delivery of annual careers fayre Renewed ToR for Skills and Enterprise Partnership TBA WBC work experience programme established by Q3 2021 | | | | |
| 6 | People- Skills | Improve digital skills provision | Support everyone to fulfil their potential Ensure sustainable services through innovation and partnerships | People, Priority Skills Statement | Expand coding club provision Bid for funding for equipment | WBC | | Economic Development Team, Libraries, Schools Improvement Team | Funding bid submitted by Q2 2021 Partnership with local day centre established for adult training by Q3 2021 3 employers recruited as volunteers by Q2 2021 | | | | |
| 7 | People- Skills | Achieving skills legacy from major development | Support everyone to fulfil their potential Ensure sustainable services through innovation and partnerships | People, Priority Skills Statement, Infrastructure | Embed Employment and Skills Plans into major applications | WBC | Economic Development Board | Economic Development Team | ESP delivered for 100% of large developments | | | | |

| Number | EDS Chapter | Strategic aim | Linked Council Strategy Priority(ies) | Link to BLIS Theme | Action(s) | Responsible organisation | Governance Group | Resource | KPI | Q1 2020 | Q2 2020 | Q3 2020 | Q4 2020 |
|--------|---|--|--|---|---|--|----------------------------|---|--|---------|---------|---------|---------|
| 1 | Places-Help communities to shape their own places | Ensure that Economic Development consequences are considered in the planning process | Ensure sustainable services through innovation and partnerships Develop local infrastructure, including housing, to support and grow the local economy | Places, People, Infrastructure | Offer consultation advice and/or responses on all major non-residential planning applications | WBC | Economic Development Board | Planning Policy Team | 95% of all Major Non Residential Applications to have a Economic Development response to the planning application consultation | | | | |
| 2 | Places- Local Plan | Ensure that adequate employment land is identified in the Local Plan to 2036 | Develop local infrastructure, including housing, to support and grow the local economy Support businesses to start, develop and thrive in West Berkshire | Places, Business Environment, Ideas, Infrastructure | Produce HELAA and promote sites that are recommended for development | WBC | Economic Development Board | Planning Policy Team, Economic Development Team | The promotion of suitable employment policies in the local plan at every stage of the process until adoption. | | | | |
| 3 | Places- Town centres | Promote West Berkshire as a business destination and inform the business community of development within Newbury | Ensure sustainable services through innovation and partnerships Support businesses to start, develop and thrive in West Berkshire | Places | Host regular New in Newbury Conferences | WBC | Economic Development Board | Economic Development Team | Annual conference delivered | | | | |
| 4 | Places- Town Centres | Plan for the future of Newbury Town Centre | Ensure sustainable services through innovation and partnerships Support businesses to start, develop and thrive in West Berkshire | Places | Prepare Masterplan for Newbury Town Centre London Road Industrial Estate | WBC | Economic Development Board | Economic Development Team | Plan delivered by Q2 2021 Projects contained delivered (dates to TBA) | | | | |
| 5 | Places- Town Centres | Plan for the future of Thatcham Town Centre | Develop local infrastructure, including housing, to support and grow the local economy Support businesses to start, develop and thrive in West Berkshire | Places | Submit LGF bids where available Submit High Street Fund bids where available | WBC, TTC | Economic Development Board | Economic Development Team, Planning Policy Team | Bids submitted Projects completed subject to funding | | | | |
| 6 | Places- Town Centres | Plan for the future of Hungerford Town Centre including Station and surrounding area | Develop local infrastructure, including housing, to support and grow the local economy | Places | Submit LGF bids where available Submit High Street Fund bids where available | WBC, HTC, Hungerford Neighbourhood Development Group | | Economic Development Team | Bids submitted Projects contained delivered TBA | | | | |
| 7 | Places- Town Centres | Promote independent businesses in town centres as a retail destinations | Ensure sustainable services through innovation and partnerships Support businesses to start, develop and thrive in West Berkshire | Places, Business Environment | Hold Small Business Saturday events Develop marketing campaigns for town centres | WBC, Newbury BID, NTC, HTC, TTC, TPC | Economic Development Board | Economic Development Team, Graphics | Decline in vacancy rates, position on retail index maintained, retaining footfall, Business rates receipts increase | | | | |
| 8 | Places- Rural and AONB | Support and encourage rural diversification including racehorse industry | Ensure sustainable services through innovation and partnerships Support businesses to start, develop and thrive in West Berkshire | Places, Business Environment, Ideas | Join and contribute to WIRE Establish regular meetings with rural businesses, including the Estates and Newbury and District Agricultural Society | WBC, TVBLEP, Berkshire Growth Hub | Economic Development Board | Economic Development Team | Rural network established by Q1 2021 | | | | |
| 9 | Places- Culture and Leisure | Create new Culture and Leisure Strategies | Maintain a green district Develop local infrastructure, including housing, to support and grow the local economy | Places | Produce and implement a new Cultural Strategy Produce and implement a new Leisure Strategy | WBC | Place directorate | Public Protection and Culture | Strategies to be delivered by date agreed on Forward Plan | | | | |

| Number | EDS Chapter | Strategic aim | Linked Council Strategy Priority(ies) | Link to BLIS Theme | Action(s) | Responsible | Governance Group | Resource | KPI | Q1 2020 | Q2 2020 | Q3 2020 | Q4 2020 |
|--------|------------------------|---|--|---|---|------------------------|---|--|---|---------|---------|---------|---------|
| 1 | Infrastructure-Digital | Further improve digital infrastructure, including 5G | Develop local infrastructure, including housing, to support and grow the local economy | Infrastructure, Ideas, Business Environment | Promote the availability of gigabit capability in every development through the Local Plan WBC to lead on Superfast Berkshire Smart Cities Project Bid for Rural 5G Test Bed Status | WBC, TVBLEP | Economic Development Board Berkshire Digital Infrastructure Group, Planning Advisory Group | Economic Development Team, Planning Policy Team | Delivery of associated projects Completed bid to DCMS New policies in Local Plan review Level of coverage 98.7% by Q3 2020. Further timescales and projects to reach 100% to be established by Berkshire Digital Infrastructure Group | | | | |
| 2 | Infrastructure-Housing | Enable the construction of more affordable housing, including affordable rented accommodation for young professionals | Develop local infrastructure, including housing, to support and grow the local economy | Infrastructure | Delivery and implementation of a new Housing Strategy Sovereign JV | WBC, TVBLEP, Sovereign | Housing Board | Housing Team | Targets contained in housing strategy including average 35% affordable- key worker in narrative | | | | |
| 3 | Infrastructure- Rail | Improve rail infrastructure | Develop local infrastructure, including housing, to support and grow the local economy | Places, Infrastructure | Newbury Station improvements Thatcham, Theale and Hungerford railway stations Market Street Development | WBC | Economic Development Board, Transport Advisory Group | Market Street Development Project Team, Planning Policy Team, Economic Development Team, Transport Policy Team | Railway station projects completed | | | | |
| 4 | Infrastructure-Cycling | Improve cycling infrastructure | Develop local infrastructure, including housing, to support and grow the local economy | Places, Infrastructure | New Local Transport Plan, Environment Strategy | WBC | Environment Board | Planning Policy Team, Economic Development Team, Transport Policy Team | A4 cycle lane plus further strategic network improvements as funding allows | | | | |
| 5 | Infrastructure-Green | Increase availability of green infrastructure | Maintain a green district Develop local infrastructure, including housing, to support and grow the local economy | Infrastructure, Energy Strategy | Environment Team to confirm post-consultation | WBC, TVBLEP | Environment Board | Environment Team | To be advised by Environment Team/Environment Strategy Delivery Plan | | | | |
| 6 | Infrastructure-Green | Encourage uptake of greener modes of transport | Maintain a green district Develop local infrastructure, including housing, to support and grow the local economy | Places, Infrastructure, Energy Strategy | Increase car club fleet Deploy EV Charging Points | WBC | Transport Advisory Group | Transport Policy Team | Measured decrease in congestion Delivery of transport schemes Additional charging points installed WBC fleet 100% ULEV by 2030 | | | | |

| Number | EDS Chapter | Strategic aim | Linked Council Strategy Priority(ies) | Link to BLIS Theme | Action(s) | Responsible organisation | Governance Group | Resource | KPI | Q1 2020 | Q2 2020 | Q3 2020 | Q4 2020 |
|--------|---|--|--|-----------------------------|--|---|------------------------------------|---|--|---------|---------|---------|---------|
| 1 | Business Environment- Start ups | Help start up businesses to develop and grow | Support businesses to start, develop and thrive in West Berkshire Develop local infrastructure, including housing, to support and grow the local economy | Business Environment, Ideas | Develop incubator space Develop a soft landing business support package | TVBLEP, Newbury West Berkshire EDC | Newbury West Berkshire EDC, TVBLEP | Economic Development Team | Business birth rate and business death rate to remain steady Vacancy rate to decline No decline in footfall Business support package in place by Q1 2021 Inward investment strategy delivered by Q2 2021 Governance and Terms of Reference in place by Q3 2020 Business case demonstrating need for incubator space to be developed by Q4 2021 | | | | |
| 2 | Business Environment- Existing businesses | Offer support to existing businesses | Support businesses to start, develop and thrive in West Berkshire | Business Environment, Ideas | Develop a soft landing business support package | Newbury West Berkshire EDC | Newbury West Berkshire EDC | Economic Development Team | As above plus 30 businesses to be referred to Berkshire Growth Hub each quarter, including 5 to the scale up programme | | | | |
| 3 | Business Environment- Business friendly council | Ensure our regulatory functions act as enablers for businesses | Support businesses to start, develop and thrive in West Berkshire Ensure sustainable services through innovation and partnerships Develop local infrastructure, including housing, to support and grow the local economy | Business Environment | Consider how we can improve our own procurement to promote local businesses Use the planning process to enhance strategic employment sites eg LDOs PPP Undertake regular business rate reviews Meet the professionals engagement events | WBC | Economic Development Board | Economic Development Team, Development & Planning, Public Protection Partnership, Revenues & Benefits | Annual business rates review to take place as part of budget setting Six monthly 'Meet the professional' sessions held Annual 'Meet the buyer' event to be held | | | | |
| 4 | Business Environment- Networks | Develop a business engagement and networking events programme | Support businesses to start, develop and thrive in West Berkshire Ensure sustainable services through innovation and partnerships | Business Environment, Ideas | Hold regular, targeted events | Newbury West Berkshire Economic Development Company | Newbury West Berkshire EDC | Economic Development Team | 6 networking events hosted annually including 2 sector-based sessions Number of attendees to increase by 10% per quarter Number of companies as members to increase by 15 per quarter High growth in social media reach and content Evidence that geographical spread of businesses involved in NWBto be extended beyond Newbury | | | | |

| EDS Chapter | Strategic aim | Linked Council Strategy Priority(ies) | Link to BLIS Theme | Action(s) | Responsible organisation | Governance Group | Resource | KPI/Measures | Q1 2020 | Q2 2020 | Q3 2020 | Q4 2020 |
|--------------------------|--|---|--|--|--------------------------|----------------------------|--|---|---------|---------|---------|---------|
| People- Inclusive Growth | Tackle underemployment | Support everyone to fulfil their potential Ensure our vulnerable children and adults achieve better outcomes | People, Priority Skills Statement | TBA | WBC | Economic Development Board | Economic Development Team, Post 16 Team | TBA | | | | |
| Infrastructure- Roads | Improve road infrastructure | Develop local infrastructure, including housing, to support and grow the local economy | Places, Infrastructure | TBA | WBC | Environment Board | Planning Policy Team, Economic Development Team, Transport Policy Team | Measure of congestion Smart motorways project delivered Car patronage | | | | |
| Infrastructure- Green | Encourage uptake of greener modes of transport | Maintain a green district Develop local infrastructure, including housing, to support and grow the local economy | Places, Infrastructure, Energy Strategy | Public Transport enhancements | WBC | Transport Advisory Group | Transport Policy Team | Public transport measure TBA | | | | |
| People- Skills | Support the university centre at Newbury College | Support everyone to fulfil their potential Ensure sustainable services through innovation and partnerships | Ideas, People, Priority Skills Statement | Create placements for Social Care students Work with Newbury College on Employment and Skills Plans | WBC | Economic Development Board | Economic Development Team, HR Support | TBA number of students placed in ASC | | | | |



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WBC/SS/GM/0420

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Economic Development Strategy Consultation

| Number | Representation | Action / Comments |
|--------|--|------------------------------|
| 1 | <p>At this point in time there is no certainty that any development at Grazeley will take place. Whilst the Council is committed, in conjunction with neighbouring authorities and other partners, to exploring the opportunities that arise at this site there remain a number of factors influencing its uncertainty. For example, the infrastructure requirements are so great that government forward funding is required for any development to proceed. It is also considered necessary for the site to be properly assessed through the Local Plan Review process, and therefore it is important that the Council does not, at this stage, commit to delivering a site, and any associated infrastructure, when such uncertainties exist.</p> | <p>This comment is noted</p> |
| 2 | <p>In opportunities, section, suggest amending text to allow for flexibility in the plan-making process and to ensure certain developments do appear to be a 'done-deal' Strategic developments in sustainable locations e.g. Sandleford Park</p> | <p>Amendment accepted</p> |
| 3 | <p>In notable achievements section, Last bullet point; Clarify electrification. Suggest amendment to text; Electrification of the railway</p> | <p>Amendment accepted</p> |

| Number | Representation | Action / Comments |
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| | <p>P10</p> <p>What is an Employment and Skills Plan? How will Employment and Skills Plans be woven into every major development? Is this something for planning policy/Local Plan Review (LPR)? If so, this needs evidence.</p> <p>Suggest amendment to text; ...For this reason, we will always consider the employment and skills needs in tandem with all major development. ...</p> | |
| 4 | <p>P11</p> <p>Suggest some amendments to text; Fulfilling this aspiration will require work to ensure that more housing of the right types, locations and tenures is available to residents that meets local needs. This must be balanced with our commitment to delivering well-planned, well-connected communities with thriving urban areas and high quality rural ones. We will need to ensure.....</p> | <p>Amendment accepted</p> |
| 5 | <p>P12</p> <p>2nd paragraph – what is meant by community-led evidence-based new culture leisure strategies? This encompasses a lot, and whilst we would welcome culture and leisure strategy for the District, it raises questions as to how these are resourced and implemented.</p> | <p>The Libraries and Culture Manager was consulted on the document and was comfortable with the wording in this part of the document. The new Cultural Strategy is currently in development.</p> |
| 6 | <p>P13</p> <p>1st paragraph – remove the word perhaps from the second line. Suggest amendment to text; ...nationally protected landscape and is perhaps West Berkshire’s biggest environmental asset.</p> | <p>Amendments accepted</p> |

| Number | Representation | Action / Comments |
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| | <p>2nd paragraph – the Council has a statutory duty to conserve and enhance the AONB. Suggest amendment to text; will continue to reflect our duty to conserve and enhance this asset</p> <p>3rd paragraph – change the word necessary to appropriate. Suggest amendment to text; ...to diversify where appropriate to increase their income potential. ...</p> <p>4th paragraph – change the word horseracing to racehorse. Suggest amendment to text; ...is the racehorse industry. ...</p> <p>5th paragraph – Suggest amendment to text; allows it to develop at pace as an integral part of the rural landscape.</p> | |
| 7 | <p>P13</p> <p>1st paragraph – no decisions have been made through the Local Plan Review process with regard to spatial areas. Therefore, at the present time there remains four spatial areas across the District as set out in the Core Strategy. It is suggested to amend the ‘Eastern Area’ to read either ‘The eastern part of the West Berkshire..’ or ‘The east of West Berkshire..’</p> <p>The remainder of the paragraph should be reworded to make development at Grazeley sound less definite. Suggest amendment to text;</p> <p>The eastern part of West Berkshire has particularly strong economic links to Reading. As such, we will work with our neighbouring authorities and others in exploring potential for significant new housing and infrastructure development at Grazeley, which could deliver a</p> | Amendments accepted |

| Number | Representation | Action / Comments |
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| | sustainable strategic site with a strong sense of community, as well as great employment opportunities for residents. | |
| 8 | <p>P14</p> <p>Final paragraph - suggest amendment to text; At the time of writing, the following strategic infrastructure requirements have been identified by West Berkshire Council as a result of potential increased development in the district to 2036. no infrastructure requirements can be certain. However, as the Local Plan Review progresses, its accompanying Infrastructure Delivery Plan (IDP) will set out robust requirements for infrastructure provision to support new development to 2036.</p> | <p>Table will be removed so this comment will also be taken out</p> |
| 9 | <p>P15</p> <p>Suggest removal of the table. As set out above, infrastructure requirements are not certain at this stage and this table provides a level of detail which doesn't fit with the rest of this document. At such an early stage of the Local Plan Review process, this commits to infrastructure without the Plan context. No decisions have been made through the Local Plan Review process with regard to spatial areas. Therefore, at the present time there remains four spatial areas across the District as set out in the Core Strategy – the table sets out three areas.</p> | <p>Amendment accepted- table will be removed</p> |
| 10 | <p>P16</p> <p>4th paragraph – concern over policy implications for Local Plan Review. Commitment to require the installation of gigabit capability in all new builds in urban areas and all developments over 10 homes across the district. Is this evidenced?</p> | <p>Ashford BC and a number of other authorities have sought to apply this policy with some success. The Economic Development Team would be happy to work with the Planning Policy Team to evidence the need for such a policy in West Berkshire Council's Local Plan Review.</p> |

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| | Suggest amendment to text; Through the emerging Local Plan Review, we will consider policies to implement the installation of gigabit capability in | |
| 11 | P14 1st paragraph – affordable housing is an issue across the whole district. Is there evidence to indicate that this is particularly worse in rural areas? Suggest amendment to text; The shortage of genuinely affordable housing is a particular problem, especially in rural areas, which has implications | Amendment accepted |
| 12 | P18 1st paragraph – concern over policy implications for Local Plan Review. Commitment to place Employment and Skills Plans into planning applications to facilitate the delivery of incubator space - is this evidenced? Suggest amendment to text; Where appropriate, we will do this by placing Employment and Skills Plans into planning applications to facilitate the delivery of such space. Through the Local Plan Review, we will consider how the planning process may assist in facilitating the delivery of incubator space cross the District. | The need for incubator space is evidenced in the Thames Valley Berkshire Local Enterprise Partnership's report, published in June 2019. Text amendment accepted |
| 13 | P18 Title – Suggest amendment to text; Build the West Berkshire brand by promoting West Berkshire as a place that offers the best of both worlds (i.e. high quality natural environment and good access to Reading/London) | Amendment accepted |
| 14 | I have to say it is an excellent document and covers all | The year 2036 has been chosen as it aligns with the |

| Number | Representation | Action / Comments |
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| | <p>aspects of developing and improving West Berkshire during the next 17 years but why not make it a 20-year plan to 2039?!</p> <p>Having invested over £14m. across West Berkshire during the past 10 years in developing various ventures (www.cobbsfarmshop.co.uk); (www.cobbsfarmshops.co.uk/englefield); (www.alderridge.co.uk); (www.wbbrew.com), I am delighted to have created over 200 new, rural jobs. However, I must say that it has always been a constant (and costly!) battle with your Council's planning department who are consistently slow and generally negative in all their responses to my various applications. Surely an area for major improvement, please?</p> | <p>span of the new Local Plan.</p> <p>The comments with respect to the council's Planning service will be passed to relevant officers.</p> |
| 15 | <p>We are very pleased to see that a road bridge is expressly stated as part of the Council's economic development strategy for the Borough. It is clearly an essential element of the improvements to local infrastructure that the Council seek.</p> | <p>Although the table is being removed, this comment will be passed back to the Transport Team.</p> |
| 16 | <p>The Strategy refers considerably to the Digital Business World and also mentions the Horseracing Industry, however, there is no mention of the business sectors of; Agriculture, Forestry, Hotel / Tourism / Leisure, Culture / Performing Art (Watermill, Corn Exchange, New Greenham Arts, West Berkshire Museum) nor, surprisingly, the potential of future-looking Green Industry. For a 17-year forward plan for Economic Development this omission is very disappointing.</p> | <p>The strategy refers in the main to business as a whole. Any reference to individual sectors is on the basis of these sectors' need for specific infrastructure as well as the fact that the TVB LEP's 'Business in Berkshire' report identifies them as major employment sectors for West Berkshire.</p> <p>In terms of performing arts, a new Cultural Strategy is in development which is likely to focus on this.</p> |

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| | | <p>West Berkshire does not currently have a large group of businesses operating in the green industry but the Environment Strategy pledges support to those as these arise. This has been reflected in the revised Economic Development Strategy.</p> |
| 17 | <p>Page 12 looks at individual communities. It is disappointing to note the lack of detail within the Strategy and the lack of references to Thatcham, and no mention of working with Thatcham Town Council, Thatcham Chamber of Commerce nor the work done by the Thatcham Vision.</p> <p>Thatcham Town Council requests that the “Thatcham” paragraph be amended to reflect the Town Council’s opinion that Thatcham requires a properly resourced future Economic Development Plan that re-energises the retail sector and integrates new and existing business with excellent public facilities in the Town centre and that West Berkshire Council will work with Thatcham Town Council to agree priorities. Referring to the “Newbury” paragraph, Thatcham too wishes to benefit from “attractive projects of which the district can be proud”!</p> <p>Thatcham Town Council also requests that the existing Business Parks at Colthrop and Pipers Way be managed and supported sustainably so that the weight of activity moves from the current low-tech, low paid, distributive trades that cause incessant HGV traffic through the Town, towards high-tech and future facing businesses not only in the Digital Industrial Field but also in the Green Sector.</p> | <p>This is a strategy, not an implementation plan. As more projects are identified and attract funding, this will be reflected in the regular reviews of the strategy.</p> <p>There are not currently plans to resource the projects highlighted in the Thatcham Vision.</p> <p>Comments on the business park have been referred to colleagues in Transport and Countryside.</p> |

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| 18 | Page 13 states that “we hope to assist with delivery of well-planned, well-housed and cohesive communities...”. Thatcham Town Council requests that this statement be amended to “we intend to assist with delivery of...”. | Amendment accepted |
| 19 | <p>Thatcham Town Council requests the following amendments to the table on page 15:</p> <p>Education: Remove “new primary school provision” and replace with “re-provision Kennet School as a purpose designed, purpose built 1,750 pupil school with all appropriate technical and sporting facilities on site”. Thatcham does not require a new primary school; it does however require improved secondary provision.</p> <p>Highways - Newbury: amend to “Potential bypass for A339 <u>provided that it does not negatively impact Thatcham.</u>”</p> <p>Highways - Thatcham: Delete 1st paragraph and replace with “Create a Thatcham - Newbury Leisure Cycle Path.” Amend 2nd paragraph to “Bridge over the railway for the benefit of local residential traffic.”</p> | <p>These recommendations were identified in conjunction with officers from across West Berkshire Council, including in Education and Transport, and are evidence-based.</p> <p>The table will be removed after consultation with the Planning Policy Team.</p> |
| 20 | Currently a very generic document with little detail on targets and timescales and a disappointing lack of reference to working with Thatcham Town Council. There is no reference to the recent declaration of a Climate Emergency and how the Strategy can support this. The SWOT report is the second item, perhaps this may be | <p>This is a strategy, not an implementation plan. An implementation plan, which will include targets and specific projects, is in development.</p> <p>The SWOT has been moved to the end of the document as suggested.</p> |

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| | better as an appendix document. | |
| 21 | The Strategy is for 2019 – 2036, a period of 17 years, with proposed reviews four yearly. Thus, the final review will be 12 months before the period ends. Suggest that a 12-, 15-, 16- or 20-year period with either 3 or 4 yearly reviews would be more appropriate. However, Thatcham Town Council appreciates that 2036 aligns with the Local Development Plan. | As you say, it aligns with the new Local Plan so there are no plans to amend this at this time. |
| 22 | The document should refer to organisations that the Economic Development Team may have been in touch with to provide evidence that they will then have used to fashion the EDP. Either they consulted with them BEFORE producing the document so that it was developed in conjunction with the local business community or they have now produced this document without that information gathering and the Council is presenting it as its plan for comments – not the best way around, I would suggest. So can we get a list of the companies/organisations that they consulted with BEFORE this draft was developed and thus referred to in the document? | List provided |
| 23 | In the opportunities – of the SWOT analysis - that starts the document, there is no reference to enhanced Broadband or 5G roll out – how can we make much of this in the main document without showcasing it in the SWOT analysis. | Added to SWOT |
| 24 | The document is riddled with the word “hope” in our | The language here was developed with the Economic |

| Number | Representation | Action / Comments |
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| | summary objectives – Page 13, 16, 19, - this is very weak – hope is not a strategy – the document needs to be so much more positive than simply hoping we can make progress. | Development Board and deliberately retains a cautious approach. |
| 25 | There is a lack of targets – big ambitions that can be measured and promoted as KPIs that everybody signs up to. I might accept that the document is a high level plan BUT it should have a number of ambitions/goals that it can be measured against - otherwise it risks being simply a bland, tick box exercise rather than an ambitious roadmap for the development of the West Berkshire economy. What would be our 5G ambition in the plan period – could we not “stick our neck out to make progress that could be measured? | This is a strategy, not an implementation plan. An implementation plan, which will include targets and specific projects, is in development. |
| 26 | I think there are two ways of going with this – 1) where you keep it so high level that it is largely meaningless or 2) where you are prepared to commit to ambitious targets that the Council can work to achieve with local stakeholders – business community, of course, and several other organisations that have a commitment to improving the economy of West Berkshire. | This is a strategy, not an implementation plan. An implementation plan, which will include targets and specific projects, is in development. |
| 27 | The main concern is that there is no reference to environmental sustainability in the strategy. When attending Newbury Town Council’s Planning Committee, the Economic Development Team explained that a new Energy Strategy is being developed which will encompass environmental sustainability, and the Economic Development Strategy will be amended to mention it. Town Councillors however believe it is insufficient to | <p>The strategy was developed before the declaration of the climate emergency.</p> <p>Since this declaration, the council is doing a significant amount of work in this area, which will go out to public consultation after October’s Climate Conference.</p> <p>This strategy and the new Environment Strategy will be</p> |

| Number | Representation | Action / Comments |
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| | merely refer to another strategy, as following the declaration of a climate emergency, this matter should be central to the strategy. | implemented alongside each other at the same Executive meeting. |
| 28 | The Economic Development Team showed the Planning and Highways Committee a slide detailing the five key points from the 2036 Vision document, which again do not include sustainability, and Town Councillors asked that an additional key point be added to reflect it. This should be done when the Health and Wellbeing Board review the document at their annual conference. | This comment has been passed to the Health and Wellbeing Board who oversee the West Berkshire 2036 Vision. |
| 29 | Councillors are surprised that the closure of the Newbury Town Football Club is not mentioned in the Strategy, and when attending Newbury Town Council's Planning Committee, the Economic Development Team explained that it falls within the remit of the Cultural Strategy. Town Councillors also asked that they have representation on the West Berkshire Cultural Forum, which is being consulted on the Cultural Strategy, to be published by December 2019. | New Cultural and Leisure Strategies are currently in development. Issues surrounding Newbury Town Football Club will be considered as part of this work. |
| 30 | Councillors were concerned to see reference to a by-pass for the A339 and a link road for the Robin Hood Roundabout in the strategy, but no further information on this. Both items could have many implications for the town. When attending Newbury Town Council's Planning Committee, the Economic Development Team confirmed that the responses to this consultation will inform the Infrastructure Delivery Plan. | The infrastructure table will be removed and its contents revisited in due course |

| Number | Representation | Action / Comments |
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| 31 | A new Housing Policy is also being developed, and Town Councillors asked that affordable housing specifically for the local workforce be considered, to avoid the affordable housing to be provided being used by those commuting to other towns. It was also felt that we have a housing emergency and the document did not reflect the urgency of this. The unaffordability of housing effects all generations of working or retired age, and much more social housing is needed to provide security and affordability for many local people, including key workers. | The Economic Development Strategy makes reference to this issue but isn't in a position to comment as to what form new affordable housing developments will take given the stage we are at with the new Local Plan. |
| 32 | Newbury Town Council There is also no mention in the Strategy of the opportunity arising from the development of the Sterling Cables site. This could enable routes for sustainable travel to and from the employment area of Hambridge Road and Hambridge Lane, for example cycle lanes. | The infrastructure table is being removed but the opportunities presented by Sterling Cables will be added to the SWOT analysis. |
| 33 | Finally, in reference to Digital Connectivity, could the minimum development size be reduced from 10 or more homes to 3 or 5 or more? | This comment will be passed to the Planning Policy Team. |
| 34 | The enhanced leisure offering must include a football ground of the same standard as the stadium at Faraday Road comprising large 11v11 pitch/goals, floodlights, pitch/perimeter fencing, changing rooms, spectator stand, clubhouse, storage and turnstiles to allow the growing youth/adult population to play high level league and cup matches as they have always done previously until 2018. The obvious choice is to develop the current ground, or another one similarly located, as it's unlikely Northcroft could provide this. Redeveloping the London Road Estate purely for visual appearance is not a good enough | New Cultural and Leisure Strategies are currently in development. Issues surrounding Newbury Town Football Club will be considered as part of this work. |

| Number | Representation | Action / Comments |
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| | reason and the town's vibrancy will not be enhanced by having no first class, health/well-being, focal point for the national game. | |
| 35 | Page 12 of the draft strategy addresses the unique needs of the town centres. For Newbury, it is stated that WBC will work with Newbury Town Council. It is disappointing that there is no corresponding statement for WBC working with Thatcham Town Council. I hope that the regeneration of Thatcham will also involve "attractive projects of which the district can be proud", albeit perhaps on a smaller scale than Newbury. The Draft Strategy claims to address the period up to 2036. In that timeframe, the 'landscape' of retail will change substantially; the increase in online shopping and reduction in the use of cars is likely to increase the relative importance of shops within each centre of population, such as Thatcham. | <p>This is a strategy, not an implementation plan. As more projects are identified and attract funding, this will be reflected in the regular reviews of the strategy.</p> <p>There are not currently plans to resource the projects highlighted in the Thatcham Vision. A reference to Thatcham Town Council will be added.</p> |
| 36 | This response is specifically about 5G, and the sentence "We will bid to become a rural 5G testbed by the end of 2019 and will continue to submit bids to pilot emerging technologies." This sentence implies that participating in a testbed will improve 5G quality of service generally across West Berkshire. This is not inherently the case, because the focus of the DCMS Rural Connected Communities Programme (RCC) will be applications that benefit residents and businesses in rural areas. Indeed, infrastructure deployed for the testbed might be restricted to participants in the trial, as a result of UK Wireless Telegraphy legislation. The details of RCC have not yet been announced, so it is not certain that West Berkshire will meet the criteria, or will meet them well enough for a | <p>West Berkshire Council appreciates these comments. This section will be reworded to reflect the constraints of government funding for 5G,</p> |

| Number | Representation | Action / Comments |
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| | <p>successful bid. It is unlikely that WBC would lead a bid itself (due to the structure of project funding) - this would be either TV LEP or a local commercial organisation. DCMS will announce other 5G T&T competitions, which may be more suitable for West Berkshire, including the current competition for manufacturing and logistics. For these reasons, I suggest a more general statement, such as: "We will encourage the deployment of 5G across the whole of West Berkshire (not just the urban parts). We will seek to ensure that the Government's 5G Testbeds and Trials programme includes West Berkshire, and will participate in bids to achieve this".</p> | |
| 37 | <p>I believe that in order to attract business here we need West Berkshire to be a place where people want and can afford to live. Graduate-jobs.com comments that although an average high flier will start on a £30,000 a year package a more typical graduate could start on £19 to £22,000. A high flier graduate on this evidence would be able to afford £150,000 mortgage and is unlikely to have much of a deposit and for an 80% loan will need £37,500 deposit saved up and be able to afford £187,500 as a result. On Rightmove 24.07.19 there are 372 properties for sale in RG14 postcode of which 47 are below £190,000, of those 10 are shared equity and 10 are 2 bed flats. 27 the vast majority are 1 bed flats. there are no houses available in this price category in RG14. We are hearing that whilst a graduate may be attracted to work for firms here it is difficult to retain them when there is limited prospect of buying their own property. The other issue is that some firms do not want full graduates but</p> | <p>The Economic Development Strategy makes reference to this issue but isn't in a position to comment as to what form new affordable housing developments will take given the stage we are at with the new Local Plan.</p> |

| Number | Representation | Action / Comments |
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| | <p>want good 18 year olds who can study for improved qualifications locally. Our priority therefore would be houses that are affordable and training that is targetted towards a need along with Business accomodation that is protected and well located. The business accommodation locally is not keeping up with need, or perceived future demand A central business district forming a hub of good employers with ready access to transport networks including rail and offering flexible work environments would be ideal, but the town centre is constrained and much employment space is ageing and being surrendered to high density residential uses</p> | |
| 38 | <p>This section mentions the housing needs issue but not under a green headed action point. Of the 372 properties for sale on Rightmove in RG14 today 118 are flats a total of 31%. We believe the national average from Land Registry to be around 18% of sales in the UK pa as flats, we appear to be well above that in Rg14 part of West Berkshire. The action points for Newbury suggest that Market Street and Faraday will add to Vibrancy, yet the principle developments are for consented flats, without much thought apparently being given to the displacement of businesses homes charities and special needs groups and simple needs such as parking of vehicles, we do not share the view that as designed these areas are adding to "Vibrancy"</p> | <p>The Economic Development Strategy makes reference to this issue but isn't in a position to comment as to what form new affordable housing developments will take given the stage we are at with the new Local Plan.</p> |
| 39 | <p>Future Proofing is a very ambitious phrase, and perhaps already overtaken by the adoption of Climate Emergency status. However if future proofing is required phrases in</p> | <p>Comments passed to colleagues in Education and Transport for comment</p> |

| Number | Representation | Action / Comments |
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| | the strategy like Monitor provision of schooling and considering options for Highways need to be much bolder more specific and with deliverable outcomes in our view | |
| 40 | <p>"Housing etc" "A West Berkshire that welcomes business, enterprise and industry into a productive, growing and dynamic local economy". "A West Berkshire where the health of residents of all ages and backgrounds is good" A strong element in achieving these goals must be to consider the environmental impact in ALL planning. To reduce CO2 emissions, look at sustainability in every decision. These priorities are great but can't be achieved at any cost. You have declared a Climate Emergency. The word 'Emergency' is very strong and for a good reason. Planning must prioritise this so that in future years you don't look back in regret and wish you had made different decisions which you may have to try to reverse. New businesses which are sustainable, low/zreo CO2 should be encouraged. Audited? New house building, businesses, transport for thier workers etc must all be called to be show ow they will conform to what the 'Emergency' requires. For housing - what practical actions will you require of new house builders and for Social Housing e.g. Solar and Ground Source Heating. TVLEP - Are they required to consider the Climate Emergency?</p> | <p>The strategy was developed before the declaration of the climate emergency.</p> <p>Since this declaration, the council is doing a significant amount of work in this area, which will go out to public consultation after October's Climate Conference.</p> |
| 41 | Eastern Area and Grazeley, Theale - new housing. Environmental considerstions should be high priority from the start. You mention sense of community and employment for residents but there is no mention of environmental considerations | <p>The strategy was developed before the declaration of the climate emergency.</p> <p>Since this declaration, the council is doing a significant amount of work in this area, which will go out to public</p> |

| Number | Representation | Action / Comments |
|--------|---|--|
| | | consultation after October's Climate Conference. |
| 42 | Page 14 - "physical, environmental and social". I believe healthy living, mental health, community etc can be impacted for the better by placing a high priority on environmental/green issues. Consider BBONT Pledge For Nature. | The Public Health team were consulted on and did have input into the development of this strategy but will be consulted as to whether there is room to expand on the importance of this agenda. |
| 43 | Rebates for start-up and small businesses that prove sustainability etc. You mention "Build the West Berkshire Brand by promoting West Berkshire as a place that offers the best of both worlds (i.e. protected natural environment and good access). That sounds good but how will that be achieved i.e. the BEST of BOTH worlds? I understand the importance of trees but a few trees planted outside a new office may look nice but it must go deeper. | <p>The strategy was developed before the declaration of the climate emergency.</p> <p>Since this declaration, the council is doing a significant amount of work in this area, which will go out to public consultation after October's Climate Conference.</p> |
| 44 | Lets aim to learn from other other areas who are leading in adressing Climate Change. Many, many people want this. Ther is great support. West Berkshire can also be a shining example. "Can Do" not "Might Have To". | <p>The strategy was developed before the declaration of the climate emergency.</p> <p>Since this declaration, the council is doing a significant amount of work in this area, which will go out to public consultation after October's Climate Conference.</p> |
| 45 | Good Jobs etc.It is not easy to comment as they are obviously good in principle but there also needs to be a strong consideration of work for those at 'the bottom end of the scale'. As you say, "Greater earning power for ALL" | The council is working towards this. The Skills and Enterprise Partnership, the West Berkshire 2036 Vision and policies such as the Greenham Business Park Local Development Order will be integral to this. |
| 46 | Need more provision for social housing. 'Affordable' housing is not really affordable for those at the bottom end of the ladder who need most hope. Private rental offers no security. For people to have a real sense of community and take pride/interest in their area, they need | The Economic Development Strategy makes reference to this issue but isn't in a position to comment as to what form new affordable housing developments will take given the stage we are at with the new Local Plan. |

| Number | Representation | Action / Comments |
|--------|--|--|
| | <p>security in housing, education, employment. If you cannot guarantee where you will be living next year as private landlord may increase rent to unaffordable levels or decide to sell up you cannot have confidence that you will still be able to send your children to them same school, insecurity in housing leads to people feeling insecure in all other areas, which impacts local economy as they will not spend money in local shops or amenities. Don't care about their area as it's not their's and never will be. People need to feel invested. More could be done for public transport to surrounding areas, if you want people to be greener, stop relying on cars and use public transport the transport has to be there for them to use before they will make the change. Yes, it would make a large loss at first but it has to seen as easier and more cost effective than using a car for people to consider making the change.</p> | |
| 47 | <p>"Attract a university presence to West Berkshire" - this is great but needs to be more ambitious than current plans. Providing a space for limited HE provision for local learners is a good plus for the local economy but Newbury would make an excellent location for a university campus which seeks to attract students from across the country and internationally with the accompanying student accommodation. Ideally a University of Newbury but possibly Newbury Campus of Reading, Bucks New Uni etc. or even reaching out to major international players like Harvard or Yale about opening a UK campus in the town. The economic benefit of bringing thousands of students into the town would obviously benefit town businesses on Northbrook Street and beyond but could</p> | <p>The University Centre is being developed by Newbury College. West Berkshire Council is supportive of this initiative as the need for such a facility, as well as the courses it will be offering, are demonstrated by the TVBLEP's Priority Skills Statement.</p> |

| Number | Representation | Action / Comments |
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| | <p>also contribute (with the right housing policies) to growing the permanent graduate population in the town to help with the ageing population demographic balance problem identified in the Draft Strategy. Thought should given to whether there are town centre locations (the Royal Mail facility could be moved elsewhere, the old phone exchange building and empty Post Office are examples) where student accommodation and learning space could be developed in the town centre. "We will also conduct a review into nursery provision" - this is great to see but must not preclude the council taking a proactive approach of opening its own Maintained Nursery (in addition to Victoria Park) if the review concludes this is what is needed. "Link rural and urban areas" - conversations should be started with Network Rail and GWR about the feasibility of a shuttle rail service running simply Hungerford-Kintbury-Newbury-Newbury Racecourse-Thatcham, backwards and forwards, to dramatically increase frequency of services and also encourage more commuters/shoppers to ditch their cars. The Department for Transport should be contacted as it could be an opportunity for a cutting edge driverless light rail (Tram train) solution.</p> | |
| 48 | <p>We should also speak with DCMS about opening a National Children's Library here in Newbury which would build on the literary history of the place (Paddington, Watership Down) and attract vital tourism to the area as well as being a wonderful facility for local people.</p> | <p>Comments passed to Libraries and Culture Manager for consideration as part of the development of the Cultural Strategy</p> |
| 49 | <p>We need to be encouraging modal shift. Far too much in here about car use including bypasses. I've previously mentioned that we should look at increasing frequency of</p> | <p>The infrastructure table will be removed and its contents revisited in due course.</p> |

| Number | Representation | Action / Comments |
|--------|---|---|
| | <p>services between Hungerford-Kintbury-Newbury-Newbury Racecourse-Thatcham. We should seriously review whether small light rail (see http://www.parrypeoplemovers.com/) could be utilised in connecting Newbury railway station with a light rail link up to the retail park and onto Greenham (potentially then down to connect to Newbury racecourse) and also a link into the town centre, down Northbrook Street (which would need to become no longer open for car use) potentially then linking, via London Road (and incorporating both a 'Victoria Park stop' and a 'Health Centre stop'), then back to Newbury racecourse to create a loop (The Newbury Circle Line?). It could, somehow, perhaps link to Vodafone HQ too and thus garner funding from them which is currently spent on operating a fleet of buses. This kind of service, with frequency and reliability provided by the small light rail model, would be sure to dramatically increase the shift from car use to public transport. The Department for Transport are currently consulting on expanding light rail services across the UK and funding should be explored. Finally we need to consider rail links to nearby conurbations. It's ridiculous that commuters from Newbury-Didcot; Newbury-Swindon; Newbury-Basingstoke must go via Reading for a train service or, as is the case for most, opt to drive thus causing the congestion in Newbury and the demand for bypasses etc. There needs to be a serious consultation done on whether, at the very least, the Southampton-Winchester-Newbury-Didcot line can be rebuilt anew, perhaps alongside the A34 for the majority of its stretch. This has the obvious commuter benefit but also freight</p> | <p>These comments have been passed to the Transport Policy Team who will be in a position to comment as to whether any material changes might be made to reflect this response.</p> |

| Number | Representation | Action / Comments |
|--------|--|-------------------|
| | <p>coming off the A34 onto rail. This service should be pitched as the Western-most wing of the East-West Rail service the Government are developing which will link Norwich with Oxford via Cambridge, Milton Keynes and Bicester Village. This could allow direct services between Newbury and Oxford which would have major modal shift potential, getting commuters out of their cars and onto the railway. A new Southampton-Winchester-Newbury-Didcot line could also incorporate a new stop at Oxford Harwell Innovation campus. Consultation with DfT, Network Rail and others should be held on the feasibility of new rail links from Newbury to Basingstoke - via Tadley too. The economics probably don't stack up for a Newbury to Swindon rail link to be honest but journey times might be reduced if services could run direct from Newbury via Didcot on the aforementioned rebuilt line. There are currently some direct services from Newbury to Slough. As the Heathrow spur is opened representations should be made from the Council to GWR to ensure there are at least some morning and evening direct services from Newbury to Heathrow. These would be hugely beneficial to holidaymakers in the District but also increase the business reputation of the town. Similarly discussions should be facilitated by the council between South West Railways and GWR (and the Department for Transport) about running a cross-franchise set of services that run on the existing Newbury-Reading line and existing Reading-Waterloo line to allow some Newbury-Bracknell direct services that would foster greater links between the two tech towns, reduce journey times from current 1hr 12mins/1 hr 20mins to just 45 minutes and also allow</p> | |

| Number | Representation | Action / Comments |
|--------|---|------------------------------|
| | <p>direct links from Newbury to the business park at Winnersh Triangle and Reading university via Earley. GWR already run services from Wokingham (on the Reading-Bracknell line) to Gatwick. It must be possible to instigate Newbury-Reading-Wokingham-Guildford-Gatwick direct services even if just one in the morning and one in the evening. Being able to say Newbury has direct rail links to BOTH Heathrow and Gatwick would be massive. Finally on rail, the Council should take advantage of the delays to Crossrail to lobby DfT and the GLA to extend Crossrail to Newbury. Putting Newbury on the tube map would have obvious huge benefit to the area economically and potentially reduce consumer travel costs by introducing competition with GWR on the line.</p> | |
| 50 | <p>Just a plea to be ambitious. I appreciate I've set out bold calls for action on rail, light rail and a proper university of which not all can be achieved but there's huge potential in Newbury to bring young people and new businesses to the town and also for us to lead on modal shift to live up to the councils' declaration of a climate emergency.</p> | <p>This comment is noted</p> |
| 51 | <p>Good jobs - Businesses are leaving the area non stop. Shops who have been here decades are closing and even major chains such as star bucks are leaving. Prosperous communities - Crime is up, Earnings are down, People are not happy and you can see that by spending 5 minutes on any Newbury based social media account. The place looks like a tip - Graffiti and vandalism are rife again. the whole town is gridlocked due to un needed roadworks that serve no purpose. Half the high street is empty shops and homelessness is rife with people sleeping in doorway Infrastructure - Council cuts</p> | <p>This comment is noted</p> |

| Number | Representation | Action / Comments |
|--------|---|------------------------|
| | to all social aspect have ruined the towns infrastructure, Public transport is a joke Business - I run 4 businesses and am currently well into planning to leave this county as can no longer buy supplies needed nor park anywhere. roads are a joke | |
| 52 | You can not have good jobs when business are leaving for towns that are run by councils who actually try to improve the town rather than run vanity projects to try and make themselves look good on paper. This town is a ghost town now and once vodafone leaves it will be empty | This comment is noted |
| 53 | people feel abandoned. Public services are cut, public transport is non existent and no one can afford to live here | This comment is noted |
| 54 | Just look at how many businesses have left over the past 5 years - If the Councillors got off their backsides and walked around the town once a week they might of noticed the lights are OFF and no body's home | This comment is noted |
| 55 | Core basics before grandiose schemes designed to make the Councillors have something to sing about are whats needed WBC waste so much money - For example how much did this fancy booklet cost the tax payer? Newbury town council wastes hundreds of thousands of pounds a year and serves no purpose other than vanity If you have a town where a portion of its residents are hungry or homeless then you have a problem that needs fixing BEFORE anything else! | This comment is noted. |
| 56 | Whilst I agree with the general direction, premature investment in long term strategies at this point, could wasteful. In 2021 the next census and (hopefully) greater post Brexit reality, will provide far greater certainty of planning and policy direction. | This comment is noted |

| Number | Representation | Action / Comments |
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| 57 | <p>I would once again caution, that the next census and (hopefully) greater post Brexit reality in 2021, will provide far greater certainty of planning and policy direction. For all local authorities. On transport, I would caution on the reality of electric vehicles to overcome pollution and congestion. The reality is that the average age of vehicles on the road today is 9.1 years old, and that austerity and the cost and performance (mainly range) will probably mean only higher end vehicles see growth. How long will it be until sufficient numbers of second-hand vehicles are available, that do not require new batteries costing thousands of pounds to replace, to enable those with less funds to switch. Imaging just 0.1% of vehicles running out of power on the M25 As is widely known, electric cars do not solve congestion, or particulate pollution and It is no good being open for business if people find it a frustrating area to getting in and out. It is never wise to base future plans around technology and infrastructure that is not here, or affordable to the whole demographic. On people, the next census will provide confirmation of whether Newbury has reversed the trend of its younger demographic not returning after post education. My own children do not want to return to West Berkshire as they say there is no community spirit, and with so many employers now moving to remote working, where you live is becoming less important, and will probably continue to be the case. There are many other areas with lower house prices, and Newbury is in danger of being priced out the market. This will not be solved by more housing as it is the land value that keeps costs high. How will younger people afford to repay degree funding, save for</p> | <p>These comments have been passed to the Transport Policy Team who will be in a position to comment as to whether any material changes might be made to reflect this response.</p> <p>The Economic Development Strategy makes reference to the issue of housing but isn't in a position to comment as to what form new affordable housing developments will take given the stage we are at with the new Local Plan.</p> |

| Number | Representation | Action / Comments |
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| | housing, pay a mortgage and invest in a pension that can continue to pay rental once retired if they are not home owner at retirement. These are national issues but local problems. Have West Berks looked at the impact of artificial intelligence on the future job market trends? | |
| 58 | As housing costs are such an issue, it would be useful to keep the young people who would wish to stay in the area because they have family already here. Housing is one priority but I support the Arts and Culture promotion as Newbury has a reputation as being 'dull' for young people, as you say. | The Economic Development Strategy makes reference to this issue but isn't in a position to comment as to what form new affordable housing developments will take given the stage we are at with the new Local Plan. |
| 59 | Reliable broadband is key for us Agree 20 somethings do leave the area. In one way it's healthy for them to leave home but it would be good if our 20 somethings were replaced by new ones coming into the area. Transport also a big issue for young people to access rural workplaces if they don't drive. | This comment is noted |
| 60 | Not comfortable with AWE's poor safety record. | This comment is noted |
| 61 | Good jobs and greater earning power. I fail to see how a council can have a direct input in to this Creating prosperous communities depends primarily on the people in that community to achieve this, not the council Future proofing the infrastructure. Yes, this is something the council can do. A better place to start a business. There is only a limited amount a council can do, easing of taxes etc. Business training, finding customers, suppliers, is all down to the entrepreneur | This comment is noted |
| 62 | Helping young people has to be a priority. In Hungerford, we are concerned about the John O'Gaunt School as it is a vital place of learning for the poorer folk in our rural community. One thing I would add is better careers | This comment is noted |

| Number | Representation | Action / Comments |
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| | advice. So many young people leave school unsure as to what they should do next, and can spend several years swapping from one job to another before they find a direction that suits them. If a person can start on a career that suits their talent, they are more likely to be successful, they will have a happier life, and be a net contributor to the community. | |
| 63 | The spirit of what is written in the infrastructure section is undoubtedly right, but is it achievable. More houses means more land is needed, which reduces the the open spaces in the towns, and steals land from our countryside. It causes more cars on the roads, and more pressure on our public services. I feel there is no ideal answer for the problems that this section is trying to address. | The Economic Development Strategy makes reference to this issue but isn't in a position to comment as to what form new affordable housing developments will take given the stage we are at with the new Local Plan. |
| 64 | West Berkshire is an ideal location for international businesses because of its closeness to Heathrow Airport, and geographically it holds a central position for access to all the major cities in the South. Glad to see an emphasis on Engineering. I understand there is a shortage of machinists in this sector. | This comment is noted |
| 65 | With regard to improvements to railway stations. We are currently battling with Network Rail to improve Hungerford Station. I think there needs to be a re-shift in Network Rail's priorities to make this happen in a more seamless way. | This comment is noted and the Economic Development and Transport Policy Teams will work with Hungerford Town Council to put together bids for funding for improvement at Hungerford Station. |
| 66 | Not enough focus on the Eastern area unless the ridiculously large development at Grazely happens There needs to be some planned investment without Grazely are there is no guarantee this will happen and it will take years to get started. | This comment has been passed to the Planning Policy Team |
| 67 | We have been fortunate in attracting a number of | This comment is noted |

| Number | Representation | Action / Comments |
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| | successful high-tec businesses. This should be developed. But we must also increase spending on care for elderly. | |
| 68 | Apprenticeships are a great way to up skill the population and encourage young people to work in the area. Attracting a University to West Berkshire doesn't seem necessary, Reading is easily commutable from most of the county for students who want to stay at home, students who want to travel would prefer to be in a city or large town, this may benefit Newbury but is unlikely to help the rest of the county or its young people. | This comment is noted |
| 69 | With respect to AWE it's notable that there are certain nuclear industry hubs specifically in Warrington to support BNFL and Bristol to support EDF and Magnox which attract businesses and employees. These hubs go on to support other clients. If West Berkshire were to attract one of these hubs it would encourage people to live and work in the area rather than having so many people commuting in from other parts of the country on a weekly basis. | This comment is noted |
| 70 | Affordable housing is needed- e.g. at £100k or less otherwise younger people will move out the area. You have noted it as a target area but the referencing is very vague and does not actually say what you intend to do. | The Economic Development Strategy makes reference to this issue but isn't in a position to comment as to what form new affordable housing developments will take given the stage we are at with the new Local Plan. |
| 71 | This survey purposely misleads people so it can be said you have consulted the people of west berkshire. Why name each heading policy 1/2/3/4? Say what it actually is! Yes i have read the manifesto but i have not memorised which point is which. By doing this you are less likely to hlave objections as the audience is confused. I hope that was not the intention. I have 3 degrees and i was still confused. This makes the survey less accessible to all | This comment has been passed to the Consultation Team |

| Number | Representation | Action / Comments |
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| | people. Please rectify. | |
| 72 | High added value essential for greater prosperity. This means best education, particularly in science and engineering - not necessarily university-level. Strong apprenticeship programme essential and fundamental: not everyone is university material, but with the right training they probably have more to offer than undistinguished graduates. | This comment is noted |
| 73 | good sports facilities. Encourage exercise and healthy living to reduce obesity, diabetes, pressures on NHS. Doctors to provide positive encouragement to cut out junk food. | The Public Health team were consulted on and did have input into the development of this strategy but will be consulted as to whether there is room to expand on the importance of this agenda. |
| 74 | Ensure housing development is in the right places: avoid creating traffic chaos by wrong siting eg south of Hungerford, when most employment requires access to/via M4 | The Economic Development Strategy makes reference to this issue but isn't in a position to comment as to what form new affordable housing developments will take given the stage we are at with the new Local Plan. |
| 75 | 5G Digital connectivity is all very well, but first of all ensure everyone has access to a basic level of Internet and mobile telephone: not the case in many rural locations today | This comment will be passed back to the Infrastructure Team for comment |
| 76 | I live in the Tilehurst area of West Berkshire and have always considered this area to be neglected by the Council. The Strategy really makes no mention of how Tilehurst West Berkshire will be seen as part of the bigger picture. There are many highly skilled and experienced entrepreneurs here who ask 'what is in it for us?' Newbury seems a long way away. | This comment has been passed to the Local Plan Team |
| 77 | Although the vision claims to put pedestrians and cyclists at the heart of planning the draft forgets to even pay lip service to this strategy. Companies looking for the wellbeing of staff will want a better sustainable | These comments have been passed to the Transport Policy Team who will be in a position to comment as to whether any material changes might be made to reflect this response. |

| Number | Representation | Action / Comments |
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| | infrastructure. | |
| 78 | no mention of a climate emergency - no mention of reducing cars - no mention of improving walking and cycling | <p>This document was written before the declaration of the climate emergency and changes will be made to reflect this.</p> <p>It is also worth noting that an Environment Strategy is being developed, which will work alongside this strategy to help maintain West Berkshire's position as a thriving district.</p> |
| 79 | My priorities would be: Increased policing and reduction of crime. War on the current drug epidemic and anti social behaviour. Reduction of the amount of homeless on the streets - your strategy will do nothing to improve this despite your rhetoric. Support for world class leisure facilities such as the Corn Exchange and our libraries. Again, you mention this but don't have a credible track record in these areas. | This comment is noted |
| 80 | Why is the focus on prosperity rather than on the current anti social state of our communities. There is rapidly developing an under- class of people in the area who see theiving and drug taking as acceptable behaviour. The police seem unable to do anything about this. | This comment is noted |
| 81 | The current infrastructure is in a woeful state. I would start with putting that right first. Look at the fiasco with put football club. The council have totally mismanaged that. What happened with Chenz? The only sit down Chinese restaurant that used to exist in the town. The Kennett Centre, and the Bartholomew Street area is becoming a ghost area. Why are you focusing on making things conducive for business when there are so many other things wrong with the town? | This comment is noted |

| Number | Representation | Action / Comments |
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| 82 | Lack of house building in the last 10 years will prevent future growth, without concerted effort to increase housing in the villages, many of which are in desperate need of revitalisation. Too much focus has been on large developments adjacent to towns. | This comment is noted |
| 83 | Good and important that people who have Learning Disabilities are considered. Many older people with strong skills have retired to the area | This comment is noted |
| 84 | Reliable broadband is important for small developing businesses in particular for the villages | This comment is noted |

HWRC Opening Hour Changes

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|---|--|
| Committee considering report: | Executive on 30 th April 2020 |
| Portfolio Member: | Councillor Steve Ardagh-Walter |
| Date Portfolio Member agreed report: | 9 th April 2020 |
| Report Author: | Kofi Adu-Gyamfi |
| Forward Plan Ref: | EX3834 |

1 Purpose of the Report

- 1.1 The purpose of this paper is to set out recommendations for proposed opening hour changes for the Council's Household Waste Recycling Centres (HWRCs). This follows the successful completion of the recent trial expansion of opening hours at the Padworth site and engagement with residents on proposed new opening hours for both HWRCs.

2 Recommendation

- 2.1 That permission is granted to take the proposed changes forward to the Executive for final endorsement.

3 Implications and Impact Assessment

| Implication | Commentary |
|-------------------------|---|
| Financial: | The proposed changes are anticipated to cost the Council c. £20 to £40k per annum. Discussions on the actual costs are still ongoing with the waste contractor. The expected costs has already been allowed for in the 2020/21 revenue budget. Finance contact: Gabrielle Esplin (Ext. 2836) |
| Human Resource: | Not applicable |
| Legal: | Not applicable |
| Risk Management: | There could be limited public resistance to the changes but this is tolerable and manageable through effective |

HWRC Opening Hour Changes

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|--|---|----------------|-----------------|---|
| | communications. | | | |
| Property: | Not applicable | | | |
| Policy: | The provision of suitable HWRC access is aligned with national policies for increasing resource efficiency e.g. the Resources and Waste Strategy, and local priorities for environmental protection including the Council's Environment Strategy. | | | |
| | Positive | Neutral | Negative | Commentary |
| Equalities Impact: | | | | |
| A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality? | | Yes | | No adverse impacts anticipated. |
| B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users? | | Yes | | Not applicable. |
| Environmental Impact: | Yes | | | The proposal will increase HWRC access across the District and help to improve recycling. |
| Health Impact: | | Yes | | Not applicable |
| ICT Impact: | | Yes | | Not applicable |
| Digital Services Impact: | | Yes | | Not applicable |

HWRC Opening Hour Changes

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|-------------------------------------|---|-----|--|---|
| Council Strategy Priorities: | Yes | | | The proposals support the Council's priorities to Maintain a Green District, and Ensure Sustainable Services Through Innovation and Partnerships. They are also aligned to some objectives of the Council's draft Environment Strategy. |
| Core Business: | Yes | | | The proposals will help increase waste recycling and resource efficiency across the District. |
| Data Impact: | | Yes | | Not applicable |
| Consultation and Engagement: | We have engaged with the public on the proposed changes and have put relevant information on the Council's website. Extensive discussions have also been held with Veolia, the Council's waste contractor and they are very supportive of the proposed changes. | | | |

4 Executive Summary

- 4.1 During summer 2019, the Council began a trial of extended opening hours at the Council's Padworth HWRC. The trial period was extended to March 2020 and an analysis of site usage data has shown that the trial has been successful in displacing some of the demand on the Newtown Road HWRC. It has also resulted in an increase in overall site usage across the District. In December 2019, a paper was presented to the Council's Operations Board, which included the outcomes of the Padworth trial and recommendation of new opening hours for both HWRCs. The proposals will help the Council to achieve suitable standardisation of hours across the two sites, provide good access to site users and achieve value for money for the Council's ratepayers. Operations Board were supportive of the proposed changes in HWRC opening hours across the two sites, which are as follows:

| HWRC Site | Current Opening Hours | Proposed New Opening Hours |
|----------------------|---|-----------------------------|
| Padworth HWRC | <i>Pre-trial:</i> 12noon – 6pm Monday to Friday; 8am – 6pm during weekends and on Bank Holidays | 9am to 6pm (7 days a week*) |
| | <i>Extended Trial Opening Hours:</i> 8am – 6pm, 7 | |

HWRC Opening Hour Changes

| | <i>days a week</i> | |
|--------------------------|--------------------------------------|--|
| Newtown Road HWRC | 8.30am – 5.30pm (October to March) | 9am – 6pm (7 days a week apart from Thursdays during April to September) |
| | 8.30am – 7.30pm (April to September) | 9am – 8pm (Thursdays only during April to September) |

The Council's sites are open every day of the year including Bank Holidays, with the exception of Christmas Day, Boxing Day and New Year's Day.

- 4.2 Operations Board recommended in December 2019 that the public should be engaged on the planned changes before proposals were taken to the Executive for final endorsement.
- 4.3 In February 2020, the Council's Waste team undertook a detailed information campaign on the sites, actively engaging with customers to make them aware of the upcoming changes in opening hours. Data obtained from the survey shows that residents are broadly supportive of the proposed changes, with most respondents either agreeing with changes or saying that they will not be adversely impacted.
- 4.4 The recommended option achieves a good balance between providing a good level of service access to residents and delivering value for money. It will provide a suitable standardisation of hours between the Council's two sites and also allow flexibility for extended summer opening on Thursdays at Newtown Road.
- 4.5 If approved, the new opening hours will be effective from 01 May 2020. (The sites have been closed temporarily and re-opening is subject to the lifting of current lockdown restrictions and the impacts of the COVID-19 situation).

5 Supporting Information

Introduction

- 5.1 This paper sets out recommendations for proposed opening hour changes at the Council's Household Waste Recycling Centres (HWRCs). The proposals have previously been presented to Operations Board during 2019. Support was given to the proposed opening hour changes, with the recommendation to engage with residents before final endorsement by the Executive.

Background

- 5.2 In April 2019, a six-month trial began which involved the extension of opening hours of the Padworth HWRC. The purpose of the trial was to increase usage of the Padworth site and to provide a level of service to residents in the east of the District that was comparable to those using the Newtown Road HWRC. Prior to the trial, the opening hours at Padworth were 12noon to 6pm Monday to Friday; and 8am to 6pm on Saturday, Sunday and on Bank Holidays. The trial extended the opening hours to

HWRC Opening Hour Changes

8am to 6pm, 7 days a week (it should be noted that existing planning conditions do not allow the opening of the Padworth site beyond 6pm).

- 5.3 The trial successfully achieved its objective of displacing some usage from the Newtown Road site to Padworth, thereby increasing overall access across the District. A report setting out the outcomes of the Padworth trial has been enclosed at Appendix B.
- 5.4 In October 2019, the Operations Board agreed with the recommendation that the trial opening hours at Padworth should be maintained until the end of March 2020.
- 5.5 Opening hours of the Newtown Road HWRC have remained unchanged during the trial period and are 8.30am to 5.30pm daily during the “winter” (i.e. October to March) and 8.30am to 7.30pm during the “summer” (i.e. April to September).
- 5.6 The proposals set out in this paper were presented to Operations Board in December 2019 and support was provided, subject to completion of suitable public engagement.
- 5.7 This item is on the Forward Plan to be presented to the Council’s Executive at the end of April 2020.

Proposals

The proposed HWRC opening hours that were provisionally supported by Operations Board in December 2019 are:

| HWRC Site | Proposed Winter Hours (October to March) | Proposed Summer Hours (April to September) |
|----------------------|---|--|
| Padworth HWRC | 9am to 6pm | 9am to 6pm (7 days a week) |
| Newtown Road | 9am to 6pm | 9am to 6pm (7 days a week apart from Thursdays) 9am to 8pm (Thursdays only) |

The Council’s sites are open every day of the year including Bank Holidays, with the exception of Christmas Day, Boxing Day and New Year’s Day.

6 Other options considered

The proposed option and the other options considered have been set out below.

- 6.1 The following options were presented to Operations Board in December 2019.

HWRC Opening Hour Changes

| Option | Option Description | Estimated Additional Annual Cost to WBC | Estimated Monthly invoice over 12 months |
|-----------------|---|--|---|
| Option 1 | 9am – 6pm standard opening hours at both Newtown Road and Padworth | £10,673.71 | £889.48 |
| Option 2 | 9am – 6pm at both sites plus 2 summer evening hours at Newtown Road only (all days) | £72,748.57 | £6,062.38 |
| Option 3 | 9am – 6pm at both sites plus 2 summer evening hours for a day at Newtown Road | £19,541.55 | £1,628.46 |
| Option 4 | 9am – 6pm at both sites plus 1 summer evening hour at Newtown Road (all days) | £41,711.14 | £3,475.93 |
| Option 5 | 9am – 6pm at both sites plus 1 summer evening hour for a day at Newtown Road | £15,107.63 | £1,258.97 |

HWRC Opening Hour Changes

- 6.2 Operations Board supported the recommendation of Option 3 above as the Preferred Option. The recommended option achieves a good balance between providing a high level of service access to residents and delivering value for money. It will provide a high level of standardisation of hours between the Council's two sites and also allow flexibility for extended summer opening on Thursdays at Newtown Road.
- 6.3 A public engagement exercise conducted on the HWRCs during 21 - 24 February 2020 shows that prior to the public engagement exercise, most residents were not aware of the proposed changes. This was entirely expected because the purpose of the exercise was to increase awareness. Data obtained from the survey shows that residents are broadly supportive of the proposed changes, with most respondents either agreeing with changes or saying that they will not be adversely impacted. A summary of the recent survey has been included under Appendix C. The proposed new hours have also been communicated via the Council's website.
- 6.4 It was intended that resident communications will be sustained in the period leading up to the implementation of proposed changes. However, due to the recent COVID-19 situation which has resulted in the temporary closure of the HWRC sites, we have paused our efforts to notify residents about the new hours to avoid confusing the public. Communications will be picked up again once the situation allows and before implementation.

7 Conclusion

- 7.1 It is recommended that the proposed change in HWRC opening hours (previously supported by Operations Board in December 2019) is taken forward to the Executive in April 2020 for consideration and potential final endorsement. If approved the proposed opening changes will be effective from 01 May 2019 (or the earliest practicable date after that time, subject to the ability to reopen the sites in the context of the COVID-19 situation).

8 Appendices

- 8.1 Appendix A – Equalities Impact Assessment
- 8.2 Appendix B – Padworth Opening Hours Trial Report
- 8.3 Appendix C – HWRC Satisfaction Survey and Information Campaign February 2020

Subject to Call-In:

Yes: No:

The item is due to be referred to Council for final approval

Delays in implementation could have serious financial implications for the Council

Delays in implementation could compromise the Council's position

Considered or reviewed by Overview and Scrutiny Management Committee or

HWRC Opening Hour Changes

| | |
|--|--------------------------|
| associated Task Groups within preceding six months | <input type="checkbox"/> |
| Item is Urgent Key Decision | <input type="checkbox"/> |
| Report is to note only | <input type="checkbox"/> |

Wards affected: All Wards

Officer details:

Name: Kofi Adu-Gyamfi
Job Title: Waste Manager
Tel No: Ext. 2216
E-mail: KAdu-Gyamfi1@westberks.gov.uk

Document Control

| | | | |
|----------------|--|----------------|--|
| Document Ref: | | Date Created: | |
| Version: | | Date Modified: | |
| Author: | | | |
| Owning Service | | | |

Change History

| Version | Date | Description | Change ID |
|---------|------|-------------|-----------|
| 1 | | | |
| 2 | | | |

Appendix A

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity as set out in the Public Sector Equality Duty (Section 149 of the Equality Act), which states:

- (1) A public authority must, in the exercise of its functions, have due regard to the need to:**
 - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;**
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; This includes the need to:**
 - (i) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;**
 - (ii) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;**
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.**
- (2) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.**
- (3) Compliance with the duties in this section may involve treating some persons more favourably than others.**

The following list of questions may help to establish whether the decision is relevant to equality:

- Does the decision affect service users, employees or the wider community?
- (The relevance of a decision to equality depends not just on the number of those affected but on the significance of the impact on them)
- Is it likely to affect people with particular protected characteristics differently?
- Is it a major policy, or a major change to an existing policy, significantly affecting how functions are delivered?
- Will the decision have a significant impact on how other organisations operate in terms of equality?
- Does the decision relate to functions that engagement has identified as being important to people with particular protected characteristics?
- Does the decision relate to an area with known inequalities?
- Does the decision relate to any equality objectives that have been set by the council?

Please complete the following questions to determine whether a full Stage Two, Equality Impact Assessment is required.

HWRC Opening Hour Changes

| | |
|---|---------------------------|
| What is the proposed decision that you are asking the Executive to make: | HWRC Opening Hour Changes |
| Summary of relevant legislation: | N/A |
| Does the proposed decision conflict with any of the Council's key strategy priorities? | No |
| Name of assessor: | Kofi Adu-Gyamfi |
| Date of assessment: | 06 April 2020 |

| Is this a: | | Is this: | |
|-----------------|---|---|---|
| Policy | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> | New or proposed | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| Strategy | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> | Already exists and is being reviewed | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| Function | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> | Is changing | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| Service | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> | | |

| | |
|--|-------------------------------|
| What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it? | |
| Aims: | To improve usage of WBC HWRCs |
| Objectives: | Increase patronage |
| Outcomes: | Increased patronage |
| Benefits: | Improved service |

| | | |
|--|----------------------------------|------------------------------------|
| Note which groups may be affected by the proposed decision. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this. | | |
| (Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.) | | |
| Group Affected | What might be the effect? | Information to support this |
| Age | None | |
| Disability | None | |

HWRC Opening Hour Changes

| | | |
|---|------|--|
| Gender Reassignment | None | |
| Marriage and Civil Partnership | None | |
| Pregnancy and Maternity | None | |
| Race | None | |
| Religion or Belief | None | |
| Sex | None | |
| Sexual Orientation | None | |
| Further Comments relating to the item: | | |
| Not applicable. | | |

| | |
|--|---|
| Result | |
| Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality? | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| Please provide an explanation for your answer: Not applicable | |
| Will the proposed decision have an adverse impact upon the lives of people, including employees and service users? | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| Please provide an explanation for your answer: Not applicable | |

If your answers to question 2 have identified potential adverse impacts and you have answered 'yes' to either of the sections at question 3, or you are unsure about the impact, then you should carry out a Stage Two Equality Impact Assessment.

If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the Equality Impact Assessment guidance and Stage Two template.

| | |
|--|--------------|
| Identify next steps as appropriate: | |
| Stage Two required | Not required |

HWRC Opening Hour Changes

| | |
|--|--|
| Owner of Stage Two assessment: | |
| Timescale for Stage Two assessment: | |

Name: Kofi Adu-Gyamfi

Date: 06 April 2020

Please now forward this completed form to Rachel Craggs, Principal Policy Officer (Equality and Diversity) (rachel.craggs@westberks.gov.uk), for publication on the WBC website.

Contents

| | |
|--|----------|
| Trial purpose and Parameters | 2 |
| Preliminary Headline Results | 3 |
| Visitor Analysis | 4 |
| Recycling and Tonnage Impact Analysis | 7 |
| Conclusion and Recommendations | 8 |
| Financial implications | 9 |

1. Trial purpose and Parameters



Purpose

The Padworth opening hours trial has been set for 6 months period, started on the 1st April 2019 and concluding on 30th September 2019. Prior to the trial the opening hours at Padworth HWRC were 12.00am to 18.00pm from Monday to Friday and 08.00am to 18.00pm on Saturday / Sunday (plus bank holidays). To add to these restrictions the site only received recyclables and no general waste until July 2018.

The trial's ultimate purpose is to investigate if this asset is can be utilized to the benefit of the West Berkshire Council and its residents.

Parameters of trial

1. Provision of general waste disposal on site, black bag and bulky waste available.
2. New Opening hours 08.00am until 18.00pm, 7 days a week, at WBC request.
3. Provision of full time site chargehand on site. New work pattern to complement the highest volume periods.
4. Full time provision of 3 operatives to work under the new site chargehand.
5. Additional external collections for waste streams to reflect increased usage.
6. Additional signage and road markings planned for extra traffic movement control.

2. Preliminary Headline Results

All figures based on comparison from April-Sept 2018 and April-Sept 2019 unless otherwise specified

Total Usage

Total HWRC visits **increased by 7.28%**. Total visits to Padworth HWRC **+30987**, total visits to Newtown Road HWRC **-18881**

Total Padworth visits - **Increased 170%**

Total Newtown visits - **Decreased 12.75%**

Visits in extended opening times

Padworth - 1596 overall visits pre 9am

Newtown Rd - 3242 visits pre 9am - **42% reduction on 2017**

Overall a **17.99% reduction** in usage before 9am since 2017. Only **3%** of all visits to both facilities were before 9am

5.95% reduction in traffic after 18.00pm at Newtown Road compared to 2017

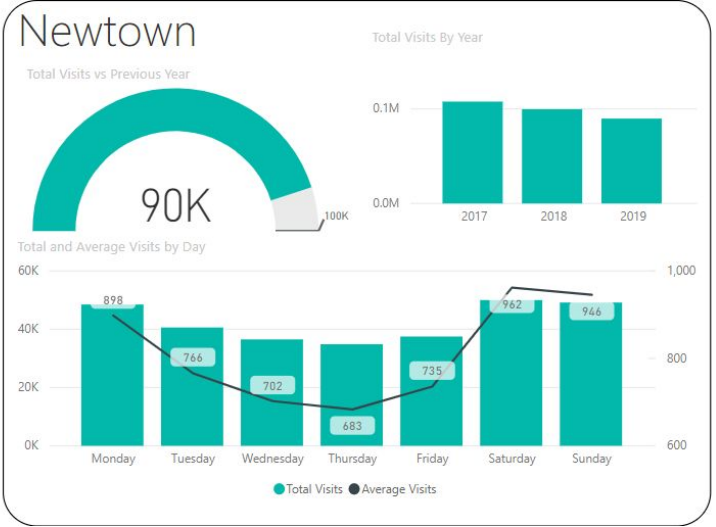
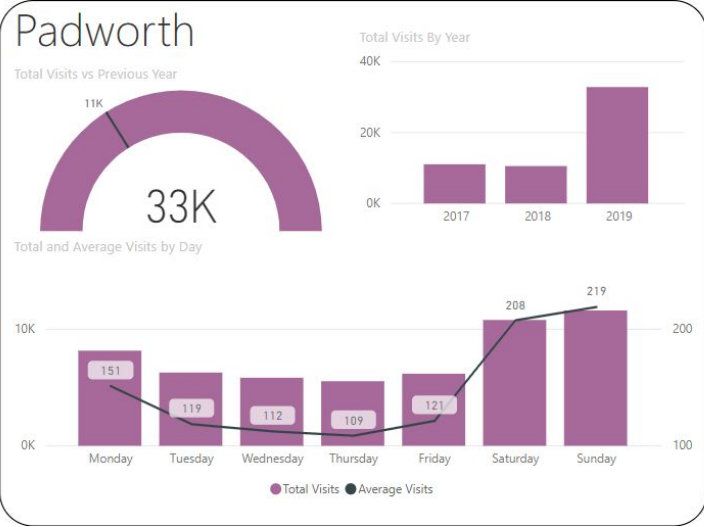
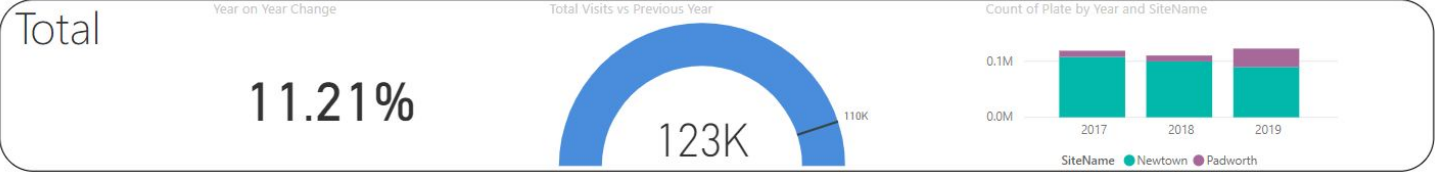
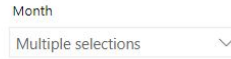
Table 2.1 - Comparison between Report 1 / Report 2 and Report 3

| | 2 Months (Report 1) | 4 Months | 6 Months (This Report) |
|--|---------------------|-----------------|------------------------|
| Total HWRC visits | +11% (vs 2018) | +11% (vs 2018) | +7.28% (vs 2018) |
| Total Padworth visits | +241% (vs 2018) | +211% (vs 2018) | +170% (vs 2018) |
| Total Newtown visits | -11% (vs 2018) | -10% (vs 2018) | -12.75% (vs 2018) |
| Padworth - Visits Pre 9am - Cumulative | 522 | 1072 | 1596 |
| Newtown - Visits Pre 9am - Cumulative | 1167 | 2441 | 3242 |
| Trend of Visits Pre 9am | -25% (vs 2017) | -16% (vs 2017) | -17.99% (vs 2017) |
| Trend of Visits Post 6pm | -6% (vs 2017) | -4% (vs 2017) | -5.95% (vs 2017) |

Note: Report 3 is a cumulative report that encompasses data used in Report's 1 and 2.

3. Visitor Analysis

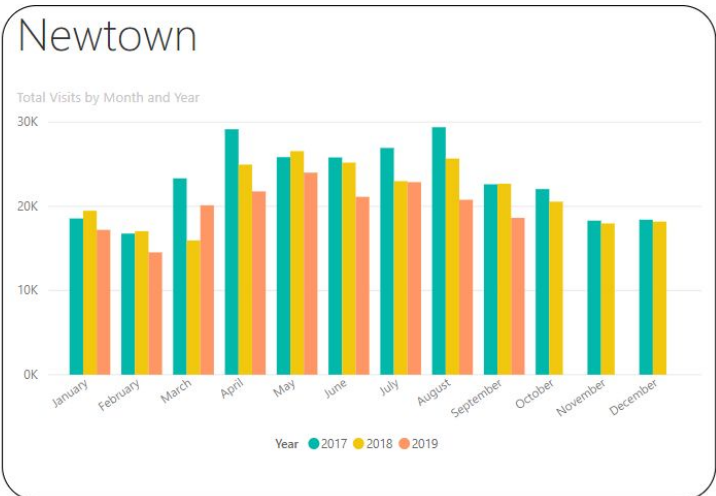
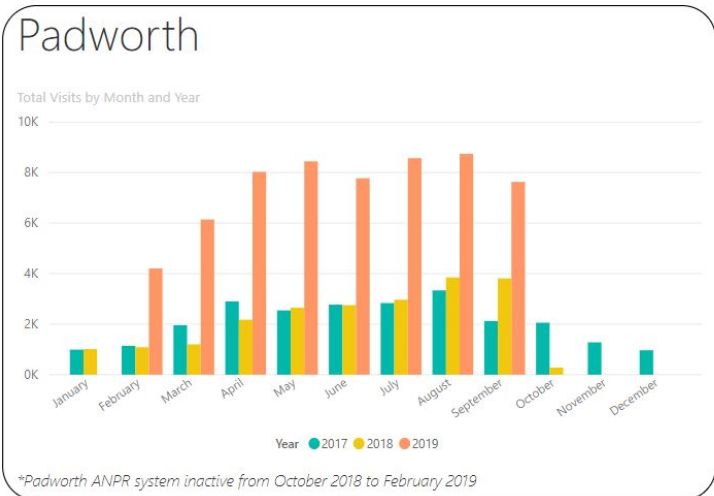
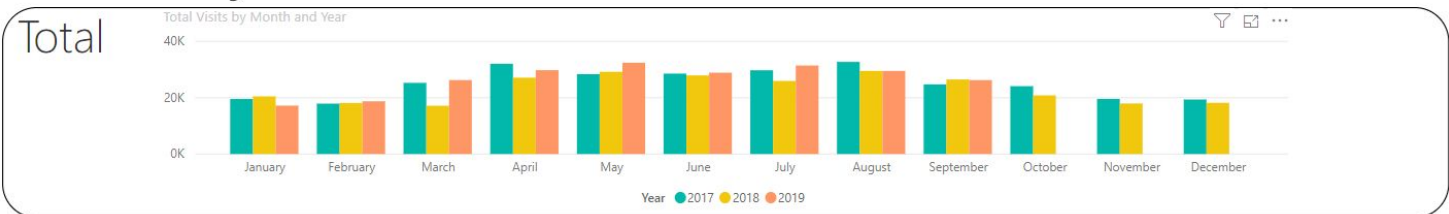
Summary



Visits by Month



Data Pop Up



April trial results

| | 2017 Visits | 2018 Visits | 2019 Visits | 2017/18 % movement | 2018/19 % movement |
|---------------|-------------|-------------|-------------|--------------------|--------------------|
| Padworth HWRC | 2904 | 2175 | 8030 | 25% ↓ | 269% ↑ |
| Newtown HWRC | 29149 | 24952 | 21770 | 14% ↓ | 13% ↓ |

May Trial Results

| | 2017 Visits | 2018 Visits | 2019 Visits | 2017/18 % movement | 2018/19 % movement |
|---------------|-------------|-------------|-------------|--------------------|--------------------|
| Padworth HWRC | 2545 | 2651 | 8446 | 4% ↑ | 219% ↑ |
| Newtown HWRC | 25855 | 26553 | 23997 | 3% ↑ | 10% ↓ |

June Trial Results

| | 2017 Visits | 2018 Visits | 2019 Visits | 2017/18 % movement | 2018/19 % movement |
|---------------|-------------|-------------|-------------|--------------------|--------------------|
| Padworth HWRC | 2773 | 2754 | 7775 | 1% ↓ | 182% ↑ |
| Newtown HWRC | 25801 | 25189 | 21123 | 2% ↓ | 16% ↓ |

July Trial Results

| | 2017 Visits | 2018 Visits | 2019 Visits | 2017/18 % movement | 2018/19 % movement |
|---------------|-------------|-------------|-------------|--------------------|--------------------|
| Padworth HWRC | 2834 | 2968 | 8573 | 5% ↑ | 189% ↑ |
| Newtown HWRC | 26926 | 22988 | 22871 | 15% ↓ | 1% ↓ |

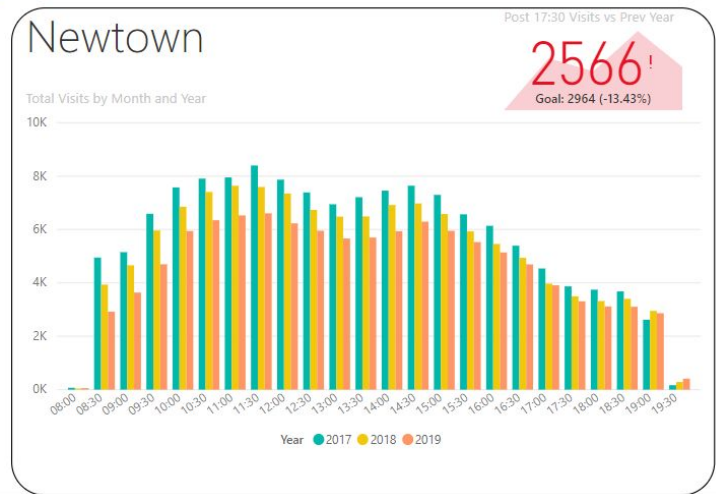
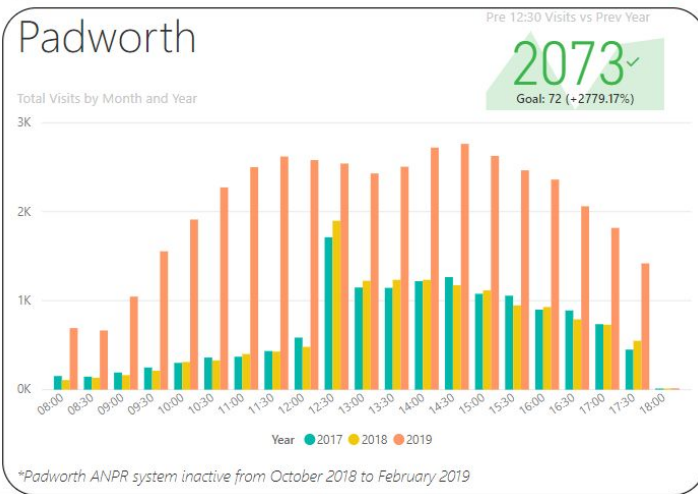
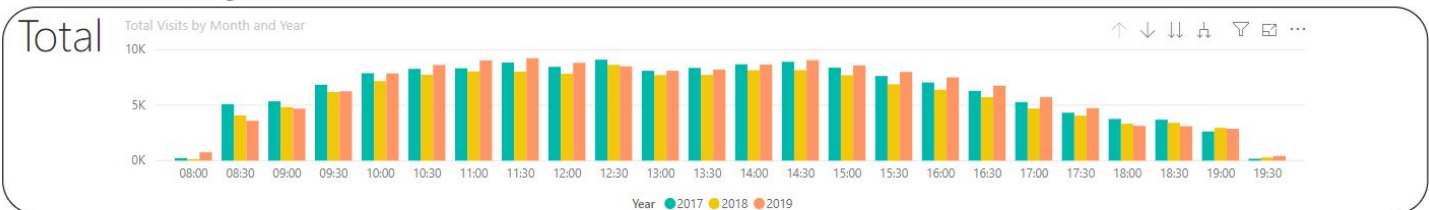
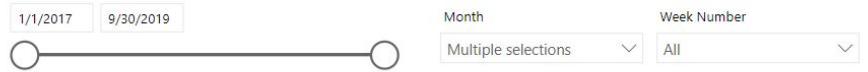
Aug Trial Results

| | 2017 Visits | 2018 Visits | 2019 Visits | 2017/18 % movement | 2018/19 % movement |
|---------------|-------------|-------------|-------------|--------------------|--------------------|
| Padworth HWRC | 3336 | 3851 | 8744 | 15% ↑ | 127% ↑ |
| Newtown HWRC | 29391 | 25675 | 20773 | 12.6% ↓ | 19% ↓ |

Sept Trial Results

| | 2017 Visits | 2018 Visits | 2019 Visits | 2017/18 % movement | 2018/19 % movement |
|---------------|-------------|-------------|-------------|--------------------|--------------------|
| Padworth HWRC | 2125 | 3814 | 7632 | 79% ↑ | 100% ↑ |
| Newtown HWRC | 22614 | 22679 | 18623 | 0.29% ↑ | 17.88% ↓ |

Visits by Time



Visits by Time

Overall across both sites, visits before 9am has decreased since 2017 this is also possibly due to the increased availability through the opening of Padworth.

Since 2017 overall for both HWRCs the data shows a 17.99% reduction in usage before 9am in April to Sept.

Newtown Rd had a reduction in use before 9am of 21% between 2017 and 2018, and a further 26% reduction between 2018 and 2019 in the same period. (Overall reduction of 41.7% between 2017 and 2019)

Usage of the extended summer opening hours at Newtown Road has decreased by 5.9% between 2017 and 2019 and 5.7% between 2018 and 2019, and as can be seen by the above graphs, the usage is significantly less than the core opening hours.

Visits pre-12.30pm now make up 38% of all visits to Padworth HWRC in the period covered by this report.

The impact on usage in the 6 months has been considerable at Padworth and Newtown Road. It could be safely assumed that this impact will only increase as awareness of the change grows.

4. Recycling and Tonnage Impact Analysis

Split of total waste by site, comparison year to year (April to Sept)

| Site | 2017 | 2018 | 2019 |
|----------|--------|--------|--------|
| Padworth | 14.50% | 16.50% | 27.50% |
| Newtown | 85.50% | 83.50% | 72.50% |

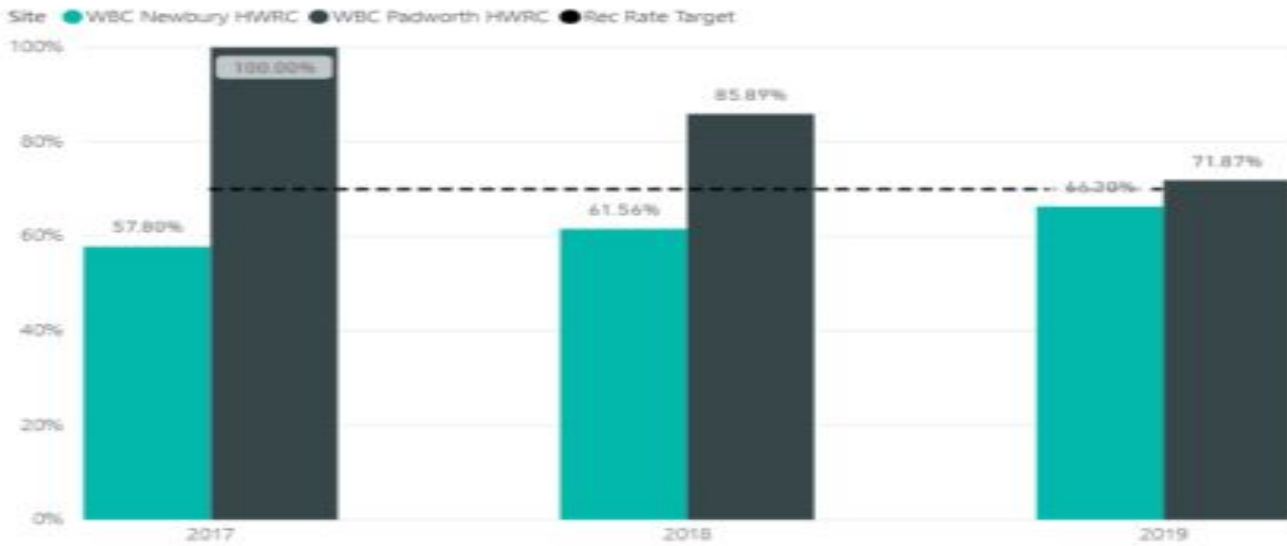
The proportional split of waste arisings has significantly changed, with Padworth being utilised twice as much as previous years. As predicted in the 6 months the utilisation of Padworth has significantly increased and the impact of the trial and general waste acceptance at Padworth is clearly moving tonnage away from Newtown Rd into Padworth.

Actual tonnes delivered to site, comparison year to year (April to Sept)

| Site (total tonnes arising) | 2017 | 2018 | 2019 |
|------------------------------------|-------|----------|-----------|
| Padworth | 1456 | 1345 | 2462 |
| Newtown | 8609 | 6789 | 6481 |
| Total Waste | 10065 | 8135 | 8943 |
| Movement compared to previous year | | -19.2% ↓ | +10.00% ↑ |

Recycling Performance, comparison year to year (April to July only)

Recycling Performance, April to September Only



Recycling performance at Padworth has been altered by the introduction of residual waste acceptance. However, of interest in the above graph is that the recycling rate at Newtown Road shows an upward trend. April to Sept are gardening season but this early indicator is positive that recycling performance is continuing to be prioritised despite the focus on other HWRC changes.

5. Conclusion and Recommendations

Conclusions:

The 6 months of the extended hours trial, have shown trends that indicate the impact of the adjusted opening hours is a positive step forward for West Berkshire Council, these trends have remained fairly constant during the whole 6 months of the trial with only slight variation due to bank holidays and weather conditions.

- The proportional utilisation of Padworth compared to Newtown Road has significantly increased
- The recycling rate overall looks to continue to be incrementally improving, therefore the desired improvements in recycling rate looks to not be being negatively impacted
- Total waste delivered to the sites has increased, as has visitor numbers
- The sites are not well used before 9am and usage at this time has continued to decrease despite the increased availability at Padworth. This is likely due to traffic congestion (not site related) particularly in the Newbury area, working hours and lifestyles of residents
- The utilisation of the extended summer opening hours at Newtown Road has decreased although it is yet to be seen how clearly this correlates to the trial. However, the decrease in usage remain significant to the study.

Recommendations:

- Initially the following suggestions for how the sites are used could now be made,
 - Continue with 'full day' opening at Padworth HWRC after the end of the pilot.
 - Adjust the opening times of both facilities to 9am, but open both until 6pm on a permanent basis.
- Not opening for extended summer hours at Newtown road HWRC on 1st April 2020 as a possible offset to much of the additional cost of extending the Padworth opening hours and instead maintain the proposed 9am - 6pm opening times across both sites permanently.

HWRC Site Satisfaction Survey 2020

Background

M·E·L Research were commissioned by West Berkshire Council to undertake a site user satisfaction survey at their two Veolia operated Household Waste Recycling Centres (Newtown Road and Padworth HWRCs). Fieldwork took place between 21st February and 24th February, on both weekends and weekdays to get views from a range of users. A total of 906 surveys were completed across both sites.

The survey sought to understand site usage, levels of satisfaction with various aspects of the sites and awareness of planned changes to operating hours from 1st May 2020.

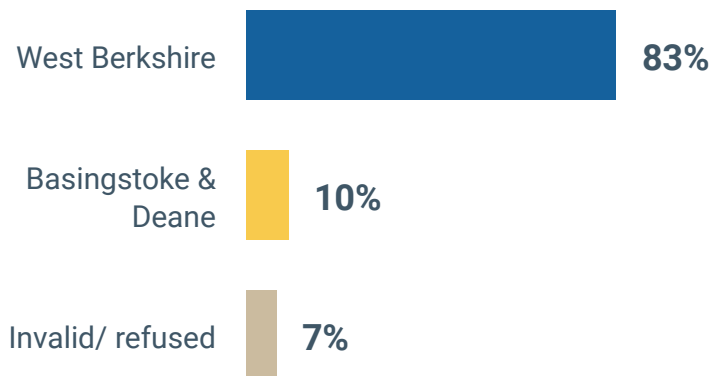
Please note that all figures exclude respondents who said 'don't know'.



Site usage

Where users travelled from:

Base size: 906



were visiting their nearest HWRC

Base size: 906

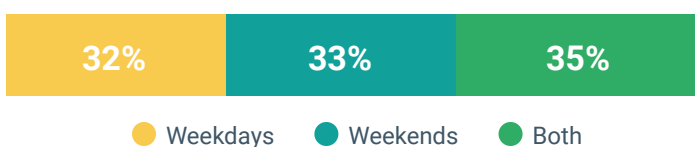
Those that weren't, chose the site because...

- They were en-route somewhere else
- They were visiting for someone else
- Less queuing
- Staff are friendlier/more helpful
- More materials accepted

Base size: 20

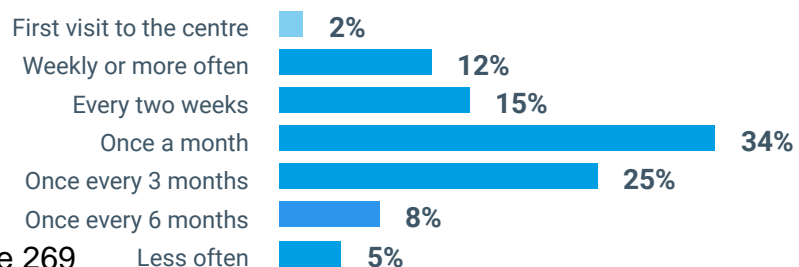
When users visit:

Base size: 906



Frequency of visit:

Base size: 906



Time users normally visit:

44% of Padworth users do not visit at a specific time or visit only when it is convenient

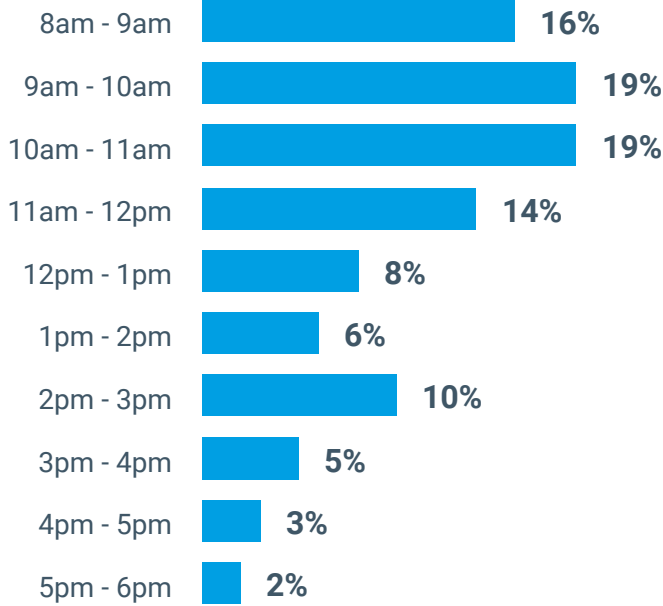
48% of Newtown Rd users do not visit at a specific time or visit only when it is convenient



All other users normally visit at the following times...

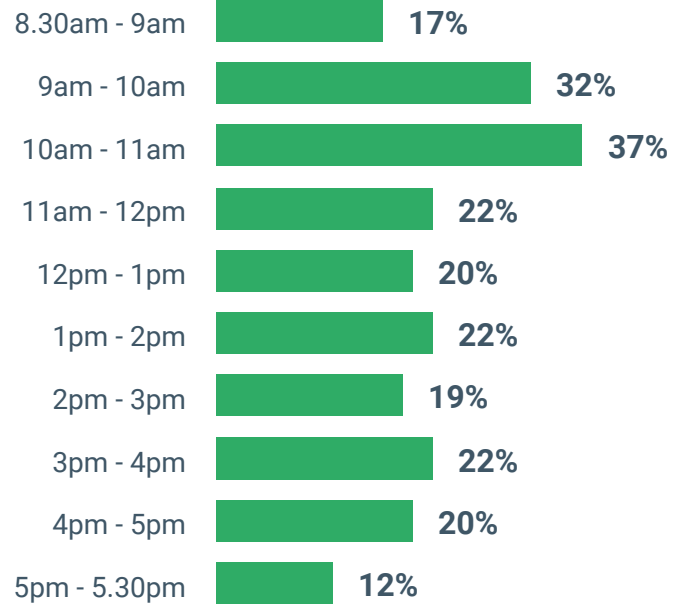
Padworth HWRC

Base size: 124



Newtown Road HWRC

Base size: 353



Awareness of changes to operating hours

From 1st May 2020, the operating hours at the two HWRC's in West Berkshire will change. The operating hours at both sites will change to 9am to 6pm.

Newtown Road HWRC will also have extended hours on a Thursday, during the summer (April to September), opening from 9am to 8pm.



Base size: 906

just 4% were aware of the planned changes

Those that were has seen or heard....

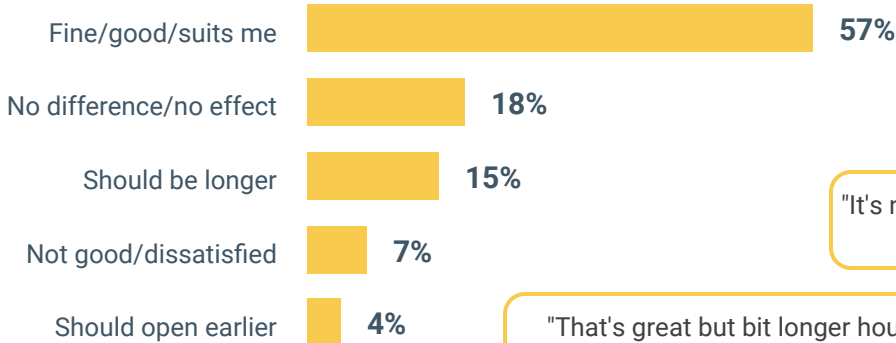
- 39% Online/Council website
- 14% A banner/poster at the centre
- 11% Local media (newspaper, TV)
- 11% Social media
- 11% Leaflet
- 8% Word of mouth
- 3% An advert off site
- 3% Other

Base size: 36

Padworth HWRC - 10% were aware
Newtown Rd HWRC - 2% were aware

User comments

Site users were asked if they had any feedback on the proposed changes to opening hours. A total of 361 valid comments were made which have been grouped into common themes below:



"Longer hours would be good especially for summer."

"It suits me."

"No difference to me."

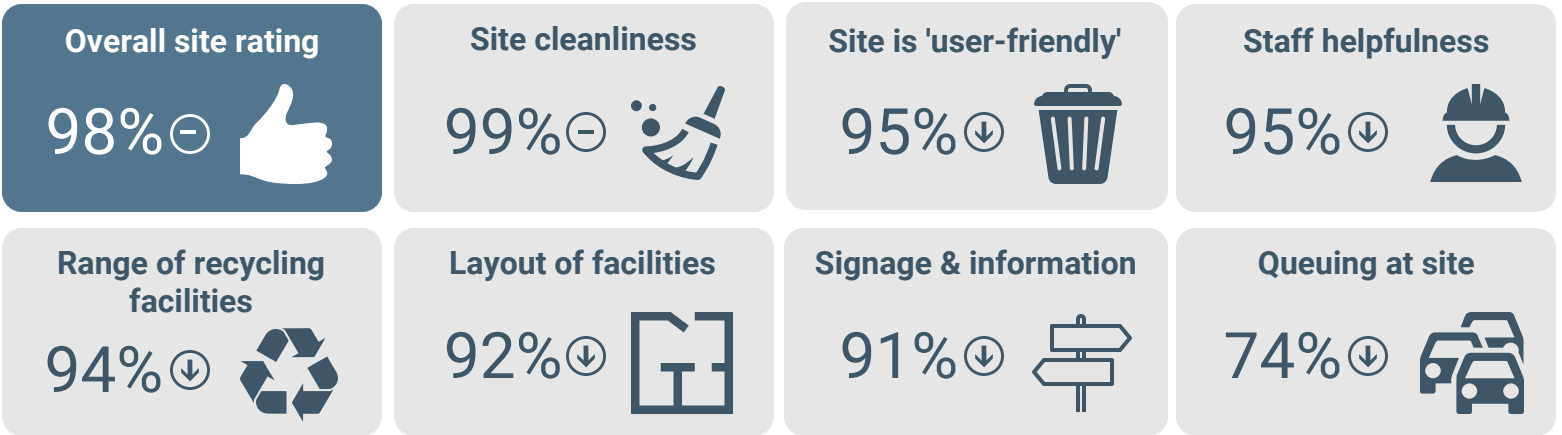
"It's good to have a consistent time - easy to remember."

"It's not a good idea to cut down evening hours."

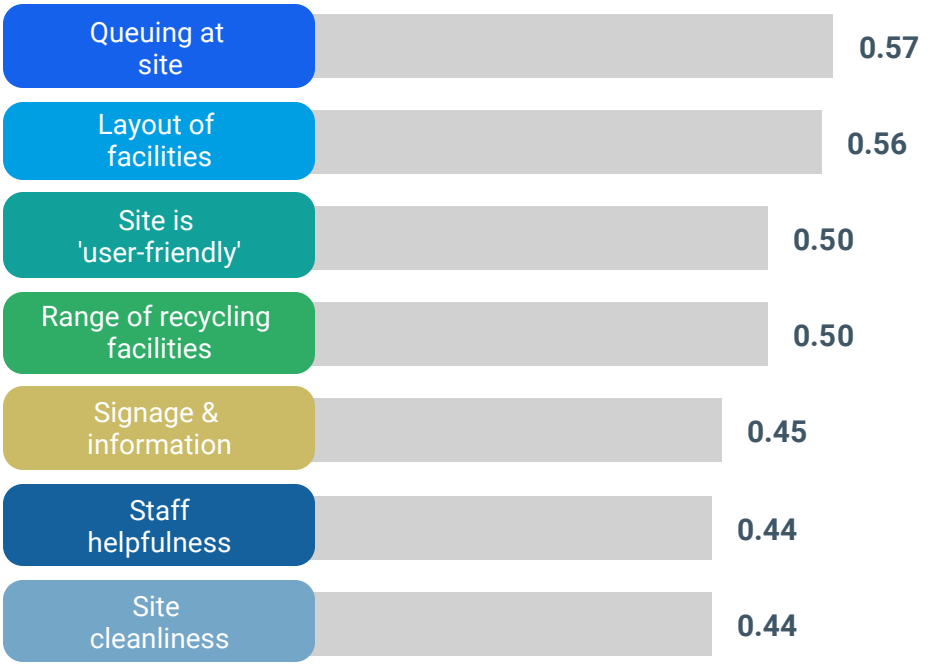
"That's great but bit longer hours on Saturday would be great."

Key Performance Indicators

Rating 'fairly' or 'very' satisfied



⊖ No change since June 2019 ⊙ Decrease since June 2019



Key driver analysis was also conducted to see which of the key satisfaction questions had the strongest influence on overall site satisfaction.

All aspects measured were similarly correlated to overall site satisfaction, with queuing and site layout having the greatest impact.

This suggests that by ensuring sites are easily navigable for users and waiting times are minimal, this should help to retain the high levels of satisfaction with the sites.

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