

# Notice of Meeting

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# Executive

**Thursday 10 June 2021 at 5.00pm**

**in the Council Chamber, Council Offices,  
Market Street, Newbury**

This meeting can be streamed live here: <https://www.westberks.gov.uk/executivelive>

Date of despatch of Agenda: Wednesday 2 June 2021

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](mailto:executivecycle@westberks.gov.uk)

Further information and Minutes are also available on the Council's website at [www.westberks.gov.uk](http://www.westberks.gov.uk)



**WestBerkshire**  
C O U N C I L

<b>To:</b>	Councillors Steve Ardagh-Walter, Dominic Boeck, Graham Bridgman, Hilary Cole, Lynne Doherty, Ross Mackinnon, Richard Somner, Jo Stewart 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**  
To approve as a correct record the Minutes of the meeting of the Executive held on 29 April 2021. 5 – 12
- 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. 13 – 16  
  
Please note that the list of public questions is shown under item 4 in the agenda pack.
- 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. Covid-19 Recovery and Renewal Strategy - 2021 Update (EX4054)**  
Purpose: To set out the proposed updated Recovery and Renewal Strategy. 17 - 18
- 7. Economic Development Strategy Refresh (EX4098)**  
Purpose: To introduce the 2021 Refresh of the Economic Development Strategy (EDS) and a high level Economic Development Delivery Plan (EDSDP). 19 - 58



## Agenda - Executive to be held on Thursday, 10 June 2021 (continued)

- |       |  |           |
|-------|--|-----------|
| 8.    | <b>Newbury and Crookham Golf Club Land Swap Proposal (EX4074)</b><br>Purpose: To inform Operations Board of the Newbury and Crookham Golf Club request to exchange common land status from one small area of common land to another area in order to firstly, resolve an existing common land anomaly, and secondly to allow a future access to be created onto their land for development purposes.<br><br>Note that this request does not involve council land, nor will the council have any management responsibility. Management responsibility remains with the Golf Club although the Greenham and Crookham Commons Act 2002 (the Act) applies. The issue is about transferring common land status from one piece of land owned by the Golf Club to another piece of land owned by the Golf Club. The Council has an initial role in considering this before referring the matter to the Greenham and Crookham Commons Commission (the Commission) for final determination. | 59 - 80   |
| <hr/> |  |           |
| 9.    | <b>2020/21 Performance Report Quarter Four (EX3886)</b><br>Purpose: To provide assurance that the core business and council priorities for improvement measures in the Council Strategy 2019-2023 are being managed effectively. To highlight successes and where performance has fallen below the expected level, present information on the remedial action taken, and the impact of that action.  | 81 - 130  |
| <hr/> |  |           |
| 10.   | <b>2020/21 Revenue Financial Performance Provisional Outturn (EX3914)</b><br>Purpose: To report on the financial performance of the Council's revenue budgets. This report is the provisional outturn position for 2020/21.  | 131 - 154 |
| <hr/> |  |           |
| 11.   | <b>Capital Financial Performance Report - Outturn 2020/21 (EX3915)</b><br>Purpose: The financial performance report provided to Members reports on the under or over spends against the Council's approved capital budget. This report presents the provisional outturn position for financial year 2020/21.   | 155 - 172 |
| <hr/> |  |           |
| 12.   | <b>Members' Questions</b><br>Members of the Executive to answer questions submitted by Councillors in accordance with the Executive Procedure Rules contained in the Council's Constitution.<br><br>Please note that the list of Member questions is shown under item 12 in the agenda pack.   | 173 - 176 |

Sarah Clarke  
Service Director: Strategy and Governance

### West Berkshire Council Strategy Priorities

#### Council Strategy Priorities:



West Berkshire  
C O U N C I L

**Agenda - Executive to be held on Thursday, 10 June 2021 (*continued*)**

**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 Shiraz Sheikh on telephone (01635) 519456.



**West Berkshire**  
C O U N C I L



# Agenda Item 2.

## DRAFT

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

## EXECUTIVE

### MINUTES OF THE MEETING HELD ON THURSDAY, 29 APRIL 2021

**Councillors Present:** Steve Ardagh-Walter, Dominic Boeck, Graham Bridgman, Hilary Cole, Lynne Doherty, Ross Mackinnon, Richard Somner, Jo Stewart and Howard Woollaston

**Also Present:** Paul Anstey (Head of Public Protection and Culture), Melanie Booth (Group Executive (Lib Dems)), Nick Carter (Chief Executive), Sue Halliwell (Executive Director - Place), Paul Hendry (Countryside Manager), Joseph Holmes (Executive Director - Resources), Matthew Pearce (Service Director-Communities & Wellbeing, Public Health and Wellbeing), Shiraz Sheikh (Legal Services Manager), Councillor Adrian Abbs, Councillor Phil Barnett, Councillor Jeff Beck, Councillor Jeff Brooks, Stephen Chard (Principal Policy Officer), Councillor Carolyne Culver, Councillor Owen Jeffery, Councillor Alan Macro, Councillor David Marsh, Councillor Steve Masters, Councillor Erik Pattenden and Linda Pye (Principal Policy Officer)

**Apologies for inability to attend the meeting:** Councillor Lee Dillon, Andy Sharp and Councillor Tony Vickers

## PART I

### 1. Minutes

The Minutes of the meeting held on 25 March 2021 were approved as a true and correct record and signed by the Leader subject to the following amendment:

**Item 99 – Response to the Council Motion relating to the Demolition of the former Newbury Football Ground Clubhouse (EX4005)** – Page 15, ninth paragraph should read – “Councillor Tony Vickers agreed that plans for the site should **come before** the Area Planning Committee **for resolution**.”

### 2. Declarations of Interest

Councillor Alan Macro declared an interest in Agenda Item 9 (Member Questions relating to Readibus) by virtue of the fact that one of his daughters, while not a West Berkshire resident, was a client of Readibus, but reported that, as his interest was a personal or an other registrable interest, but not a disclosable pecuniary interest, he determined to remain in the meeting for Members' Questions.

### 3. Public Questions

A full transcription of the public and Member question and answer sessions will be available from the Council's website in due course.

- (a) The question submitted by Mr Paul Morgan on the subject of the details around the development of the Council's own Housing Company was answered by the Portfolio Holder for Planning and Housing.
- (b) The question submitted by Mr John Gotelee on the subject of the Avison Young viability study was answered by the Portfolio Holder for Finance and Economic Development.

## **EXECUTIVE - 29 APRIL 2021 - MINUTES**

### **Public Questions received in relation to agenda items 8 and 11 (Newbury Sports Ground – Joint Land Deal)**

- (c) The question submitted by Mr Paul Morgan on the subject of why items such as budget and costs in relation to the Rugby Club were being discussed in Part II was answered by the Portfolio Holder for Internal Governance/Leisure and Culture.
- (d) The question submitted by Mr Lee McDougall on the subject of forecasted key milestone dates for the new football ground proposals was answered by the Portfolio Holder for Internal Governance/Leisure and Culture.
- (e) The question submitted by Mr Vaughan Miller on the subject of which contracts were being agreed at the Executive meeting was answered by the Portfolio Holder for Internal Governance/Leisure and Culture.
- (f) The question submitted by Mr Vaughan Miller on the subject of the footprint of the new ground and whether it could be upgraded any further was answered by the Portfolio Holder for Internal Governance/Leisure and Culture.
- (g) The question submitted by Mr Alan Pearce on the subject of an assurance that the Forward Plan contained all the necessary financial approval requirements was answered by the Portfolio Holder for Internal Governance/Leisure and Culture.
- (h) The question submitted by Mr Gary Norman on the subject of when the total development and ongoing costs of the new football ground development would be available in the public domain was answered by the Portfolio Holder for Internal Governance/Leisure and Culture.
- (i) The question submitted by Mr Lee McDougall on the subject of once full details and supporting documentation was available would the Council undertake a public consultation was answered by the Portfolio Holder for Internal Governance/Leisure and Culture.
- (j) The question submitted by Mr Nigel Foot on the subject of what additional details and documentation would be made available to the public prior to any legally binding documents being signed was answered by the Portfolio Holder for Internal Governance/Leisure and Culture.
- (k) The question submitted by Mr Alan Pearce on the subject of whether it was the Council's intention to make a decision in Part II that would commit it to enter into various land agreements with the Rugby Club without putting it on the Forward Plan first was answered by the Portfolio Holder for Internal Governance/Leisure and Culture.

#### **4. Petitions**

Councillor Alan Macro presented a petition containing 135 signatures relating to a reduction of the speed limit in Meadow Way and roads off of Meadow Way to 20mph in order to improve safety for pedestrians, children and vehicle occupants who were endangered by speeding traffic. The petition was referred to Transport and Countryside for consideration.

Councillor Alan Macro presented a petition containing 93 signatures relating to a reduction of the speed limit in Crown Lane/Blossom Lane to 20mph in order to improve safety for pedestrians and children who were endangered by speeding traffic. The petition was referred to Transport and Countryside for consideration.

#### **5. Devolution of Hermitage Green (EX4006)**

The Executive considered a report (Agenda Item 6) concerning the request from Hermitage Parish Council for the leasehold transfer, and all future maintenance responsibility, of Hermitage Green open space including the playground.

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Councillor Richard Somner stated that this was the final stage in the joint discussion with Hermitage Parish Council. The Heads of Terms Agreement was in place with both organisations and there was broad agreement to provide a 75 year lease to the Parish for the area of land. With the transfer of the land went a small amount of financial contribution from Community Developer monies that was just slightly over £11,000. There was a planned capital cost of £8,000 required to deal with safety surface defects prior to transfer.

This transfer of land would enable the parish to adopt and manage this area according to their local needs and with their local community and Councillor Somner confirmed that he was happy to propose the recommendation.

Councillor Hilary Cole endorsed what had been said by Councillor Somner. It was the wish of Hermitage Parish Council to take over the management of this land and she was fully supportive of it.

**RESOLVED** that the land be transferred to Hermitage Parish Council (HPC) on a long lease of at least 75 years.

**Other options considered:** None. The principle of devolution of open space and built assets to local councils has already been established, most notably the arrangements currently in place with Thatcham Town Council. This proposal, alongside other devolution projects, supports West Berkshire Council's commitment to locally-led service delivery.

### 6. Risk Management Strategy 2021-2024 (EX3952)

The Executive considered a report (Agenda Item 7) concerning the Risk Management Strategy 2021-2024 and the purpose of the report was to recognise the importance of the Council's role in ensuring that it managed risk effectively and that it was risk aware. This would enable the Council to know when to accept a greater or lesser amount of risk in its activities. Furthermore, the Risk Management Strategy set out the overarching framework for managing risk at the Council, the Council's risk appetite and the risk management objectives for the next three years.

Councillor Howard Woollaston stated that Risk Management was a very important area of West Berkshire Council's Internal Governance process and represented a prudent approach to the running of the Council. This strategy had already come before the Governance and Ethics Committee and had been considered and approved.

The risk register was a dynamic document which was updated on a quarterly basis, the most recent being Quarter Three, where already one of the risks had been downgraded in the light of new information. The key changes were a slight increase in the risk appetite details as set out in paragraphs 7.3 and 8.8 of the appendix. The risk matrix was set out in paragraph 8.11 of the strategy. The risk score would trigger a particular type of response for risks relating to the Council's objectives.

He hoped that in the light of the above that this would be regarded as an uncontentious report and he would therefore like to propose it.

Councillor Jeff Brooks was pleased to see this strategy come forward as he liked the fact that it had now got objectives highlighted in a strategy which was all about objectives and goals. The Council seemed to be being a bit more risk aware and to take a broader approach to risk. He raised the following points:

- Page 43 of the agenda talked about focus and involvement of Councillors through more in depth training. Councillors generally had quite a lot of experience and he asked for assurance that there would also be an emphasis on training Manager/Budget holders as well. Councillor Woollaston stated that the intention was

## EXECUTIVE - 29 APRIL 2021 - MINUTES

to bring all Councillors up to the same level and he agreed with the point made about Officers receiving training as well.

- He also referred to the table on page 53 paragraph 7.3 and in particular the column entitled Legal (litigation, regulatory, contract) – Losing regulatory related legal challenge. He was of the opinion that there was no certainty that the Council would win a legal challenge and therefore that might need a little finessing. Councillor Woollaston would need to take further advice on the issue raised and would come back to Councillor Brooks.
- Page 56 stated that the Council would not be willing to operate with risks that exposed the organisation to an estimated current/actual financial loss or cost of above £3m for any individual risk. He suggested that the Council might want to think about a total aggregated risk. Councillor Woollaston understood the point being raised but could not see a logical way around it. Councillor Brooks suggested that the quantum of the total risk could be a KPI so that there was some awareness of trend movement.

Councillor Jo Stewart noted that the strategy did say that the risk appetite would be reviewed during the period of the strategy and where the Council decided that there might be external factors, or indeed even internal factors, that might be changing the landscape then there was a sliding scale which could move upwards or downwards according to what the risk appetite might be at that point in time. This was a new concept for this authority and was allowing some flexibility for it to be ambitious. Discussions on the risk register did take place at Operations Board where the Executive would come together with relevant Officers and Executive Directors to have some of those discussions about whether to move that risk appetite on a sliding scale.

Councillor Stewart confirmed that she had worked with this framework in the private sector. It was a known model that worked well if it was followed and if people were trained and understood it and it was important to have that understanding at all levels within the Council. By having clearly defined tolerance levels at each stage of the risk assessment process then the Council would ensure that it continued to deliver sound improvements in services and infrastructure in West Berkshire as well as new, innovative and ambitious projects.

### **RESOLVED that:**

- (1) The Risk Management Strategy and the associated risk appetite be approved.
- (2) Governance Board's would approve the risk appetite on new projects within their remit and Corporate Programme Board would have oversight of this.
- (3) It be noted that at the meeting on the 19th of April 2021, the Governance and Ethic Committee resolved that the Committee endorsed this Risk Management Strategy and the associated risk appetite.

**Reason for the decision:** It was discussed that Risk Management was a very important area of West Berkshire Council's Internal Governance process and represented a prudent approach to the running of the Council. This strategy had already come before the Governance & Ethics Committee and had been considered and approved. The risk register was termed as a dynamic document updated quarterly, the most recent being Quarter 3 with already one of the risks having been downgraded in light of new information. Therefore due to the aforementioned points, the Risk Management Strategy 2021-24 has been regarded as an uncontentious report that should be proposed.

**Other options considered:** The Council could operate without a defined risk management strategy or appetite, though this could lead to a less strategic approach to how the Council manages risk.

**7. Newbury Sports Ground - Joint Land Deal (EX4010)**

The Executive considered a report (Agenda Item 8) concerning the Newbury Sports Ground – Joint Land Deal which was to provide a summary of the consultation and engagement process on the provision of a new sports ground at Newbury Rugby Club (NRC) and to further update the Executive on the outcome of the negotiations with NRC and to enter into various land agreements with the Club.

Councillor Howard Woollaston was delighted to bring this report to Executive as it represented the culmination of a huge amount of work by Officers to come to this fantastic solution to a problem which had been ongoing for a number of years. When he took over the Leisure element of his portfolio almost exactly a year ago, this had been his number one priority. The Council had previously commissioned a report looking at Council owned land and had come up with three options, none of which were totally suitable. He then asked Officers to re-approach the Rugby Club to see if there was an opportunity to create a community based centre for sporting excellence and provide a new home for Newbury's football clubs. The Rugby Club responded positively and after a fairly protracted series of negotiations both parties had arrived at this point.

The financial information was all contained in the Part II section as it was commercially sensitive but to summarise, Heads of Terms had been agreed. A Lease and an Agreement to Lease were ready to be signed, if Executive approval was given, to take a 40-year lease on a near 2.5 acre site on the Monks Lane frontage of the Newbury Rugby Club. There was a 20 year break clause to protect the Council's interest.

It was noted that the intention was to submit a planning application in the following month for a 3G artificial playing pitch with two stands (holding 150 and 50 people respectively), floodlighting, full fencing with turnstiles and 56 car parking spaces. In addition a 3,000 square foot Clubhouse would incorporate four separate changing rooms and two officials changing rooms (allowing for mixed teams and the safeguarding of young people), a function room with bar facilities, subject to licensing approval, a kitchen and an office.

The project started off with the intention of achieving what was called a Step 6 facility. Newbury Football Club currently required a Step 7 pitch, but the Council had managed to achieve a Step 4 facility which would allow the local teams to scale a number of levels above where they were today. There was also the possibility that the site could get to a Step 2 facility according to the initial view of the Council's consultants but that would require significant additional capital investment, which could not be justified at this stage.

Subject to the planning process it was hoped to have the contractor on site by late summer to allow the pitch to be playable by March 2022 and for Newbury Football Club to be able to apply for a higher ranking ahead of the new season.

This was a quantum leap for the football community in Newbury creating a top-quality ground for the men's, ladies, and youth teams. It was something that Newbury should be proud of and Councillor Woollaston hoped that there would be full support for this from all parties. He also hoped to be able to announce a further properly drained grass pitch and a further artificial pitch in the autumn. Sports England, the Football Association and the Rugby Football Union were all aware of these plans.

This was all part of the Playing Pitch strategy that had been approved by the Administration in February 2020 to create a total of six new 3G artificial pitches and further quality grass pitches across the District and he was therefore delighted to propose approval of the recommendation.

Councillor Erik Pattenden asked whether there had been any support so far from Sports England, the Football Association and the Rugby Football Union. Councillor Howard

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Woollaston confirmed that they had all been spoken to and, whilst it had not been a full consultation, they were aware of the plan and no problems were anticipated.

Councillor Adrian Abbs referred to the various steps and that there might be a possibility of moving to Step 2. He stated that the further the facility went in terms of steps then the greater the support and traffic and he queried what modelling had been done in relation to that to ensure that Steps 2 and 3 were deliverable. Councillor Woollaston confirmed that all that was being delivered at this stage was Step 4. The consultants had indicated that there was a possibility of going beyond that. Some preliminary modelling had been done but more detail would be provided ahead of the planning application.

Councillor Steve Masters noted that this had been a contentious project so far and he asked what the risk of failure was in terms of not delivering on time due to contractual issues or lack of planning etc. Secondly, given the contentious nature did the Council accept that there was a certain amount of reputational risk at stake and what measures would be put in place to mitigate that? Councillor Woollaston responded that in terms of the contractual issues the agreement to proceed would be subject to detailed planning consent and therefore there would not be a risk to the Council. There would always be some element of risk as with any building project.

Councillor Ross Mackinnon stated that this looked to be an outstanding facility and would be a major step forward in respect of the future of all sport. It therefore received his wholehearted support.

Councillor Lynne Doherty clarified that there would not be a vote on the recommendations at this point as there was a Part II paper later on in the agenda where the decision would be taken.

### **RESOLVED that:**

- (1) The draft Agreement for Lease and its appendices including the draft Lease and associated draft agreement with the Newbury Rugby Club in relation the Sports Ground provision at the site (as detailed in the Part 2 Report) be approved.
- (2) Authority be delegated to the Service Director of Strategy & Governance in consultation with the Service Director of Communities and Wellbeing to enter into agreement for lease and any other agreements including any such amendments that were necessary and in line with the agreed Heads of Terms;
- (3) The allocation of funds (as detailed in the Part 2 Report) be approved.

### **Other options considered:**

As detailed in the previous report, the Council had reviewed options for development of a Sports Ground at different sites. Each were deliverable to a varying degree but had been discounted.

Doing nothing at this stage was not considered to be a viable option due to the Council's ongoing commitment to deliver the objectives of the Playing Pitch Strategy.

## **8. Members' Questions**

A full transcription of the public and Member question and answer sessions will be available from the Council's website in due course.

- (a) The question submitted by Councillor Steve Masters on the subject of cuts to community transport services across West Berkshire was answered by the Portfolio Holder for Transport and Countryside.
- (b) The question submitted by Councillor Adrian Abbs on the subject of the date for reaching net carbon zero across West Berkshire was answered by the Portfolio Holder for Environment.

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- (c) The question submitted by Councillor Jeff Brooks on the subject of the level of reductions in the funding to Readibus would receive a written response from the Portfolio Holder for Transport and Countryside.
- (d) The question submitted by Councillor Lee Dillon on the subject of alternative services for disabled residents would receive a written response from the Portfolio Holder for Transport and Countryside.
- (e) The question submitted by Councillor Alan Macro on the subject of why the drastic cuts in funding of Readibus since 2015 not consulted on was answered by the Portfolio Holder for Transport and Countryside.
- (f) The question submitted by Councillor Phil Barnett on the subject of a footpath being extended alongside Stroud Green into the new Racecourse development was answered by the Portfolio Holder for Transport and Countryside.
- (g) The question submitted by Councillor Steve Masters on the subject of the termination of the Readibus contract was answered by the Portfolio Holder for Transport and Countryside.
- (h) The question submitted by Councillor Adrian Abbs on the subject of a previous question to Executive regarding the cancellation of bus services and why the situation with Readibus had not been revealed at that stage was answered by the Portfolio Holder for Transport and Countryside.
- (i) The question submitted by Councillor Alan Macro on the subject of comments made about the effect of the adoption of the new Minerals and Waste Local Plan was answered by the Portfolio Holder for Planning and Housing.
- (j) The question submitted by Councillor Phil Barnett on the subject of funding for road repairs was answered by the Portfolio Holder for Transport and Countryside.
- (k) The question submitted by Councillor Adrian Abbs on the subject of QR codes on dog waste bins was answered by the Portfolio Holder for Transport and Countryside.

### 9. 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.

### 10. Newbury Sports Ground - Joint Land Deal (EX4010)

*(Paragraph 3 – information relating to financial/business affairs of a particular person)*

The Executive considered an exempt report (Agenda Item 11) concerning the consultation and engagement process on the provision of a new sports ground at Newbury Rugby Club (NRC). It also updated on the outcome of the negotiations with NRC in relation to the proposal to enter into various land agreements with the club.

**RESOLVED** that the recommendations in the exempt report be agreed.

**Other options considered:** as set out in the exempt report.

*(The meeting commenced at 5.00pm and closed at 6.33pm)*

**CHAIRMAN** .....

**Date of Signature** .....

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## Item 4:

### **Public Questions to be answered at the Executive meeting on 10 June 2021.**

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 John Gotelee to the Portfolio Holder for Housing, Strategic Partnerships and Transformation:**

*"With regard to the new council house building company proposed by The portfolio holder for planning will this company be underwritten by the local council tax payer?"*

(b) **Question submitted by John Gotelee to the Portfolio Holder for Planning and Transport:**

*"Is the executive aware of the environmental impact of LGVs using the A339 junction and Faraday Rd as a rat run?"*

(c) **Question submitted by David Poynter to the Leader of the Council:**

*"Are you giving yourselves a pay rise if so by how much?"*

(d) **Question submitted by Simon Pike to the Portfolio Holder for Planning and Transport:**

*"Does the Council still expect to publish the draft local plan for Regulation 19 consultation on 30th June, as stated in its Forward Plan for 3rd June to 30th September 2021, given that fifteen weeks after the close of the last Regulation 18 consultation many of the responses to that consultation have still not been uploaded to its Consultation Portal? If not, then when does it expect to publish it?"*

(e) **Question submitted by Simon Pike to the Portfolio Holder for Planning and Transport:**

*"Does the Council intend to hold a public consultation on proposed changes to settlement boundaries prior to the publication of the draft local plan for Regulation 19 consultation?"*

(f) **Question submitted by Paul Morgan to the Portfolio Holder for Finance and Economic Development/Internal Governance, Leisure and Culture:**

*"Can the Council please confirm that all costs (capital & revenue) associated with a possible replacement for the Faraday Road Football ground (e.g. SSL consultancy, Monks Lane Sports Ground etc) will be shown / apportioned as a cost for the LRIE project?"*

(g) **Question submitted by Jack Harkness to the Portfolio Holder for Internal Governance, Leisure and Culture:**

*"I understand that there is a proposal to create a football pitch in Goldwell Park. Could the Council explain where this pitch will be located?"*

#### **Item 4:**

### **Public Questions to be answered at the Executive meeting on 10 June 2021.**

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.

**(h) Question submitted by Alan Pearce to the Portfolio Holder for Finance and Economic Development:**

*"Regarding the 29 April Executive meeting, Councillor Ross Mackinnon's answer to John Gotelee public question (b), (LRIE Infrastructure related question). "The environmental impact study the council is about to commission should be largely complete by the end of the year." As this is described as a study and not an Environmental Impact Assessment (EIA) and should be largely complete by the end of the year, please can he give details of the scope, precise area it will cover, and cost (if only approximate cost)?"*

**(i) Question submitted by Alan Pearce to the Portfolio Holder for Finance and Economic Development:**

*"Please can the Council say, when redeveloping the Football Clubhouse at Faraday Road to a carpark, is the Council planning to install a sustainable drainage system to bring the site back to an urban runoff green field rate?"*

**(j) Question submitted by Vaughan Miller to the Portfolio Holder for Finance and Economic Development:**

*"Aside from their holding objection on the council's planning application, 20/02402/REG3, for the effective demolition of Faraday Road Football Ground, have you been given any further indication from Sport England as to their current view of the proposal, in light of the proposed new sports ground at Monks Lane?"*

**(k) Question submitted by Vaughan Miller to the Portfolio Holder for Environment and Waste:**

*"The council has recently provided a facility at its recycling centres for the collection of plastic trays, tubs and pots as a trial. Could you provide a progress update on this trial?"*

**(l) Question submitted by Gary Norman to the Portfolio Holder for Internal Governance, Leisure and Culture:**

*"Have you been given any indication from Sport England as to their view of the proposals for the development of the new Newbury Sports Ground at Monks Lane?"*

**(m) Question submitted by Nigel Foot to the Portfolio Holder for Environment and Waste:**

*"In 2020 the UK exported 537,000 tonnes of plastic waste to countries like Turkey, Poland and Malaysia. Could the council indicate the percentage of recyclable waste collected from both its kerbside service and at its recycling facilities that is actually recycled in the UK and what happens to the remainder, if any?"*

#### **Item 4:**

#### **Public Questions to be answered at the Executive meeting on 10 June 2021.**

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.

(n) **Question submitted by Sarah Slack to the Portfolio Holder for Planning and Transport:**

*"The Government Service Level Agreement Template has no reference to, "press announcements or publicising the Agreement" that is in Para 21.2 of the SLA for WBDC Community Transport Grant Agreement. Could WBDC explain why they feel the need to insert this clause?"*

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# Agenda Item 6.

Corporate Board To follow document 10 June 2021

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# Refresh of the Economic Development Strategy and Delivery Plan

<b>Committee considering report:</b>	Executive 10 <sup>th</sup> June 2021
<b>Portfolio Member:</b>	Councillor Ross Mackinnon
<b>Date Head of Service agreed report:</b> (for Corporate Board)	04/05/2021
<b>Date Portfolio Member agreed report:</b>	04/05/2021
<b>Report Author:</b>	Katharine Makant
<b>Forward Plan Ref:</b>	EX4098

## 1 Purpose of the Report

- 1.1 To introduce the 2021 Refresh of the Economic Development Strategy (EDS) and a high level Economic Development Delivery Plan (EDSDP).

## 2 Recommendation

- 2.1 To consider and offer recommendations to Executive on the 2021 Refresh of the Economic Development Strategy and the accompanying high level Delivery Plan.

## 3 Implications and Impact Assessment

Implication	Commentary
<b>Financial:</b>	Additional funding to support the delivery of the Economic Development Strategy was put in place this financial year. This includes a restructuring of the Economy Team, resourcing and consultancy for the London Road Industrial Estate and Newbury Town Centre projects and funds previously allocated to a separate Economic Development Company. If further investment is needed, this will come forward in due course.
<b>Human Resource:</b>	Recruitment to the new post of Business Engagement Officer has been successful. Recruitment to the remaining new posts, which include two project officers and an apprentice, is underway.
<b>Legal:</b>	None

<b>Risk Management:</b>	None			
<b>Property:</b>	None			
<b>Policy:</b>	This is a refresh of the existing Economic Development Strategy 2020 and reflects the need to address post Covid-19 recovery in alignment with other strategies, as well as address the projected challenges for the district that were outlined in the 2036 Vision.			
	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equalities Impact:</b>				
<b>A</b> 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>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	X			The refreshed strategy promotes Covid-19 recovery, 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.



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

<b>Consultation and Engagement:</b>	The consultation on the existing Economic Development Strategy took place in March 2019 and was publicised in accordance with West Berkshire Council's usual consultation procedures. It was also publicised to business contacts and 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.
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## 4 Executive Summary

- 4.1 This refresh document and accompanying high level delivery plan are intended as a reflection and update on the objectives and actions set out in the Economic Development Strategy 2020 – 2023, approved by Executive in April 2020, following extensive public consultation.
- 4.2 Both the Strategy and the refresh document have four chapters which contain actions that it is anticipated will 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
- 4.3 These four themes are reproduced in the high level delivery plan, which provides indicative project timescales in the short, medium and long term in an easy-to-read format intended primarily for public consumption.

## 5 Supporting Information

### Introduction

- 5.1 The document at Appendix C is intended to refresh West Berkshire Council's Economic Development Strategy, which was approved in April last year following public consultation in 2019. The refresh document is aligned with the Council's Recovery Plan and the Thames Valley Berkshire LEP Recovery and Renewal Plan.
- 5.2 Appendix C includes a high level version of the original Delivery Plan, updated to reflect additional actions being undertaken to support post Covid-19 local economic recovery. This document is intended primarily for public consumption. Work is progressing on updating the detailed draft Delivery Plan which was considered at the same time as the Strategy, and which includes targets and key performance indicators.

### Background

- 5.3 The 2020-2023 Economic Development Strategy and draft Delivery Plan were prepared before the onset of the Covid-19 pandemic, and reflected West Berkshire's strong economic position, seeking to ensure more local people were able to take advantage of the opportunities on offer. The Strategy and draft Delivery Plan envisaged that the

marketing, business engagement and inward investment activity would be undertaken by a separate Economic Development Company (EDC).

- 5.4 The consultation in March 2019 was publicised in accordance with West Berkshire Council's usual consultation procedures. It was also publicised to business contacts and 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.
- 5.5 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 12<sup>th</sup> December 2019. It was subsequently taken to Executive on 30<sup>th</sup> April alongside the Environment Strategy in order to ensure strategic alignment.
- 5.6 The draft detailed Delivery Plan was made publically available in April 2020 in response to comments received during the consultation, which reflected that targets and key performance indicators were missing from the Strategy document
- 5.7 Unfortunately, in light of the Covid-19 global pandemic, it became clear to the EDC Directors that a subscription model based on contributions from the private sector was unviable given the impact on businesses. As such, the Newbury West Berkshire Economic Development Company (EDC) was dissolved with immediate effect in September 2020. This led to the restructuring of the council's Economy Team and a new post of Business Engagement Officer was introduced to take on some of the activity formerly intended for the EDC.
- 5.8 In March 2021, a new Economy Manager was recruited, following the promotion of the former post holder to a new role within the council. As of May 2021, the Economy Team consists of an Economy Manager (temporarily part time), an Economic Development Officer (Kickstart and Additional Restriction Grants) and a Special Projects Manager (LRIE). The Business Engagement Officer is due to take up her post in early August and recruitment is underway for two project officers (LRIE and Town Centres) and an apprentice.
- 5.9 Work is progressing on updating the detailed Delivery Plan to reflect the post-Covid recovery position, including the targets and key performance indicators. This work is being overseen by the Economic Development Board.
- 5.10 The Refresh and associated high level Delivery Plan are of necessity a snapshot in time of what is a living document. The Economy Team will continue to respond to new opportunities, such as the Government's recently announced Welcome Back Fund, as they arise.
- 5.11 The Economic Development Strategy is due to be reviewed by the Overview and Scrutiny Management Commission in April 2022.

### Proposals

- 5.12 It is proposed that Operations Board considers and offers its comments on the Economic Development Strategy Refresh and associated high level Delivery Plan before it progresses to Executive for final approval.

## 6 Other options considered

- 6.1 Not considering the refresh of the Economic Development Strategy Refresh and associated high level Delivery Plan. This option is not recommended given the council's commitments as outlined in the Council Strategy 2019-23.

## 7 Conclusion

- 7.1 Corporate Board is asked to consider and issue its recommendations on the Economic Development Strategy Refresh and the associated high level 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 -

- 8.3 Appendix C – Economic Development Strategy Refresh and High Level Delivery Plan

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### 8.3.1.1 Corporate Board's recommendations:

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#### 8.3.1.1.2 Background Papers:

#### 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:

---

**Officer details:**

Name: Katharine Makant  
Job Title: Economy Manager  
Tel No: 01635 519186  
E-mail: Katharine.Makant@westberks.gov.uk

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**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.

<b>What is the proposed decision that you are asking the Executive to make:</b>	To endorse the Economic Development Strategy Refresh 2021
<b>Summary of relevant legislation:</b>	
<b>Does the proposed decision conflict with any of the Council's key strategy priorities?</b>	No
<b>Name of assessor:</b>	Katharine Makant
<b>Date of assessment:</b>	04/05/2021

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

**1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?**

<b>Aims:</b>	To identify opportunities to promote West Berkshire as a great place to live, work, learn and do business.
<b>Objectives:</b>	To propose actions for developing the district's economy and the skills of the local population whilst making a positive contribution on the environment.
<b>Outcomes:</b>	This document in and of itself will not facilitate outcomes as it is strategic and aspirational in its focus. The evolving delivery plan will fulfil this purpose.
<b>Benefits:</b>	This document in and of itself will not facilitate benefits as it is strategic and aspirational in its focus. The evolving delivery plan will fulfil this purpose.

**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.**

(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.)

<b>Group Affected</b>	<b>What might be the effect?</b>	<b>Information to support this</b>
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	
<b>Further Comments relating to the item:</b>		

**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 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](#).

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

Name: Katharine Makant

Date: 04/05/2021

Please now forward this completed form to Rachel Craggs, Principal Policy Officer (Equality and Diversity) ([rachel.craggs@westberks.gov.uk](mailto: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](mailto:dp@westberks.gov.uk)

Directorate:	Place
Service:	Development and Planning
Team:	Economy
Lead Officer:	Katharine Makant
Title of Project/System:	Economic Development Strategy
Date of Assessment:	04/05/2021

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

	Yes	No
<p><b>Will you be processing SENSITIVE or “special category” personal data?</b></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>		<b>x</b>
<p><b>Will you be processing data on a large scale?</b></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>		<b>x</b>
<p><b>Will your project or system have a “social media” dimension?</b></p> <p><i>Note – will it have an interactive element which allows users to communicate directly with one another?</i></p>		<b>x</b>
<p><b>Will any decisions be automated?</b></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>		<b>x</b>
<p><b>Will your project/system involve CCTV or monitoring of an area accessible to the public?</b></p>		<b>x</b>
<p><b>Will you be using the data you collect to match or cross-reference against another existing set of data?</b></p>		<b>x</b>
<p><b>Will you be using any novel, or technologically advanced systems or processes?</b></p> <p><i>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</i></p>		<b>x</b>

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

Refresh  
June 2021



West Berkshire  
COUNCIL







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# Foreword



**Nick Carter**  
**Chief Executive**



**Ross Mackinnon**  
**Executive Member for**  
**Economic Development**

West Berkshire's local economy has long been strong and resilient with a high number of businesses representing a diverse range of industries, a well-qualified workforce and an excellent natural environment.

Our local Economic Development Strategy which was first published in draft in March 2019, and was eventually adopted in early 2020, reflected on this position of strength and sought to ensure that more local people were able to take advantage of the opportunities our district has to offer.

As we write this, we are in the midst of the Covid-19 global pandemic and are working to mitigate the immediate impact on the local economy whilst beginning to come to terms with the long term effects that may emerge. We are also operating in the context of the UK's exit from the EU, which is likely to have still further effects on the national and local economy.

The pandemic had not been a factor we- or indeed anyone- had predicted. Although we are better equipped to recover from its impact than the majority of areas, we must not ignore the catastrophic effects it has had on certain groups and industries. Early evidence we have collected suggests that our young people, women and ethnically diverse communities have felt the biggest impact and that our retail, hospitality, leisure and creative industries have suffered from prolonged periods of lockdown which have rendered them unable to resume trading as they did before. Over time, the extent of this will become clearer and we must be ready to act accordingly.

In this document, we will be looking at our previous strategy and considering whether the actions it contains are still relevant in the current climate. Some of them will be given the long term view we took when developing it. Others will need to be reviewed given the new environment we are presented with post-Covid and post-EU Exit and more still will need to be created as we look to get our economy back on track.

In the coming months and years, the lasting effects of the pandemic will become clearer. We intend to work with our partners, including our businesses, the Thames Valley Berkshire LEP and other stakeholders, to restore what we have lost, build on what we have gained and to galvanise West Berkshire's position as a great place to live, work and do business.

# Context: Covid-19 and West Berkshire's local economy

The emergence of Covid-19 and the resulting effects on public health, the economy and daily life has been arguably the most significant event in living memory. Its impacts have been felt in all corners of the globe and the lasting legacy of the virus is as yet unknown. Just a few months ago, having to go into lockdown and then subsequently into the deepest recession on record would have been unthinkable and yet that is exactly where we have found ourselves.

The infographic on page 6 gives details of some elements of this impact. At the height of lockdown in mid-2020, over 20,000 local people were on furlough which is a significant percentage of the workforce. These numbers have now stabilised but the fact remains that many industries such as retail, hospitality and leisure, remain in a precarious state and continue to employ almost 16% of local people. Targeted interventions must be made if we are to ensure that these people remain in employment and that businesses are given the best possible chance of survival.

The rise of home working was a clear result of the pandemic and our statistics show that just under a third of workers are able to do this. Although this is positive, prolonged periods of working from home have also taken their toll on wellbeing, with over half of employees expressing concerns of feeling isolated or detached from the workplace. Furthermore, the relative success of home working alongside the cost and emissions savings made as a result of office buildings not being used will lead many employers to consider their estate needs which in turn will have a knock on impact on our town centres. This is a factor we have already begun to explore in Newbury through a masterplanning exercise but is likely to have an impact across the district's other towns.

The unequal impact of Covid-19 must also remain in our collective consciousness as we look to the future. In the West Berkshire 2036 Vision we reflected closely on the fact that there is a significant equality gap in our district, with many health and wellbeing indicators showing life quality opportunities as being much better in the least deprived wards than in the most. Not only this; but young people, women and Ethnically diverse communities are more likely to work in those industries which have been shown to be vulnerable as a result of lockdown arrangements. The refresh therefore takes into account the pressing need to see truly inclusive growth in the district.

In advance of publishing this refreshed strategy, we have been working with partners on a number of short and medium term initiatives to mitigate the impact of the virus on our district. At national level, central government have made a number of interventions including the launch of the Coronavirus Job Retention Scheme, the establishment of a number of grant schemes targeted at the most impacted industries and the introduction of Business Interruption Loans through the British Business Bank. Alongside this, initiatives such as the Re-Opening High Streets Safely Fund, the Eat Out To Help Out Scheme and Shop Local Week have sought to increase consumer confidence during the return to the high street. In West Berkshire, this meant that over 20,000 local people had received income through the furlough scheme and that 2,200 local businesses received a grant.

At regional level, the Thames Valley Berkshire Local Enterprise Partnership has been offering direct support to businesses in the form of the Berkshire Growth Hub and has also engaged with local firms across all industries in order to gather data about the economic impact being felt.

This has subsequently been fed back to Government to inform their plans as well as being used to shape the Berkshire Recovery and Renewal Plan, which in turn has been used to support our plans in West Berkshire.

At local level, as well as administering these central government schemes, we have also intervened to minimise the impact on our local businesses by temporarily deferring business rates to every local business, implementing temporary measures in our towns to support social distancing, offering free advice to affected firms, distributing targeted local grant schemes to support our most vulnerable industries and by streamlining our own regulatory functions- such as planning and licencing- to ensure that the re-opening of local businesses occurred smoothly.

The ultimate success of these policies will only become evident over time. There is, however, a danger that the current recession will continue and that this will have much more serious repercussions for some sectors, particularly retail, leisure, the creative industries, manufacturing and construction.

Early indicators suggest that of all areas in the country, West Berkshire is likely to be better-placed than most to weather the storm and to bounce back economically<sup>1</sup>, with areas in the North and Midlands most at risk. That isn't to say however, that there is room for complacency and we intend to keep this refreshed strategy under review as the impact on our district becomes clearer.

<sup>1</sup><https://www.ifs.org.uk/uploads/The-Geography-of-the-COVID19-crisis-in-England-final.pdf>





Over  
**12,000**  
employees  
furloughed in  
July 2020



**15.1%**  
of local employees  
in most impacted  
industries  
(19484 people)



**3920**

unemployed in July 2020  
v 1285 in July 2019



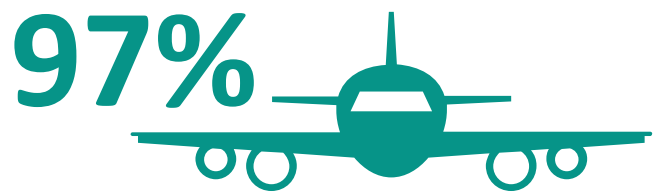
Projected

**10.2**

contraction in UK  
Economy in 2020



employees able to  
work from home



**97%**

drop in May 2020 Heathrow  
passenger numbers v  
previous year

**13.1%**

fall in retail  
sales May 2020  
v May 2019



Most impacted industries -  
retail, hospitality, leisure,  
aviation

# Our Vision

That West Berkshire's local economy recovers to previous levels as soon as possible. In the medium to long term, it will then adapt to the post-Covid 19 environment and emerge stronger than before.

In doing so, the district will move rapidly towards a productive and resilient economy founded on the principles of inclusive, clean growth and where everyone is given the opportunity to thrive.

## Strategic approach

In developing this refresh, we have considered the short and long term needs of local people and businesses, reflecting that we must help them to respond to the immediate impact of the crisis whilst planning for the challenges of the coming years.

In the short term, the initial response work detailed in our Context Chapter has formed the focus of our work as grant distribution, signposting and offering direct advice to residents and businesses in order to help them to operate safely has been of the utmost importance. As we look towards the medium to long term, factors such as digital infrastructure to facilitate homeworking, future uses of commercial property, improving the available workspace in the district, securing long term employment for those who have lost their jobs and the need to ensure that our economic recovery occurs in a clean and inclusive way must be considered.

In order to coordinate this work effectively, our approach has been:

- To develop plans for short term recovery initiatives in order to facilitate the safe re opening of local businesses
- To undertake a thorough analysis of the likely long term impact of Covid-19 and to develop and implement plans to mitigate these

- To refresh the previously stated objectives across the strategic themes outlined in our Economic Development Strategy, namely People, Places, Infrastructure and Business Environment
- To engage more effectively with the business community to ensure a well coordinated recovery and enhanced levels of confidence in the district's local economy

We have also closely considered the objectives outlined in the Berkshire Recovery and Renewal Plan, which are:

**Connected Berkshire** – where physical and digital connectivity give our businesses a cutting edge and the Berkshire workforce enjoy greater flexibility in where and how they work.

**Collaborative Berkshire** – where our businesses, anchor institutions and support services, alongside central and local government, work together in an enhanced business eco-system to accelerate innovation and commercialisation, thereby protecting existing jobs and creating new ones.

**Skilled Berkshire** – where employers get the critical skills they need and employees can train and retrain in order to navigate new career paths.

Both our approach and the aims stated at Berkshire level will help West Berkshire and the wider region to 'build back better', boosting inclusivity, productivity and sustainability in a way that benefits all of our residents and businesses.

**"The district will move rapidly towards a productive and resilient economy founded on the principles of inclusive, clean growth and where everyone is given the opportunity to thrive."**



# People



Before the Covid-19 pandemic, West Berkshire had historically low levels of unemployment and a job density of 1.1. Not only this, but the well-qualified workforce, high quality schools and the opening of the new University Centre in Newbury placed West Berkshire's local economy among the most successful in the country.

Whereas the standard of education and many of the opportunities available in West Berkshire may not have changed in recent months, it is impossible to ignore that under 24s, women, those from Ethnically diverse communities and those working in certain industries, such as retail, leisure and the creative industries, have been impacted disproportionately.

In our previous Economic Development Strategy, we agreed to undertake a number of actions with our partners in order to ensure that the district's residents had the best opportunity of thriving.

Among these actions were targeted investment in digital skills, a review of barriers to work and a new Apprenticeship Levy Scheme for employers. From what we know about the impact of Covid-19, the majority of these initiatives are, if anything, even more necessary than before and we intend to work with our schools, training providers and businesses to implement them as quickly as possible.

Other actions contained in the table are revised or completely new as we look to support our residents, especially those most affected by Covid-19, towards recovery. The Berkshire Recovery and Renewal Plan's 'Skilled Berkshire' priority also has clear implications in this area, so many of our actions will mirror those intended at regional level.

The following table contains these actions as well as commentary around their development.

Priority	Commentary	Action
<b>1. Empower everyone to enter the workplace</b>	Given the rise in unemployment benefit claimants and uneven impact of Covid upon young people, ethnic minorities and women, this remains highly relevant.	<p>Work with the Equalities Officer to understand whether barriers exist to people of races or ethnicities most affected by Covid-19. This may include those who do not have English as a first language</p> <p>Target skills maintenance and employment guidance interventions at women and other impacted groups</p> <p>Place further resource into locating education, employment or training for young people, with a focus on those who are NEET</p> <p>Identify critical skills gaps in our working population post-pandemic and work with partners, including Newbury College and other training providers, to address these</p> <p>Enhance employability skills through the Berkshire Education Employment Partnership programme and the Industry Educator Programme</p> <p>Support the development and delivery of a Berkshire Skills Strategy and Action Plan</p> <p>Work with the Berkshire Growth Hub to assist those who want to re-enter the workforce by starting a new business</p>
<b>2. Put in place employment support for the newly-unemployed and underemployed</b>	We will monitor unemployment statistics closely, but in July 12,000 people were furloughed in West Berkshire and we fear a significant number of these are at risk of redundancy.	<p>Promote Berkshire Opportunities as a first port of call for the recently unemployed</p> <p>Through the Jobcentre, identify and refer young people to the Kickstart Scheme, delivering this message through other council services</p> <p>Utilise the Kickstart scheme to create temporary roles in West Berkshire council, schools and other services</p> <p>Work with the LEP to influence employers to offer value-added jobs to a wider range of employees</p>

<b>3. Encourage uptake of apprenticeships</b>	<p>Apprenticeships remain a key route for young people and should be prioritised alongside other training and employment routes</p>	<p>Continue Community Apprenticeship Levy work</p> <p>Gift as much of WBC's £500,000 apprenticeship levy excess as possible by forming partnerships with local businesses.</p> <p>Support the LEP's new Apprenticeship Hub</p>
<b>4. Support Newbury College's University Centre</b>	<p>This is relevant and going ahead, although perhaps altered in format due to Covid</p>	<p>University Centre Newbury now open</p> <p>We will explore the possibility of arranging placements for their students within WBC</p> <p>We will support them in further funding bids as required to enhance the local educational offering</p> <p>We will champion their inclusion in the LEP's 5 year Capital Improvement Plan</p> <p>We will help Newbury College to raise its profile as a local centre of excellence and will also encourage local employers to work with the College to shape its provision, thereby ensuring it meets local needs and addresses skills gaps</p>
<b>5. Help to grow digital skills</b>	<p>Given the increased competitiveness in the national job market due to coronavirus, it is as appropriate as ever to ensure our workforce is as skilled and focussed as possible</p>	<p>Partnering with schools, and our teams involved with schools, to deliver targeted digital skills training such as coding – initially through online classes</p> <p>Prioritise digital skills within opportunities offered by the Council; including apprenticeships, work experience and potential Kickstarter roles</p> <p>We will support the LEP's proposed Digital Skills Partnership to boost the availability of vital skills locally</p>
<b>6. Work with partners to improve careers advice and put employment and skills at the heart of everything we do</b>	<p>As a major employer we could make a large contribution to improving employment and skills post-Covid</p>	<p>Design and run work experience programme at WBC. Beginning with an audit of council teams for appropriate, discrete projects that an intern or work experience student could take ownership of</p> <p>Work with the LEP and Berkshire Growth Hub to develop a 'skills brokerage service' to build resilience within businesses</p> <p>Work with the LEP to enhance the provision offered by the Berkshire Careers Hub</p> <p>Work with the Berkshire Growth Hub to build leadership and management skills within local SMEs</p>



A photograph of children swimming in a pool. In the foreground, a young child with blonde hair is wearing a pink and blue swimsuit with a cartoon character and the text 'Nemo, Dory and Shark'. They are using colorful arm floaties (yellow, red, blue) and looking towards the camera. In the background, other children are visible, some with blue arm floaties, swimming in the clear blue water.

# Places

West Berkshire is a desirable place to live with its mix of beautiful countryside, picturesque villages, bustling towns and excellent connectivity. Whereas the pandemic hasn't changed the way the district looks, what is quite clear is that the national economic impact as well as our shared experience in lockdown has changed how we feel about our 'place' and how we will use it in future.

Without question, some industries have been more impacted than others. Whereas some of the district's larger employers operate in industries that haven't felt such a heavy impact, such as IT, others, such as retail, have felt it very keenly. This is likely to alter the makeup of businesses on our high streets and necessitate changes to the range of uses seen in town centres. Even for those who haven't been negatively affected, the legacy of the pandemic is likely to see repercussions as businesses review their estate needs. In contrast some local estate agents have commented that they have seen an increase in enquiries for properties in West Berkshire from those looking to relocate from London and other cities as regular commuting makes way for flexible and home working.

Long before the pandemic, we had begun working with our neighbouring authorities and Thames Valley Berkshire Local Enterprise Partnership to develop a fresh approach to place-making, which included moving towards major redevelopments such as the one at the London Road Industrial Estate and undertaking large scale masterplanning exercises in both Newbury and Thatcham. The significant impact of the pandemic has increased the urgency for this work to begin and through the newly established Berkshire Placemaking Board we will identify and deliver projects that will help us to build back better after what has been an unprecedented economic shock.

This could well be an opportunity to build on West Berkshire's reputation as a great place to live and to attract people and businesses to the area, as well as that of the wider Thames Valley Berkshire region. We know that now is the time to think about the projects that will help us to do this and to ensure that our 'place' retains its strengths and makes further progress.

The table below outlines some of the ways in which we will do this:

Priority	Commentary	Action
<b>1. Use the Local Plan to deliver cohesive sustainable development in Newbury, Thatcham, Hungerford and Pangbourne.</b>	This is as appropriate as ever and allows us to take a long term view on economic development.	<p>Continue to review the new Local Plan and embed economic development priorities into it. Specifically, for the duration of the post-Covid downturn, additional weight can be given to economic development in commercial planning decisions.</p> <p>Give consideration for the altered needs of businesses in the post-pandemic landscape</p> <p>Deliver LRIE and Town Centre master plans with economic development at their core</p> <p>Thatcham master plan is underway which will contribute to revitalising Thatcham's town centre</p>
<b>2. Reshape our town centres</b>	<p>Coronavirus has accelerated the changing role of town centre</p> <p>Newbury centre has seen some business losses, but remains financially robust</p>	<p>Through the Berkshire Placemaking Board, identify projects which will contribute to sustainable, inclusive growth and seek funding for them from Government through the Levelling Up Fund and similar revenue streams</p> <p>Through the Placemaking Board, identify opportunities to work alongside other public entities to bring forward co-location opportunities under the One Public Estate programme</p> <p>Use LRIE and Town Centre Master Plan to allow for alternative and experimental uses</p> <p>We will support our High Streets across the district to deliver the new uses that are needed by local residents and businesses</p> <p>Establish a town centre grant scheme to drive footfall in Pangbourne, Thatcham, Theale and Hungerford</p> <p>Develop Shop Local branding and marketing activity to encourage more ethical, impactful shopping and purchase of services</p> <p>Seek funding for masterplanning exercises for other West Berkshire towns in order to improve the public realm and the spaces available to residents and businesses</p>

<b>3. Support rural businesses to diversify. Support the Lambourn horse racing industry</b>	<p>This has become more pressing for some rural businesses in recent months.</p>	<p>In line with previous successful projects, support rural estates to diversify, provide advice and planning assistance to allow this</p> <p>Particular support should be given to projects that involve ‘greening’ of farm infrastructure such as solar panels</p>
<b>4. Enhance our leisure offering</b>	<p>Leisure is an essential part of the West Berkshire offer.</p>	<p>Undertake a feasibility study for the enhancement of the Northcroft Lido</p> <p>Ensure the Local Plan and new master plans for Newbury allow a diverse range of uses and the potential for leisure offerings</p> <p>Work collaboratively with the leisure team on large future projects</p>



“Develop Shop Local branding and marketing activity to encourage more ethical, impactful shopping and purchase of services”



# Infrastructure



In recent years, much of the investment made in infrastructure in West Berkshire was focussed on transport, whether through targeted highways infrastructure to unlock development or improvements to the rail network. Our existing Economic Development Strategy recognised this and a new Infrastructure Delivery Plan is being developed as part of the Local Plan review to 2036. The current situation will likely change the course of this work in some ways but not others

The most obvious need for infrastructure improvement lies in digital infrastructure, not only to enable businesses to operate but also to ensure local networks are able to accommodate the legions of new home workers emerging from the pandemic. Investment in superfast broadband for some time saw West Berkshire among the best connected rural areas in the country, the district has somewhat fallen behind in full fibre coverage. Redressing this balance must therefore be prioritised as part of the recovery process.

We must also look at what green infrastructure must be developed in the district so that we can meet our aspirations towards carbon neutrality. Our Environment Strategy, which was adopted earlier this year, explains how we intend to do this and we will ensure the work we do aligns with what it sets out in detail.

The town centre work mentioned in the previous chapter is also likely to have some bearing on how these infrastructure improvements will look. As this work is ongoing, it is not possible to say how but given the likely shift in the district's business composition, this change may be significant. In that same vein, we must renew our commitment to working with our rural businesses and communities to understand what changes would enhance their sustainability.



The table below outlines some of the plans that have recently been adopted, although these are likely to change as more analysis is undertaken:

Priority	Commentary	Action
<b>1. Support delivery of the Environment Strategy's green infrastructure targets</b>	<p>Carbon neutrality by 2030 remains one of our most important priorities.</p> <p>The path to achieving this may have been altered slightly by changes in behaviour due to Coronavirus.</p>	<p>Support the Environment Team on the Environment Strategy Delivery Plan where appropriate</p> <p>Promote active travel, including through the Smart Cities project</p> <p>Promote carbon reduction initiatives to local businesses</p> <p>Partner with local businesses to deliver green infrastructure</p>
<b>2. Digital infrastructure focusing on 'full-fibre' and 5G coverage.</b>	<p>Coronavirus has accelerated the home-working trend; so supporting this transition is more relevant than ever. Particularly in reducing barriers for people in rural areas.</p>	<p>Gigaclear have nearly reached '100%' coverage, we will consider how we can maximise the benefits of this.</p> <p>Continue to facilitate 5G coverage.</p> <p>The Getting Building Fund is funding gigabit fibre to a number of West Berkshire schools – and allowing adjacent communities to link into it as well</p> <p>Contribute to the production and delivery of the LEP's Digital Strategy</p>
<b>3. Ensure affordable housing delivery</b>	<p>Lack of affordable housing in West Berkshire remains a key barrier to economic development</p>	<p>Feed into Housing Strategy and new Local Plan policies</p> <p>Work with the LEP to harness the Local Growth Fund in order to support affordable housing delivery</p> <p>Economic Development Team to produce consultation responses to influence planning decisions.</p>
<b>4. Enhance intelligent and sustainable transport infrastructure</b>	<p>This remains highly appropriate as transport infrastructure facilitates the development and employment we need.</p>	<p>Progress through the Local Transport Plan</p> <p>We will promote active travel modes in all relevant planning consultations with a particular focus on active commuter travel</p> <p>Contribute to the LEP's Berkshire-wide connected travel plan</p>

# Business Environment



For some time, West Berkshire Council has sought to ensure that the district is the best possible place to do business and supporting firms to establish themselves in the area is one of the top priorities contained in the Council Strategy 2019-23.

In recent months, we have all been preoccupied with the immediate response to Covid-19 and adapting as best we can to the new environment in which we must operate. The work we are undertaking to support businesses as they make these changes including through our regulatory processes as well as administering grants and making referrals to other sources of support has been a key part of this response. This is likely to continue for some time but we must also look to the long term interventions which will help the local economy to grow in future.

Prior to the pandemic, we had begun to explore what an enhanced support offering might look like. As the

impact of Covid-19 becomes clearer, we will be able to develop and target that support to the industries we know are in greatest need.

Not only that, but we must consider what support should be made available to those who wish to start up a new business. Initial work undertaken by Thames Valley Berkshire Local Enterprise Partnership has suggested that additional incubator space should be made available those wishing to start up a new venture.

As with our place-making aspirations outlined in the 'Places' chapter, we must also renew our efforts to develop a clear articulation of the West Berkshire offer. This will be particularly important in a post-Covid world where attracting and retaining businesses will be more important than ever.

The following table outlines the initial interventions we and our partners intend to take in order to strengthen the district's reputation as a great place to do business:

Priority	Commentary	Action
<b>1. Create an environment to help start-ups and small businesses grow</b>	<p>This is still appropriate. However we do not yet know whether the creation of new companies in West Berkshire has been affected by Coronavirus.</p> <p>There are currently 292 empty business rated properties in West Berkshire. However this is the lowest level in a year.</p>	<p>Develop the business case for incubator space</p> <p>Develop a 'one stop shop' business advice service and website signposting page</p> <p>Work with LEP to offer targeted support to green businesses</p> <p>Ensure that more businesses have appropriate access to finance through the LEP-funded Thames Valley Berkshire Funding Escalator and by continuing to work with the Business Growth Fund to close the key funding gaps that exist</p> <p>Work more closely with the LEP and DIT to encourage Foreign Direct Investment in the district and the wider region</p>
<b>2. Remain business friendly as a council</b>	<p>This is more pressing than ever given the vulnerability of many businesses due to the impacts of Covid and lockdown measures.</p>	<p>Promote Greenham Local Development Order and implement similar initiatives where possible</p> <p>Hold supplier forums to support local SME's to bid for WBC procurement. Likely to be held digitally</p> <p>Embed social value in procurement</p> <p>Ensure processes, such as tables and chairs licencing, are easy to navigate</p> <p>Hold quarterly webinars to inform businesses of our work, including on the budget, public protection and other areas affecting them</p>
<b>3. Support businesses that have been affected by Covid-19 to reopen and trade resiliently.</b>	<p>Bolstering our existing support and looking to create closer relationships with local businesses.</p>	<p>Work with the Revenues and Benefits team to support businesses to access Covid-related financial support e.g. business rates deferral during lockdown and Additional Restrictions Grants.</p> <p>Support businesses to adapt and diversify by referring them to the Berkshire Business Growth Hub for bespoke advice</p>

<b>4. Promote the West Berkshire brand and provide soft landing to new companies</b>	<p>More important than ever due to widespread economic impact</p>	<p>Produce an inward investment prospectus</p> <p>Devise projects that will help develop the West Berkshire brand</p> <p>Build the team's social media and newsletter databases</p>
<b>5. Foster relationships and create stronger engagement with local businesses.</b>	<p>This has naturally formed a more intrinsic part of our approach given the need to understand businesses' unique needs as a result of Coronavirus.</p>	<p>Enhanced engagement work programme to be developed</p> <p>Industry-based networking and round tables to be put into place, as already exists with the Development Industry Forum</p> <p>Seek partnerships to broaden our offering outside of West Berkshire borders</p> <p>Establish a West Berkshire Growth Board to develop shared initiatives to promote the area. May replace the Skills and Enterprise Partnership</p> <p>Support our anchor institutions, such as AWE, to bring forward plans to develop and further embed themselves in the local community</p>



# Conclusion

The lasting legacy of Covid-19 is as yet unknown: this refreshed strategy, focussed on recovery, has been written during the latter stages of the response to the crisis. The initial response to the crisis in which grants were distributed and new processes were developed has made way for an extended response phase during which we must also look towards the recovery.

The insight we have gained about the industries who have been most vulnerable, the demographics who have seen the worst impact and the lifestyle changes which are likely to last beyond the end of the pandemic has shaped what is contained in this refresh. We know that retail, hospitality and leisure businesses are likely to have a very difficult recovery period ahead and that targeted interventions will be required to help them to rebuild what they have lost. We know that young people, women and Ethnically diverse communities will need more support than many in the coming years. We know that homeworking is likely to continue as it represents a more cost effective and greener choice for many employers. There is still, however, a great deal we do not know and so we will continue to review our actions through the accompanying delivery plan to ensure they remain relevant and, crucially, are effective.

One of the real take away messages from the pandemic for us as an authority was that there was real scope to enhance our communications and engagement. As this strategy represents a refreshed version of previously stated objectives, we have not undertaken a full consultation on what it contains. What we have done, however, is listened to our community- residents and businesses- and have used what they have told us about their experiences in the past few months alongside the data we have available to shape our approach going forward. Through our relationships with partners including TVBLEP, Newbury BID, the Chamber of Commerce, our parishes and others, we will continue to listen and engage, reshaping our approach where necessary in order to meet local needs.

Our commitment to being 'Open for Business' remains but we recognise that a great deal of work must be done to get back to where we were just a few months ago. The actions we have outlined in this strategy represent what actions West Berkshire Council and its close partners intend to undertake to support the local economy as it gets back on its feet. Of course, so much of what is to come is outside of our control. Our commitment to the district, therefore, is that we will do all in our power to mitigate any negative impact and to facilitate a sustainable, green and inclusive recovery through our actions, investment and policies.

“The actions we have outlined in this strategy represent what actions West Berkshire Council and its close partners intend to undertake to support the local economy as it gets back on its feet.”



[www.westberks.gov.uk](http://www.westberks.gov.uk)

WBC/SS/GM/0321

## People – Good jobs and greater earning power for all in West Berkshire

### Short term: Now to March 2023

Put in place employment support for the newly-unemployed and underemployed in partnership with Berkshire Opportunities and the LEP, and continue to promote Kickstart, creating more temporary roles within WBC services and schools

Empower everyone to enter the workplace by developing projects with partners such as the LEP and educational providers, with a particular focus on those most impacted by Covid-19 i.e. young people, Ethnically diverse groups and women

Achieve skills legacy from major developments by embedding Employment and Skills Plans (ESPs) into major applications (via inclusion of policy in the Local Plan Review)

Improve digital skills by partnering with the LEP and schools, expanding coding club provision, bidding for funding for equipment and recruiting employers as volunteers

Ensure comprehensive careers advice is available by delivering an annual careers fayre, relaunching the Skills and Enterprise Partnership as an employer/educator forum and establishing a WBC work experience programme

Support the university centre at Newbury College by creating placements for social care students, working in partnership on ESPs and assisting with funding bids for expansion as appropriate

Create apprenticeships at West Berkshire Council including for low employment groups

Encourage uptake of apprenticeships across West Berkshire by creating a Community Apprenticeship Levy Fund and supporting the LEP's new Apprenticeship Hub

Create a more inclusive working environment by establishing a promotional campaign around disability confident scheme, delivering West Berkshire Wellbeing courses and World of Work programme

## Places – Prosperous communities





## Infrastructure - Futureproofing our infrastructure

**Short term:**  
Now - March 2023

**Medium term:**  
April 2023 – March 2026

**Long term/ongoing:**  
April 2026- March 2030

Further improve digital infrastructure, focussing on 'full fibre' and 5G coverage, by, promoting it through the Local Plan Review, working in partnership with the LEP and schools and by maximising the benefits of superfast broadband, particularly in rural areas

Improve rail infrastructure by delivering Newbury Station improvements, Thatcham, Theale and Hungerford railway station projects and the Market Street development

Improve cycling infrastructure through the new Local Transport Plan and Environment Strategy, including A4 cycle lane plus further strategic network improvements as funding allows (aligns with Environment Strategy: Healthy Communities)

Enable the construction of more affordable housing, including affordable rented accommodation for young professionals, through the delivery and implementation of the new Housing Strategy and new Local Plan policies, and by working with the LEP to harness the Local Growth Fund

Support delivery of green infrastructure through the Environment Strategy Delivery Plan, including the development and implementation of the West Berkshire Tree Strategy and working closely with landowners and agri-businesses to explore opportunities for natural sequestration through environmental land management techniques (aligns with Environment Strategy: Carbon Neutral by 2030 and Working with our Communities)

Encourage uptake of greener modes of transport by promoting active commuter travel in planning consultations, connecting to the LEP's Berkshire-wide connected travel plan and encouraging the take-up of emerging transport technologies through collaboration with technology companies and government trials, and working with local businesses to promote sustainable travel by staff (aligns with Environment Strategy: Healthy Communities)

## Business environment – the best place to start and grow a business

**Short term:**  
Now - March 2023

**Medium term:**  
April 2023 – March 2026

**Long term/ongoing :**  
April 2026- March 2030

Support businesses that have been affected by Covid-19 to reopen and trade resiliently by bolstering our existing support (including business grants) and building closer relationships

Help start-up businesses to develop and grow by developing an incubator space business case and a 'one stop shop' business advice service and website signposting page and by ensuring new businesses have access to finance

Offer support to existing businesses by developing a soft landing business support package and referrals to Berkshire Growth Hub for bespoke advice

Promote the West Berkshire brand by producing an inward investment prospectus, working more closely with the LEP to encourage Foreign Direct Investment and developing a business engagement and networking events programme, including social media and geographical spread beyond Newbury

Remain business friendly as a council by ensuring our regulatory functions act as enablers, including annual business rate reviews, holding supplier forums and quarterly webinars to inform businesses of our work (e.g. on the budget and public protection), using the planning process to enhance strategic employment sites (e.g. Local Development Orders) and developing and implementing a Social Value Policy in procurement (aligns with Environment Strategy: Carbon Neutral by 2030)

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## Common Land Exchange Proposal – Greenham and Crookham Golf Club

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<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	10 June 2021
<b>Portfolio Member:</b>	Councillor Richard Somner
<b>Date Head of Service agreed report:</b>	
<b>Date Portfolio Member agreed report:</b>	02/08/2020
<b>Report Author:</b>	Paul Hendry
<b>Forward Plan Ref:</b>	EX4047

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### 1 Purpose of the Report

- 1.1 To inform Operations Board of the Newbury and Crookham Golf Club request to exchange common land status from one small area of common land to another area in order to firstly, resolve an existing common land anomaly, and secondly to allow a future access to be created onto their land for development purposes.
- 1.2 Note that this request does not involve council land, nor will the council have any management responsibility. Management responsibility remains with the Golf Club although the Greenham and Crookham Commons Act 2002 (the Act) applies. The issue is about transferring common land status from one piece of land owned by the Golf Club to another piece of land owned by the Golf Club. The Council has an initial role in considering this before referring the matter to the Greenham and Crookham Commons Commission (the Commission) for final determination.

### 2 Recommendation

- 2.1 That Operations Board notes actions to date, including; informal discussions with the Commission and more the more formal consultation as set out the Act and the results of this. That operations Board notes the intention of the Countryside Service to apply the tests set out within the Act (s18(3)) and to seek the consent of the Greenham and Crookham Commons Commission (the Commission) to bring about the transfer of common land status to the new land.

### 3 Implications and Impact Assessment

Implication	Commentary
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<b>Financial:</b>	There are no financial impacts			
<b>Human Resource:</b>	There are no human resource impacts			
<b>Legal:</b>	Very clear principles are set out in the Greenham Act which guides this process. WBC are the Commons Registration authority and will have to record any exchange of commons rights.			
<b>Risk Management:</b>	There are no risks to this council. Any future planning application by the Golf Club will be determined in the usual way.			
<b>Property:</b>	The land involved is entirely within the ownership of the Golf Club. This issue entirely relates to common land status and shifting this from one piece of their land to another.			
<b>Policy:</b>	No.			
	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equalities Impact:</b>				
<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		
<b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		



<b>Environmental Impact:</b>	X			Applying the tests set out in the Act, there is a positive environmental gain. Currently the land which has common land status is gravel used as a car park, with no ecological value, whilst the land to be used in exchange is scrubland and trees which supports wildlife.
<b>Health Impact:</b>				No impact
<b>ICT Impact:</b>				None
<b>Digital Services Impact:</b>				None
<b>Council Strategy Priorities:</b>				The proposal increased the ecological value of the Common, although marginally due to the size of the area involved.
<b>Core Business:</b>				This matter has to be resolved and determined by the Commission. Significant work has been carried out to date.
<b>Data Impact:</b>				None. No personal data is involved. Common rights owners are listed publically on the Commons Register.
<b>Consultation and Engagement:</b>	The Commission, The Golf Course, all registered commoners and the general public.			

## 4 Executive Summary

- 4.1 Section 18 of the Greenham and Crookham Commons Act 2002 (the Act) states that the council may consider a request to exchange common land if the land offered in exchange is considered to be conducive to the general principles set out in the Act. In general terms this means that the council can consider an exchange proposal if the land offered is of greater ecological or recreational value.
- 4.2 Officers have considered the Golf Club's proposal to remove common land status from a small piece of land in their ownership and transfer this to another, similar sized area of land. This exchange presents some advantages to the public as the land which will acquire the transferred rights presents some ecological advantages

for the Common. The proposal also deals with an anomaly, whereby the land currently subject to commons rights forms part of a gravel car park and has little, or no, ecological or recreational value.

- 4.3 The purpose of this report is to raise awareness of the Golf Club request and seeks approval to place the request to exchange common land before the Commission, who under the terms of the Act, are the final arbiters in such matters.

## **5 Supporting Information**

### **Introduction**

- 5.1 The purpose of this report is to raise awareness of the Newbury and Crookham Golf Club request to exchange common land status on one part of their land and transfer it to another piece of land in their ownership in order to accommodate a realigned access for a new club house (proposed). The club house, alongside other development plans, will have to be submitted as part of a planning application at some stage in the future. The areas of land (approx. 593m<sup>2</sup>) involved is shown within the attached report at Appendix C, (Report to the Greenham and Crookham Commons Commission July 2019).

- 5.2 Officers seek approval to place the request to exchange common land before the Commission, who under the terms of the Greenham and Crookham Commons Act 2002 (the Act), are the final arbiters in such matters.

- 5.3 The relevant section of the Act is section 18. This section deals with the exchange of common land:

<https://www.legislation.gov.uk/ukla/2002/1/section/18/enacted>

- 5.4 S18(30 states):

(a) that there has been or will be given in exchange for such land, other land, not being less in area and being equally advantageous to the persons entitled to rights of common and to the public and that the land given in exchange has been or will be vested in the Council; or

(b) that the effect of the exchange will be to improve the conservation and management of the Common as a whole and benefit the neighbourhood.

- 5.5 Considering clause (b), it is clear that the golf clubs request will improve the conservation of the Common and benefit the neighbourhood as the land being offered in exchange provides ecological advantages in that it is currently scrubland which is used by a number of species for feeding, shelter and nesting. The current common land is mostly gravel and is used as a car park and consequently has very little ecological value.

### **Background**

- 5.6 The Golf Club consider that their club house at 33-35 Bury's Bank Road is in poor condition and needs to be replaced. Their favoured option is to build a new club house

further north in the middle of the course. They intend to fund this by demolishing the existing club house and selling the land for housing development.

- 5.7 In order to access the new clubhouse a realigned access would have to be created across their existing car park. As a consequence of an historic anomaly a small part of this car park is also common land. This land is subject to the Act.
- 5.8 Although the car park is owned by the Golf Club that part of their land which is common land is bound by the Act. Consequently the Golf Club have asked the Council to consider a request to remove common rights from the land within the car park and to then transfer those rights to a piece of land adjacent, such that there is no loss of rights overall. This is in keeping with the terms of the Act.
- 5.9 The council is not obliged to consider this request. Bearing in mind however the current anomaly and the fact that a piece of common land is currently part of a car park, it makes sense to acknowledge the potential benefits and apply the principles set out in the Act.
- 5.10 Having informally consulted the Commission, officers followed due legal process and carried out a public consultation exercise in December 2019 (Appendix C). This elicited 2 objections which after discussion with the relevant parties, were withdrawn.
- 5.11 Note that the future management of the land in question remains the responsibility of the Golf Club, although it will be bound by the terms of the Act.
- 5.12 In considering the Golf Club's request Officers are obliged only to apply the terms of the Act in any decision making as to whether this is referred to the Commission or not.
- 5.13 The Council can, after considering all relevant matters, then refer the Golf Club's request to the Commission who, under the terms of the Act, are the final arbiters. The Commission may or may not agree to the exchange.

## **Proposals**

- 5.14 Officers are keen to progress this issue, which is effectively a very minor change in the common land register and place the matter before the Commission for determination.

## **6 Other options considered**

- 6.1 The Council has no duty in this respect. It can choose not to agree to consider the matter and therefore no other action is required. This has been dismissed by officers as there is a clear ecological benefit in this exchange.

## **7 Conclusion**

- 7.1 Officer consider that the Golf Club's proposal is worthy of consideration and should be placed before the Commission for determination.

## **8 Appendices**

- 8.1 Appendix A – EIA
- 8.2 Appendix B – Data Protection

8.3 Appendix C – Background detail – land under consideration, consultation.

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## Corporate Board's recommendation

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### Background Papers:

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#### 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 associated Task Groups within preceding six months ☐
- Item is Urgent Key Decision ☐
- Report is to note only ☐

**Wards affected:** Newbury Greenham

#### Officer details:

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#### Document Control

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Author:			
Owning Service			

#### Change History

Version	Date	Description	Change ID
1			

## Common Land Exchange Proposal – Greenham and Crookham Golf Club

Version	Date	Description	Change ID
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.

<b>What is the proposed decision that you are asking the Executive to make:</b>	To refer this proposal to the Greenham Commission for determination.
<b>Summary of relevant legislation:</b>	
<b>Does the proposed decision conflict with any of the Council's key strategy priorities?</b>	No
<b>Name of assessor:</b>	Paul Hendry
<b>Date of assessment:</b>	25 <sup>th</sup> March 2021

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

<b>What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?</b>	
<b>Aims:</b>	Exchange of common land
<b>Objectives:</b>	To remove an anomaly from the map of common land and move the rights from one piece of common land to another area of land of a similar size.
<b>Outcomes:</b>	The golf club car park no longer has commons rights attached to a small section.
<b>Benefits:</b>	The land the rights will be assigned to has a higher conservation value and is better than the current land.

<b>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.</b> (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.)		
<b>Group Affected</b>	<b>What might be the effect?</b>	<b>Information to support this</b>
Age	No	This request is to correct an anomaly. This is an administrative matter with no



		impacts on users of the common.
Disability	No	As above
Gender Reassignment	No	As above
Marriage and Civil Partnership	No	As above
Pregnancy and Maternity	No	As above
Race	No	As above
Religion or Belief	No	As above
Sex	No	As above
Sexual Orientation	No	As above
<b>Further Comments relating to the item:</b>		

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:	

<b>Timescale for Stage Two assessment:</b>	
--	--

**Name:**

**Date:**

**Please now forward this completed form to Rachel Craggs, Principal Policy Officer (Equality and Diversity) ([rachel.craggs@westberks.gov.uk](mailto: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](mailto:dp@westberks.gov.uk)

Directorate:	Place
Service:	Transport and Countryside
Team:	Countryside
Lead Officer:	Paul Hendry
Title of Project/System:	Exchange of Common Land
Date of Assessment:	27/08/2020

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

	Yes	No
<p><b>Will you be processing SENSITIVE or “special category” personal data?</b></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 type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>Will you be processing data on a large scale?</b></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 type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>Will your project or system have a “social media” dimension?</b></p> <p><i>Note – will it have an interactive element which allows users to communicate directly with one another?</i></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>Will any decisions be automated?</b></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"/>

	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 type="checkbox"/>	<input checked="" 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.

## Appendix C

### Background Detail – land under consideration/ consultation.



**Council Council Offices**  
**Dated: 12 December 2010**

**THE GREENHAM AND CROOKHAM COMMONS ACT 2002  
NOTICE OF INTENTION TO EXCHANGE COMMON LAND**

Details of the proposal, with a plan showing the location of the land to be disposed of and the exchange land, can be inspected free of charge at the Council Offices, Market Street, Newbury RG14 5LD during normal working hours.

Paul Hendry, Countryside Manager,  
West Berkshire Council, Council Offices, Market Street,  
Newbury RG14 2LD. Email: [Paul.Hendry@westberks.gov.uk](mailto:Paul.Hendry@westberks.gov.uk)  
Monday to Friday 09:30-16:30 or at other times by  
prior arrangement.  
Date: 12th December 2015

**UNDER SECTION 14(1) OF THE ROAD TRAFFIC REGULATION ACT 1984 WEST BERNSHIRE DISTRICT COUNCIL (THE COUNCIL) INTENDS TO MAKE ORDERS AS FOLLOWING:**

The Council has made an Order the effect of which will be to prohibit every vehicle from proceeding over the A329 between Mead Lane and the private access road to Bease Park. The alternative route for all vehicles affected by the Order is via the A329 to Moulston, A4130, A4074 through Checkendon to Reading and then the A329 via Oxford Road to Pangbourne.

The proposed Order will come into effect on 24th December 2019, and it is anticipated that the closure will be in place from 23:00hrs on 24th December and 2nd January 2020.

**1-800-550-4444**

The Council has made an Order the effect of which will be to prohibit any vehicle from proceeding in any direction over Station Road in Hamilton between its junction with The Broadway and its junction with The Moors.

The purpose of this Order is to enable works to take place on or near the Broadway, Chapel St (A4), The Moor, and other streets. The proposed Order will come into effect on 16th December 2019. It is envisaged that the closure will be in place between 13th and 17th January 2020.

ness stated otherwise the above orders shall remain in force for a period of eighteen months, or until the works are complete, whichever the sooner, they will not take effect until approved traffic signs have been erected. Final details of the closure can be viewed on [www.m25works.org](http://www.m25works.org)

**Winstonley, Head of Transport and Countryside, West  
Surrey District Council, Council Offices, Market Street,  
Windsor, RG14 5LD**

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**Borough of Basingstoke and Deane  
Town and Country Planning Act 1990  
Planning (Listed Buildings and Conservation Areas) Act  
1990**

The applications listed below are advertised for the reasons given	19/03/25/HSE	Demolition of existing garage/

Reason:	Proposal affects the setting of a Conservation Area
19/02/231/FUL	Change of use from Financial

advisers office to ancillary residential accommodation to Old Pines House, a associated alterations to include removal of bow window, erection of porch and erection of replacement external staircase, at Old Pines House Ball Hill Road Ball Hill

**19031201/LBC** Variation of condition 1 of planning consent 19/006010/LBC (Extensions and alterations to existing dwelling; Erection of tractor shed and conversion of existing glass house to games room) to allow amendments to scheme at The Old Nursery, Harts Lane, Newtown

**Reason:** Demolition of equestrian buildings and a rest room and Erection of a two bedroom detached dwelling at Meadow Brook Farm Woolton Hill Road Ball Hill

The applications and plans are available for public inspection at Civic Offices, London Road, Basingstoke planning office hours or at [www.basingstoke.gov.uk](http://www.basingstoke.gov.uk). Any comments should be made in writing within 21 days of this notice. Any comments received are open to public inspection.

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### Proposed exchange of common land at Newbury & Crookham Golf Club

Derek Cutt 23 July 2019

Original file name: GolfClubExchangeProposal2019.pdf

#### Background

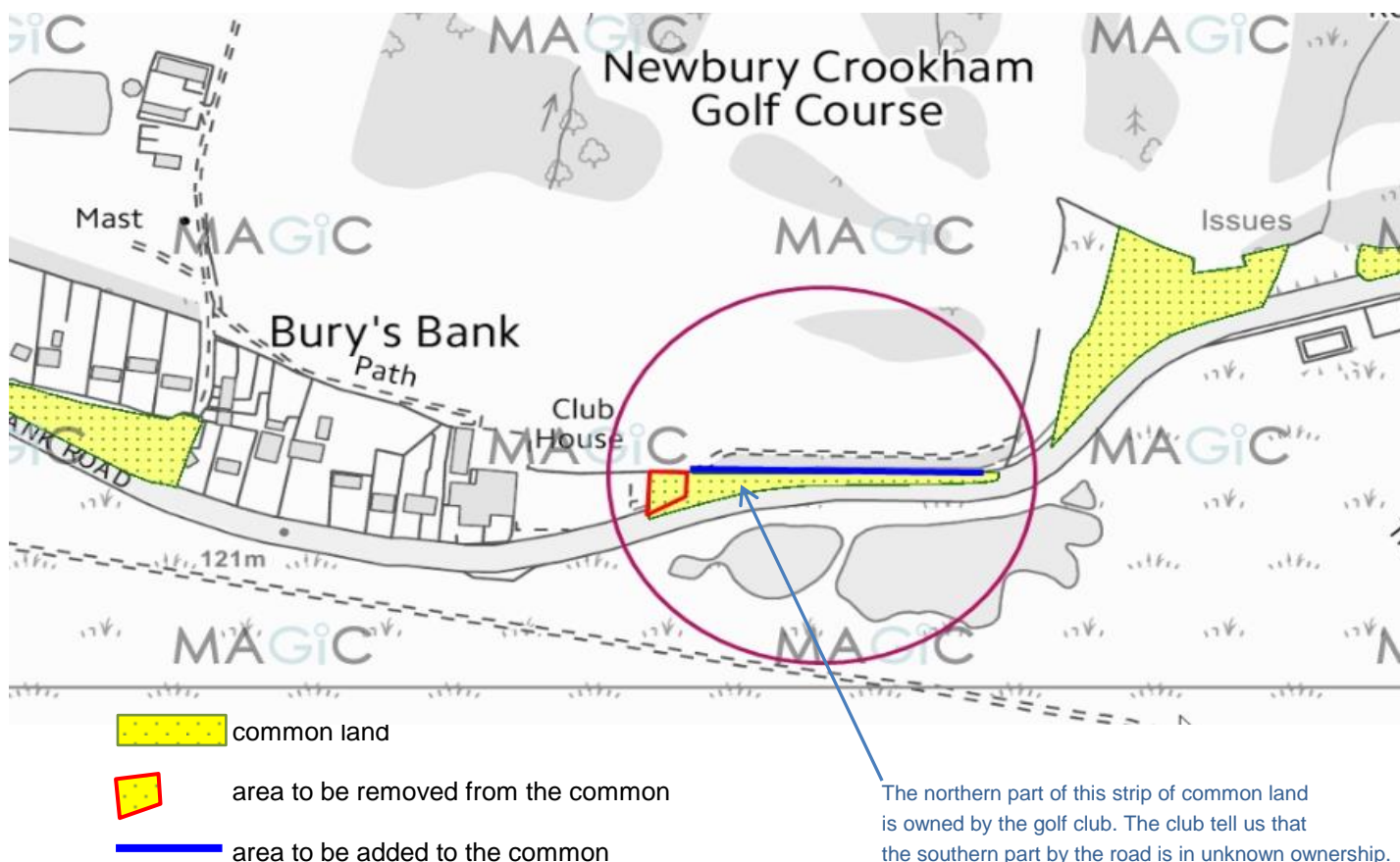
The golf club believe their club house at 33-35 Bury's Bank Road is dilapidated and needs to be replaced. Their favoured option is to build a new club house further north in the middle of the course. They would fund this by demolishing the existing club house and building a number of houses for sale, on the site currently occupied by it and the adjoining car park immediately to the north of Bury's Bank Road.

The car park is owned by the club. The whole of it is shown on Defra's MAGIC mapping system as CROW section 15 land. However only the eastern end of it is also part of Greenham Common as defined on the definitive map which accompanies the G&CC Act 2002. Therefore the Commission's interest is limited to this eastern section. **A new access road to the new club house would cross this piece of land.** Therefore the club would need to have the area removed from the common, and are offering an exchange in which a nearby strip of land, also currently in their ownership, would become common land.

On 03 July 2019 Paul Hendry (WBC), John Thorogood (Governance Committee), Liz Fricker (BBOWT) and Derek Cutt (Conservation Management Committee) met on site with Ivor Graham and Gareth Williams from the golf club. Our conclusion was that the area of common land to be given up has no obvious conservation value. It is currently a gravel-surfaced parking area verged with some grass and some bare ground. Almost any piece of land the common might gain in exchange would have similar or greater conservation value. Therefore those attending the meeting have no objection on conservation grounds.

A long narrow strip of common land, part of which is owned by the club, extends eastwards from the car park between the road and the golf course. The proposal is to expand the common rights here northwards, effectively widening the strip of common land as shown on the accompanying drawing [PWA-16001-SK-0134-P1\\_Common Land Swap \(004\).pdf](#) which was prepared by the club's architect.

The architect's drawing does not show the areas of common land clearly, so the sketch below is provided for context (base layer and common land boundaries from Defra's MAGIC GIS).



- (1) If the Council consider that it will be conducive to the attainment of all or any of the purposes set out in section 8 (1) (a) to (c) (General duty of Council and Commission) above, the Council may, subject to the provisions of this section, exchange for any land forming part of the Common ("the land disposed of") other land ("the exchange land").
- (2) The Council may not exercise the power under subsection (1) above, unless it is satisfied that the requirement of subsection (3) (a) or (b) below is met.
- (3) The requirement of this subsection is—
  - (a) that there has been or will be given in exchange for such land, other land, not being less in area and being equally advantageous to the persons entitled to rights of common and to the public and that the land given in exchange has been or will be vested in the Council; or
  - (b) that the effect of the exchange will be to improve the conservation and management of the Common as a whole and benefit the neighbourhood.
- (4) Upon the exchange of any land under this section—
  - (a) the land disposed of shall cease for all purposes to form part of the Common and shall be freed from all rights and obligations whatsoever attaching to the land by virtue of its having been common land (whether under this Act, any other enactment or otherwise) but shall remain subject to any other rights to which it was subject before the exchange; and
  - (b) the exchange land shall become part of the Common and subject to all rights and obligations under this Act and any other enactment or rule of law to which the land disposed of was subject.
- (5) The Council may only exercise the power under subsection (1) above—
  - (a) where the area of the land to be disposed of is less than five hectares, with the prior approval of either the Secretary of State or the Commission; or
  - (b) in any other case, with the prior approval of the Secretary of State.

**Points to note from Section 18**

- 1 The area under consideration is much less than 5 ha. Therefore (5) (a) above applies, and the Commission can give approval.
- 2 The words "vested in" in (3) (a) above. Definition of vested from Collins dictionary:  
property law  
"having a present right to the immediate or future possession and enjoyment of property"
- 3 The "or" in (2) above suggests that the exchange land does not necessarily have to be vested in the Council, as long as (3) (b) applies instead. However, it might be argued that a housing development adjacent to the common fails to meet the test of (3) (b).

**Decision points**

Commissioners are asked to decide whether to...

- D1 Approve the proposal, on condition that (3) (a) above applies and the exchange land is transferred to WBC ownership, or
- D2 Approve the proposal, on the basis that while common rights are applied to the exchange land, there is no change in ownership and the exchange land remains the property of Newbury and Crookham Golf Club Ltd., or
- D3 Refuse approval for the proposal.

# **Proposed Exchange of Common Land Greenham and Crookham Common**

S18 of the Greenham and Crookham Commons Act 2002 allows the Council to 'exchange for any land forming part of the Common, other land' s18 (1).

<http://www.legislation.gov.uk/ukla/2002/1/contents/enacted>

The Newbury and Crookham Golf Club have approached the Council to offering an exchange of one small area of common land for another small area of the same size. The Council has considered this request in light of the Act and applied the principles of s18, specifically subsections (3).

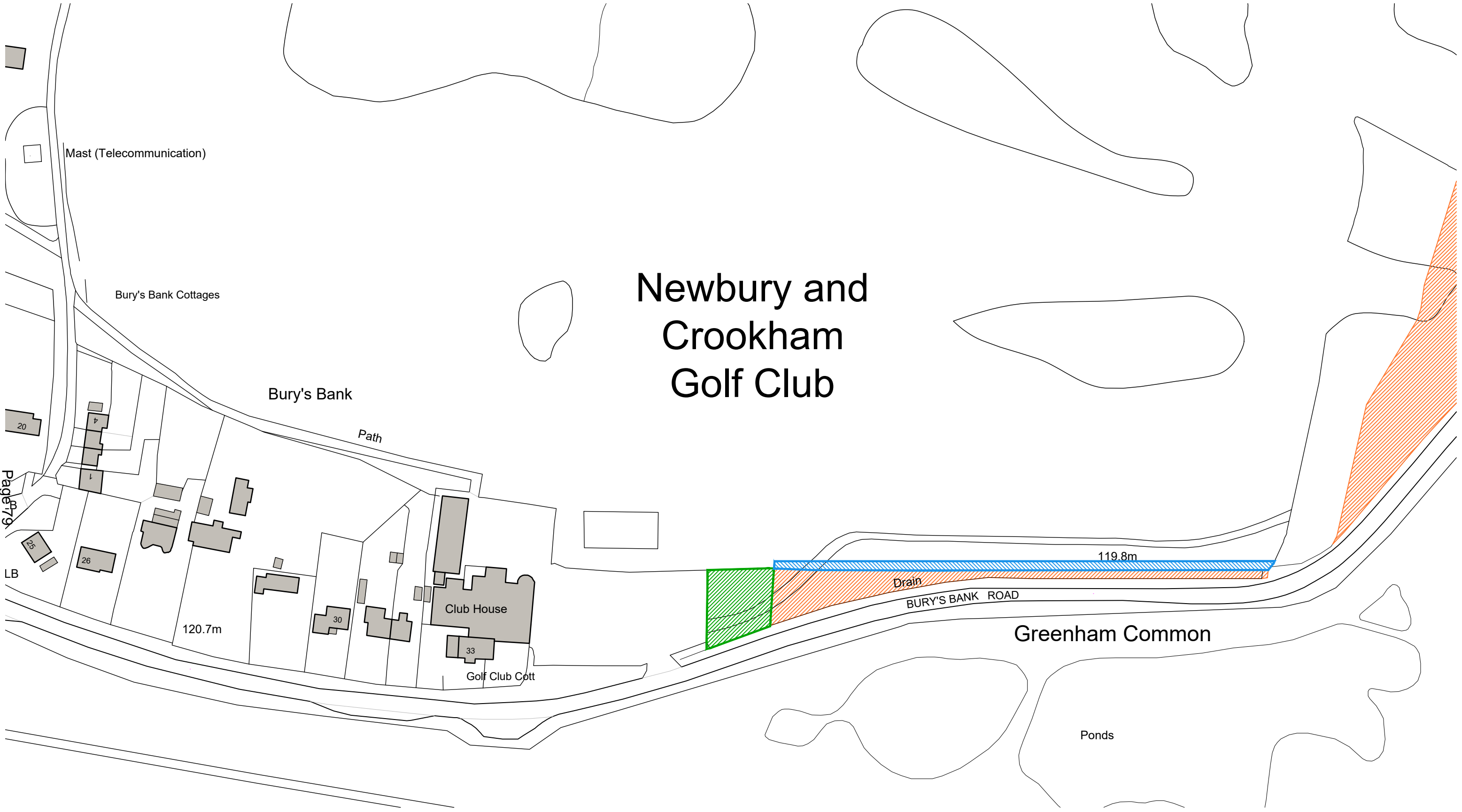
The Council believes that the land given in exchange is not less in area and is at least equally advantageous to the persons entitled to rights of common and to the public, and further the effect of the change will be to improve the conservation and management of the Common as a whole and benefit the neighbourhood.

To this end, after the statutory notice period the Council proposes to apply to the Greenham and Crookham Commons Commission (as the land is under 5ha. in total) for consent to exchange the land, removing common status from one part of the Common, marked green on the plan attached, for another, marked blue on the plan.

Representations can be made in writing to Paul Hendry, Countryside Manager, at the address below, before the 3<sup>rd</sup> January 2020.

Paul Hendry  
Countryside manager  
Council Offices  
Market Street  
Newbury  
RG14 5LD

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# Newbury and Crookham Golf Club

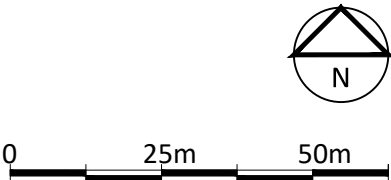
DRAFT FOR DISCUSSION

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Rev	Comments	Date	Dr	Ch
P1	First Issue	19-11-2019	BF	PP
P2	General Amendment	21-11-2019	BF	PP
P3	General Amendment	21-11-2019	BF	PP

Notes:  
Use annotated dimensions only. All dimensions in millimeters unless otherwise stated. This drawing is to be read in conjunction with all other related material. Any discrepancies, conflicts or errors must be reported to Piper Whitlock Architecture before commencing work.

- Key:
- Common Land within NCGC ownership (549sqm)
  - Land within NCGC ownership to be re-allocated as common land (549sqm)
  - Common Land outside of NCGC ownership
- NB: All boundaries are located at the centre of boundary lines



Drawing Title: <b>Common Land Re-allocation Title Plan</b>	
Client: <b>Newbury &amp; Crookham GC</b>	
Drawing No: PWA-16001-SK-0158	Rev: P3
Scale @ A3: 1:1250	
Status: PRELIMINARY	

Project:  
**Newbury & Crookham GC**

**PIPER WHITLOCK**

©Piper Whitlock Architecture Ltd,  
2nd Floor, Anglo St. James House, 39a Southgate Street, Winchester, Hampshire, SO23 9EH  
Tel: 01962 843586, Email: enquiries@piperwhitlock.co.uk, www.piperwhitlock.co.uk



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## 2020/21 Performance Report Quarter Four

<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	10 June 2021
<b>Portfolio Member:</b>	Councillor Howard Woollaston
<b>Date Service Director agreed report:</b> (for Corporate Board)	18 May 2021
<b>Date Portfolio Member agreed report:</b>	27 May 2021
<b>Report Author:</b>	Jenny Legge/Catalin Bogos
<b>Forward Plan Ref:</b>	EX3886

### 1 Purpose of the Report

- 1.1 To provide assurance that the core business and council priorities for improvement measures in the [Council Strategy 2019-2023](#) are being managed effectively.
- 1.2 To highlight successes and where performance has fallen below the expected level, present information on the remedial action taken, and the impact of that action.

### 2 Recommendation

To note the progress made in delivering the Council Strategy Delivery Plan 2019-2023, a maintained strong performance for the core business areas, good results for the majority of the measures relating to the council's priorities for improvement, and remedial actions taken where performance is below target.

### 3 Implications and Impact Assessment

Implication	Commentary
<b>Financial:</b>	To be highlighted and managed by individual services.
<b>Human Resource:</b>	To be highlighted and managed by individual services.
<b>Legal:</b>	To be highlighted and managed by individual services.
<b>Risk Management:</b>	To be highlighted and managed by individual services.
<b>Property:</b>	To be highlighted and managed by individual services.
<b>Policy:</b>	To be highlighted and managed by individual services.

	Positive	Neutral	Negative	Commentary
<b>Equalities Impact:</b>				
<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		x		
<b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		x		
<b>Environmental Impact:</b>		x		
<b>Health Impact:</b>		x		
<b>ICT or Digital Services Impact:</b>		x		
<b>Council Strategy Priorities or Business as Usual:</b>	x x			Supports all priorities and core business of the Council Strategy 2019-2023.
<b>Data Impact:</b>		x		
<b>Consultation and Engagement:</b>	The information provided for this report, has been signed off by the relevant Head of Service/Service Director and Portfolio Holder.			

## 4 Executive Summary

4.1 This paper provides updates for each component of the Council Strategy Delivery Plan 2019-2023:

- Non-targeted influencer measures for context.
- Targeted measures for each core business area.
- Targeted measures for each priority for improvement.
- Corporate health measures for internal context.

4.2 The **Influencer measures** indicate that the district has coped better in response to Covid-19 challenges compared with other parts of the country. The Covid-19 infections

peaked in January but, compared with other local authorities in England, the cumulative rate remained in the [lowest \(best\) quartile](#). In addition, the district has achieved a [high percentage of Covid-19 vaccinations](#) for those age groups due to receive the vaccines by the end of the quarter.

- 4.3 The economic indicators (economic activity, employment rate, business rated properties) continued to show a strong resilience. The effect of lockdown restrictions, at the start of the quarter, is reflected by reduced town centre footfall and car parking tickets sales.
- 4.4 Work with our communities to support local residents has continued. Social Care measures show that the adult social care cases managed through interim, short-term solutions due to Covid-19, have started to move to long term support services. In addition, Covid-19 restrictions are a key factor in children social care cases being identified at a more critical stage, and requiring safeguarding and child protection plans. Nevertheless, services are carefully monitoring the situation and adapting service delivery to ensure vulnerable residents are identified and supported.
- 4.5 The council focused on responding to the Covid-19 challenges, ensuring **core business** service delivery. This area achieved strong performance during quarter four, in particular with regards to waste management, timeliness of decisions on new housing benefit claims and planning determinations. The notable exception remains the collection of Council Tax and Non domestic rates (which are impacted by a conscious decision made in support of local residents and businesses during Covid-19); the cleanliness of our streets (impacted by diverting operational resource to frontline collection services due to Covid-19 challenges) and the principal road network requiring repairs due to inclement weather, which has been addressed by securing £4.5m Challenge Fund resources for resurfacing work. New benchmarking data released this quarter places the district in the top quartile nationally for the amount of household waste it recycles, composts and reuses, and for school places allocations. Timeliness of decisions for Housing Benefit claims improved from last year's level, which was in the third quartile in England.
- 4.6 Improvement activity through the Council Strategy **priorities for improvement** continued to progress. The majority of measures remained on track and delivery of outcomes continued this quarter (e.g. approval of a framework to improve employment opportunities of vulnerable people, accommodation offered to all rough sleepers, and Adult Social Care clients who have feel safe and secure because of the service they have received). There are some measures not reported upon due to lack of data availability impacted by Covid-19 (e.g. educational attainment, and average traffic time). A few measures, mostly relating to the approval of other specific strategies and frameworks, are being re-profiled by a few months, as the services responsible for their delivery have been at the forefront of the response to Covid-19.
- 4.7 The council's **corporate health indicators** highlight sound resource management, a budget underspend, reducing sickness absence and stable workforce.
- 4.8 In conclusion, the influencer measures evidence the socio-economic resilience of the district. The council contributed to this by focusing resources to support the Covid-19 response and recovery activity, and to maintain strong core business delivery. Most of the priorities for improvement have progressed too, but a few actions in this area are

re-profiled to ensure sufficient capacity for Covid-19 response and continuity of service delivery.

## 5 Supporting Information

### Influencer measures

*Refer to Appendix A for more detail*

- 5.1 Non-targeted measures of volume are monitored to provide context to the work being carried out across council services.
- 5.2 The major influential factor during quarter four remained the work to mitigate the **impact of the second wave of Covid-19 infections**. The strong economy and more favourable social characteristics, placed the district in a stronger position and the work with our local communities protected lives and livelihoods (West Berkshire Community Hub). The cumulative rates of infections remained in the best (lowest) quartile nationally. In addition, work to promote vaccinations, including by engaging with groups and communities at greater risk, resulted in reaching top quartile vaccination rates compared to other districts in England.
- 5.3 Overall, the local **economy maintained** the strong pre-Covid-19 levels. Key indicators such as the economic activity rate (chart 1), unemployment rate (chart 2), business rated properties (chart 7), and planning applications and their approval rates (chart 13) remained stable.
- 5.4 Areas impacted more by the pandemic are being tackled through local measures which include the implementation of national solutions. Enhancements to Universal Credit as part of the UK government's response to Covid-19 mean that an increasing number of people (charts 5 & 6) became eligible for unemployment-related benefit support, although still employed.
- 5.5 Town centres are likely to be more vulnerable to changing working patterns than elsewhere. As would be expected for another lockdown, footfall and the number of parking tickets sold were substantially below normal level (charts 9 & 10).
- 5.6 The local **social indicators** are following the national trends. The latest data available at the time of publication (quarter three) show a reduction in volume for crime (chart 15) and domestic abuse incidents (charts 16 & 17). Through coproduction work with voluntary sector organisations, and the Housing Strategy Group, the extensive work carried out by the Rough Sleeping and Housing Operations Teams resulted in no rough sleepers at the end of quarter four (chart 36).
- 5.7 Arrangements have continued to ensure that vulnerable children, young people and adults are identified and to receive support. Such arrangements include enhanced screening, closer joint working between different services, face to face visits for all child protection and high level child in need referrals. However, the increase in child protection enquiries initiated, and a higher number child protection plans would suggest that some of the cases are identified at a stage requiring more critical intervention, rather than more early help support.



- 5.8 In adult social care, the number of long terms service cases (chart 31), and the number of new adult safeguarding enquiries (chart 30) have increased during quarter four, after being lower than normal due to Covid-19 in the previous quarters, as those clients in interim Short Term solutions transitioned to long term support.
- 5.9 The number of flytips reported is 35% higher than quarter four 2019/20 (chart 46). The council continues to raise awareness and increase enforcement activity.

### Core Business Activities

*Refer to Appendix B for Exception Reports*

Please note:

R (red): year-end target will not be met

A (amber): behind schedule, but expected to achieve year-end target

G (green): year-end target will be met.

DNA: Data not available

DNP: Data not provided

*Refer to Appendix C for*

Category	Measure	2020/21			Notes
		RAG	YE Outturn	Target	
Protecting our children	Ofsted rating of at least Good for our Children and Family Service	G	Good - pending outcome of next inspection	Good	Latest available inspection result. OFSTED Inspections are currently on hold due to Covid-19.
	% of Children in Care where the child has been visited in the past 6 weeks (or 12 weeks if this is the agreed visiting schedule)	R	60.3%	≥95%	YE: 88 / 146
Supporting education	% of maintained schools judged good or better by Ofsted	G	93.7%	≥93%	YE: 74 / 79

Category	Measure	RAG	2020/21		Notes
			YE Outturn	Target	
	% of applications receiving one of their three preferences for West Berkshire children (Primary Admissions)	G	Complete in Q1	≥95%	
	% of applications receiving one of their three preferences for West Berkshire children (Secondary Admissions)	G	Complete in Q1	≥95%	
Ensuring the wellbeing of older people and vulnerable adults	% of WBC provider services inspected by Care Quality Commission (CQC) and rated as good or better	R	80.0%	100%	Walnut Close Care Home has now closed (March 2021). See exception Report
	% of financial assessments actioned within 3 weeks of referral to the Financial Assessment & Charging Team	R	96.0%	≥98%	Performance has dropped due to staff vacancy from October 2020 to January 2021. See exception report for details.
Maintaining our roads	% of the principal road network (A roads) in need of repair	R	3.0%	Top 25% nationally	The inclement weather during the winter of 2019/20 caused higher than expected rates of deterioration. The main areas of deterioration are in the surface texture of the A4 between Thatcham and Aldermaston. See exception report for details
Collecting your bins and keeping the streets clean	% of household waste recycled, composted and reused	G	51.1%	≥49.5% (≥2018/19 outturn)	Q4: 8,388 / 17,456 YE: 38,031 / 74,373 Q3 data has been updated, and Q4 2020/21 data is provisional. All results are subject to change once validated by DEFRA after Q4

Category	Measure	2020/21			Notes
		RAG	YE Outturn	Target	
	Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators)	R	Satisfactory	Good	See exception report for details.
Providing benefits	Average number of days taken to make a full decision on new Housing Benefit claims	G	Av. 18.27	≤20 days	Q4: 18.32
Collecting Council Tax and Business rates	Council Tax collected as a percentage of Council Tax due	R	95.9%	≥98.8%	For comparison, Q4 2019/20 = 98.5% The effects of Covid-19 have reduced the amount of Council Tax being paid. Over 2000 accounts requested payment holidays. See exception report for details
	Non domestic rates collected as a percentage of non domestic rates due	R	95.2%	≥99%	For comparison, Q4 2019/20 = 98.9% Covid-19 has had a massive effect on collection. Many businesses were closed between March and July and some have remained so. See exception report for details
Planning and housing	% of planning appeals won	G	65.0%	≥65% (England average)	Q4: 21 / 30 YE: 46 / 70
	% of 'major' planning applications determined within 13 weeks or the agreed extended time	G	98.6%	≥90% (England average)	Q4: 12 / 12 YE: 70 / 71

Category	Measure	RAG	2020/21		Notes
			YE Outturn	Target	
	% of 'minor' planning applications determined within 8 weeks or the agreed extended time	G	89.5%	≥86% (England average)	Q4: 73 / 80 YE: 281 / 314
Supporting local employers	Number of virtual business engagement events held	G	4	≥4	

Please note:

R (red): year-end target will not be met

A (amber): behind schedule, but expected to achieve year-end target

G (green): year-end target will be met.

DNA: Data not available

DNP: Data not provided

*Refer to Appendix C for technical conventions*

5.10 Performance for the majority of core business activities reported has been on target.

5.11 Where Covid-19 restrictions have hindered statutory, face-to-face visits teams have offered the service in a different way e.g. closer partnership and interdisciplinary team working, video meetings or telephone calls, to ensure the safety of clients and staff.

5.12 As in previous quarters, the amount of Council Tax collected has been affected by residents accessing payment holidays during Covid-19. As of 20 January 2021, statutory debt recovery has restarted and court dates have been provided for legal action to take place. Collection is at 95.9%.

5.13 The amount of non-domestic rates or "Business Tax" collected is still well below the norm, as many business closed during the first lockdown and have remained so. At year end, collection is at 95.21%.

5.14 A more formal debt recovery timetable will be formulated over the next few weeks with action commencing in May 2021.

### **National Benchmarking for Core Business Measures (April 2018- March 2020)**

5.15 Benchmarking data for 2019/20 has been published for some areas. In the majority of services, we compare favourably with our peers and continue to maintain our position.

**2020/21 Performance Report Quarter Four**

					2020/21	
Category	Measure	2018/19 National Qtile/Rank	2019/20 National Qtile/Rank	2020/21 Target	RAG	YE Outturn
Supporting education	% of maintained schools judged good or better by Ofsted	1st Qtile Rank 17/152 (August) (YE: 95.7%)	1st Qtile Rank 22/152 (YE: 95.7%)	≥93%	G	93.7%
	% of applications receiving one of their three preferences for West Berkshire children (Primary Admissions)	2nd Qtile Rank 51/152 (YE: 98.4%)	1st Qtile Rank 12/152 (YE: 99.1%)	≥95%	G	Complete in Q1
	% of applications receiving one of their three preferences for West Berkshire children (Secondary Admissions)	1st Qtile Rank 27/152 (YE: 97.9%)	1st Qtile Rank 36/152 (YE: 96.6%)	≥95%	G	Complete in Q1
Maintaining our roads	% of the principal road network (A roads) in need of repair	1st Qtile Rank 17/146 (YE: 2%)	Data not available	Top 25% nationally	R	3.3%
Collecting your bins and keeping the streets clean	% of household waste recycled, composted and reused	1st Qtile Rank 31/148 (YE: 50.7%)	1st Qtile Rank 32/149 (YE: 50.2%)	≥49.5% (≥2018/19 outturn)	G	51.1%
Providing benefits	Average number of days taken to make a full decision on new Housing Benefit claims	3rd Qtile Rank 66/122 (YE Av 20.27)	3rd Qtile Rank 85/124 (YE Av 19.04)	≤20 days	G	Av. 18.27
Collecting Council Tax and Business rates	Council Tax collected as a percentage of Council Tax due	1st Qtile Rank 8/151 (YE: 98.5%)	1st Qtile Rank 8/151 (YE: 98.5%)	≥98.8%	R	95.9%
	Non domestic rates collected as a percentage of non domestic rates due	3rd Qtile Rank 82/151 (YE: 98.4%)	1st Qtile Rank 20/151 (YE: 98.9%)	≥99%	R	95.2%
	% of 'major' planning applications determined within 13 weeks or the agreed extended time	4th Qtile Rank 108/122 (YE: 78.1%)	2nd Qtile Rank 36/125 (YE: 98.8%)	≥90% (England average)	G	98.6%



Category	Measure	2018/19 National Qtile/Rank	2019/20 National Qtile/Rank	2020/21 Target	2020/21	
					RAG	YE Outturn
	% of 'minor' planning applications determined within 8 weeks or the agreed extended time	4th Qtile Rank 102/123 (YE: 77.5%)	2nd Qtile Rank 49/125 (YE: 90.4%)	≥86% (England average)	G	89.5%

### Council Strategy Priorities for Improvement:

*Refer to Appendix B for Exception Reports*

Table 1. Number of measures by priority of improvement and performance status

Priority for Improvement	RAG Status			
	Red	Amber	Green	Other
Ensure our vulnerable children and adults achieve better outcomes	1	0	6	1
Support everyone to reach their full potential	1	0	4	4
Support businesses to start develop and thrive in West Berkshire	2	0	2	0
Develop local infrastructure including housing to support and grow the local economy	3	0	6	3
Maintain a green district	2	0	4	1
Ensure sustainable services through innovation and partnerships	1	0	3	0
	<b>10</b>	<b>0</b>	<b>25</b>	<b>9</b>

Note:

Red: year-end target will not be met

Amber: behind schedule, but expected to achieve year-end target

Green: year-end target will be met.

Other: includes Annual (reported once a year), data not available, data not provided and targets to be confirmed

## **Ensure our vulnerable children and adults achieve better outcomes**

- 5.16 Overall good results have continued to be achieved for this priority for improvement. Sound intervention, combined with preventive support, maintained the repeat referrals to Children's services within the expected thresholds and Adult safeguarding enquiries achieved the outcomes expected by the service users. Notably, 91.2% of people who had used Adult Social Care services, said that it had made them feel safe and secure.
- 5.17 Covid-19 delayed the Strategic Goal of publishing a strategic framework to improve employment opportunities of vulnerable people due to Adult Social Care service having to prioritise the response to pandemic (target December 2020, but approved in February 2021). The restrictions also impacted the number of disadvantaged people aged 16-25 who have enrolled in apprenticeship training. The council is providing 13 placements across various services as part of the Kickstart Scheme, and is working with a new local apprenticeship employer to bring new opportunities to young people.

## **Support everyone to reach their full potential**

- 5.18 Attainment outturns for the academic year 2019/20 are not available due to Covid-19. Support is being provided to pupils and schools to minimise the impact of school closures.
- 5.19 The development and adoption of a community resilience index (Strategic Goal) has been delayed from March 2021 to December 2021, as the officer responsible was abstracted from normal duties to work in the Community Support Hub as part of West Berkshire Council's Covid-19 response. An additional officer has been appointed and commenced in post during quarter four. Covid-19 restrictions affected the number of volunteer hours for cultural services, however it is envisaged that once lockdown has eased, the volunteers will return.
- 5.20 Measures resulting from the approved Community Wellbeing Model (Strategic Goal) regarding active Befrienders and those who have been supported by the Befriender scheme have already exceeded the annual target. The scheme, which aims to prevent and reduce social isolation and loneliness in West Berkshire, provides social and emotional support to residents aged 50 and over from a volunteer befriender or buddy. Due to Covid-19 the scheme is currently running as a telephone befriending service and face to face befriending and buddying will be introduced when it is safe to do so and in line with government guidance.
- 5.21 The Communications and Engagement Strategy (Strategic Goal) has been developed and was approved by the Executive Committee on 15 October 2020. The delivery plan was approved by the Customer First Programme Board on 15 December 2020.

## **Support businesses to start develop and thrive in West Berkshire**

- 5.22 Activities are on track to deliver the Newbury Town Centre Masterplan study by December 2021. West Berkshire Council has appointed a multi-disciplinary team to undertake this major new study into the future uses of Newbury Town Centre. The work started with a public consultation, which closed in January 2021, with public focus group sessions planned for later in the year.

- 5.23 The Newbury West Berkshire Economic Development Company which was responsible for delivering the Inward Investment Brochure has been dissolved. This piece of work will now be absorbed by the Economic Development team and expected to be completed by December 2021, instead of the initial target of December 2020.
- 5.24 The Economic Recovery Board has amended the target date for the delivery of the Economic Development Strategy refresh, from December 2020 to June 2021, due to the prolonged Covid-19 response period, and in order to align with the Local Enterprise Partnership's Recovery and Renewal plan.

### **Develop local infrastructure including housing to support and grow the local economy**

- 5.25 The Regulation 19 consultation to inform the submission of a New Local Plan for examination (Strategic Goal) is on track and in line with the Local Development Scheme agreed in April 2020. The infrastructure delivery plan (Strategic Goal), which is aligned with the schedule for the submission of the Local Plan for examination, is also underway.
- 5.26 Due to staff being diverted to focus on the response and recovery relating to Covid-19, the West Berkshire Housing Strategy (Strategic Goal) was approved later than originally planned in March 2021.
- 5.27 Targets have been exceeded for residential units granted planning permission (582), the number of additional residential units completed (609) and the number of affordable homes granted planning permission (216). The number of additional affordable homes completed was below target by 5 homes, due to delays in supply, ground work completion and staff sickness. The remaining units will be built during 2021/22.
- 5.28 The project to make Superfast Broadband available in West Berkshire has been completed. As part of the Government's 'Getting Building fund' the Thames Valley Berkshire Local Enterprise Partnership (LEP) has successfully bid for funding and secured £7.5m, £1.7m of which will be used by West Berkshire Council to improve broadband connectivity for schools, fire services and GPs in rural areas.
- 5.29 The consultation on the West Berkshire Leisure Strategy was carried out between 8 October and 19 November 2020. A revised timetable has been agreed and it is expected to be submitted to the Executive Committee for approval by December 2021.
- 5.30 The consultation on the West Berkshire Cultural Heritage Strategy (Strategic Goal) took place between 7 September and 18 October 2020 and was approved by the Executive meeting on 14 January 2021.

### **Maintain a green district**

- 5.31 The Strategic Goal of studying the feasibility, the cost and journey time benefits of installing infrastructure in Thatcham is on track. Air quality sensors have been deployed on a trial basis and capital funds have been requested for variable message signs to influence drivers' route choices.

- 5.32 The first draft of the Environment Strategy Delivery Plan (Strategic Goal) was approved by the Environment Advisory Group during quarter two. Appropriate performance measures will be forthcoming as part of the planning process for 2021/22.
- 5.33 The adoption of the Local Transport Plan (Strategic Goal) is on track. As additional funding has been approved, initial discussions on delivery have begun.
- 5.34 The Department for Transport has awarded additional funding for a phase 2 of Emergency Active Travel schemes. Various schemes are being designed to encourage cycling and walking and public consultations have begun.
- 5.35 Work towards generating energy from council renewable sources is progressing with an initial six council buildings having solar panels installed. Further projects are being planned and appropriate performance measures will be forthcoming as part of the planning process for 2021/22. A development partner is being sought.
- 5.36 The Strategic Goals of studying the feasibility of and carrying out cost benefit analysis for large scale afforestation and natural regeneration in the rural area and urban tree planting, are behind schedule. Recruitment to the team occurred during quarter 3, with one vacant position being filled and two others commencing during quarter 4. The Economic Delivery Plan is being developed and priorities that arise from this process will inform measures and targets which will be considered for inclusion through service planning for 2021/22.

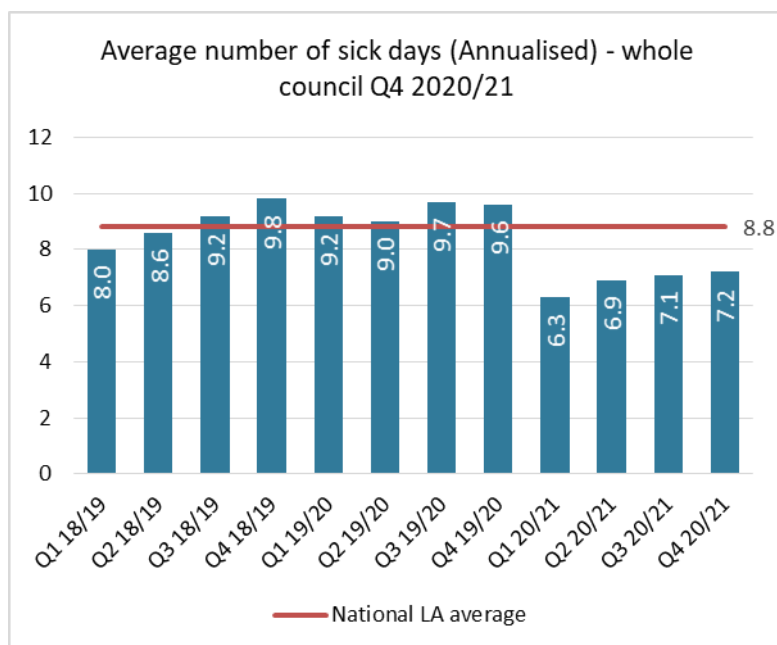
### **Ensure sustainable services through innovation and partnerships**

- 5.37 The Strategic Goal to develop a strategic positioning statement on commercialisation and the implementation of a confidential Employee Assistance Programme have already been completed in previous quarters.
- 5.38 Work is progressing to develop and adopt a corporate approach to capture and respond to customer feedback, in particular progress has been made around better coordination of consultation exercises and a repository of consultation findings, to commence in quarter one 2021/22, under the governance of the Customer First Programme Board.
- 5.39 The development of a community engagement framework has been incorporated into a broader programme of Engaging and Enabling Communities due to staff responsible for delivery of this framework being diverted to respond to Covid-19 during quarter one and the need to source additional staff during subsequent quarters. The delivery of this work has been re-profiled to March 2022.

### **Corporate Health**

- 5.40 The quarter four financial position shows a provisional under spend of £4.6m. Further details are available from the quarterly financial monitoring reports.
- 5.41 Absence levels have been below the norm since quarter one. Quarters three and four are usually higher due to the increase in coughs, colds and stomach bugs, however as many staff are working from home due to Covid-19, this has also kept the usual winter bugs at bay.

- 5.42 Covid-19 self-isolation days lost are not included in the sickness figures. These are days where staff are not working due to self-isolation and can not be recorded as sickness as this would trigger sick pay entitlements, which is not permissible under the Green Book and National Joint Council (NJC) for local government services guidance during Covid-19.



## Proposals

- 5.43 To note the progress made in delivering the Council Strategy Delivery Plan, a maintained strong performance for the core business areas, good results for the majority of the measures relating to the Council's priorities for improvement and remedial actions taken where performance is below target, which is mostly due to Covid-19.

## 6 Other options considered

None considered.

## 7 Conclusion

- 7.1 Quarter four results show that strong performance levels have been maintained and key services delivered to residents as part of the activities in the Core Business category.
- 7.2 Covid-19 cases peaked during this quarter but the overall rate of infections in the district was better than in other parts of the country. West Berkshire Council has supported the vaccination process achieving high rates of vaccinations.
- 7.3 The economy remains strong. Town centres have been impacted again by the lockdown measures still in place at the start of the quarter.
- 7.4 Services have continued with mitigation actions where Covid-19 impacted the normal service delivery. The focus remains on supporting our residents and in particular that

vulnerable, service users are identified and supported. The adult social care service users supported previously through interim, short term solutions have started to transition to long term services. The efforts to identify vulnerable children are successful, however these cases seems to be identified at more critical points, and require more formal safeguarding interventions.

- 7.5 The council has continued to prioritise the need to respond quickly to Covid-19. However, improvement work and key outcomes continue to be delivered, e.g. accommodation offered to all rough sleepers, Adult Social Care clients who have feel safe and secure because of the service they have received etc., and only a few measures, mainly relating to approval of strategies and frameworks, have be delayed by a few months.
- 7.6 Action plans are in place to address performance measures rated “Red” and the Executive is asked to note these actions and the overall performance reported.

## 8 Appendices

- 8.1 Appendix A – Influencer Measures
- 8.2 Appendix B – Exception Reports
- 8.3 Appendix C – 2020/21 in infographics
- 8.4 Appendix D – Technical Conventions

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### Corporate Board’s recommendation

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#### Background Papers:

#### 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:

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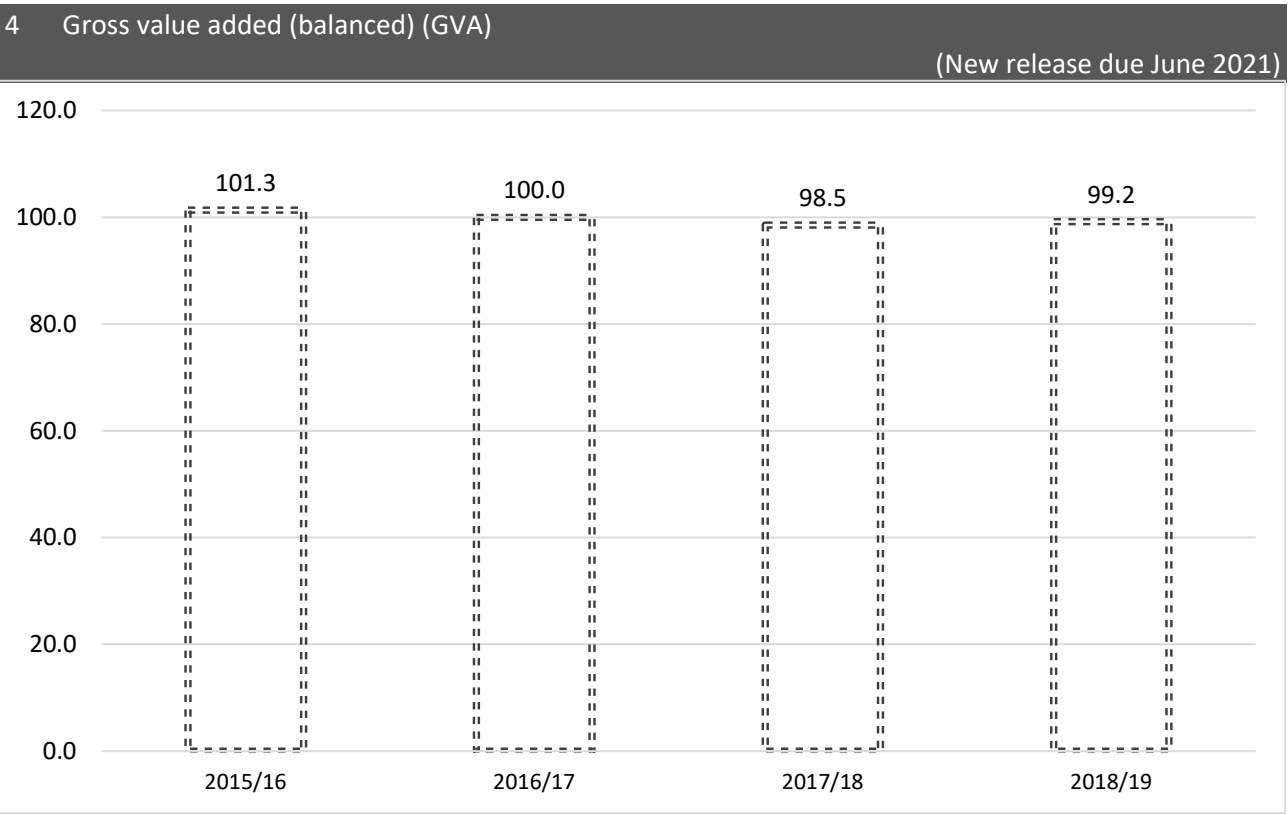
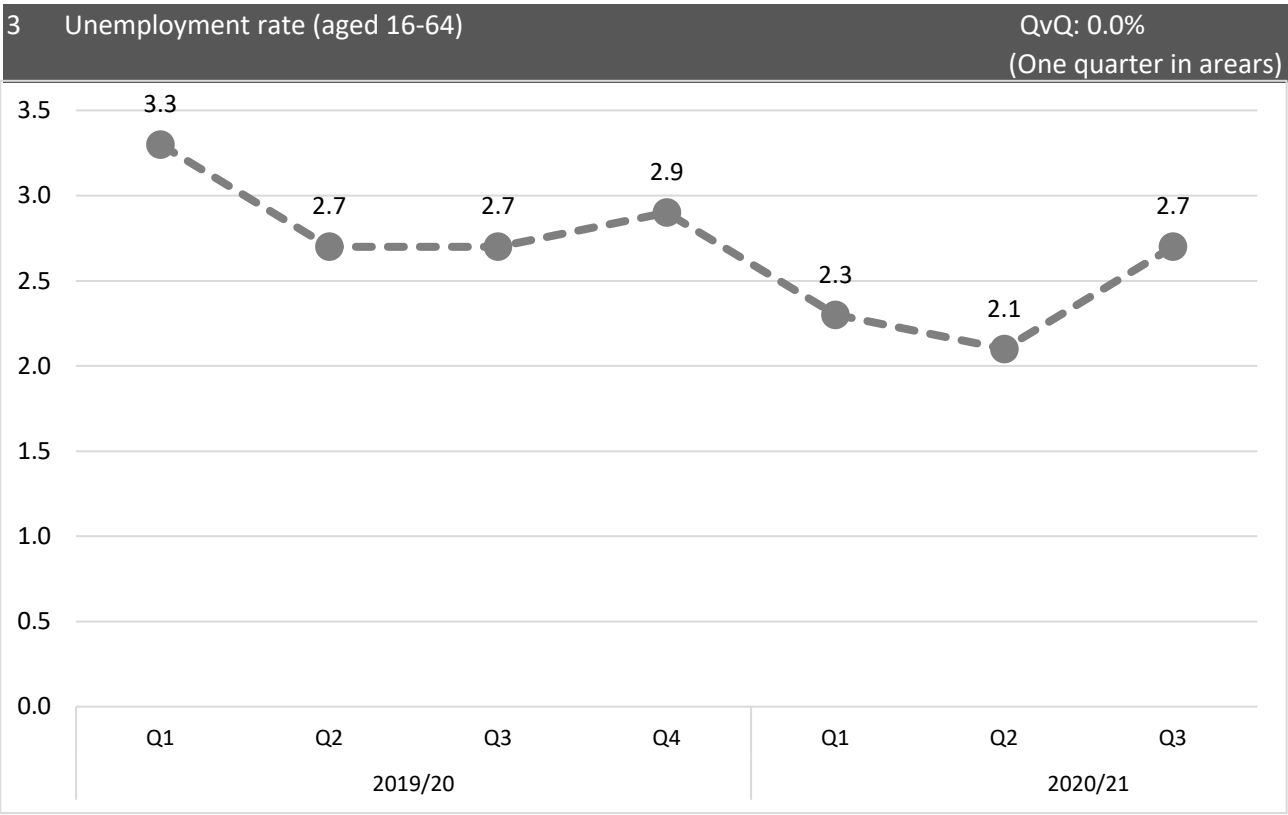
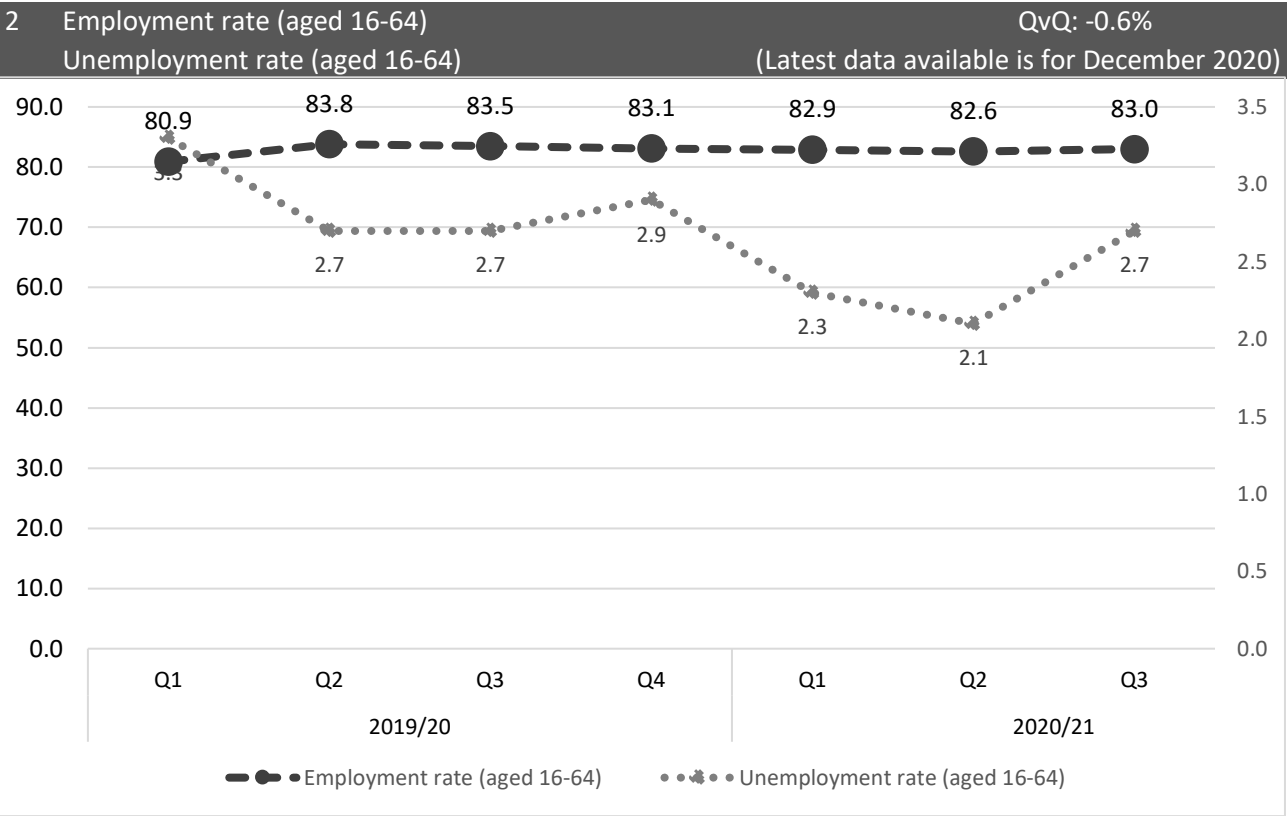
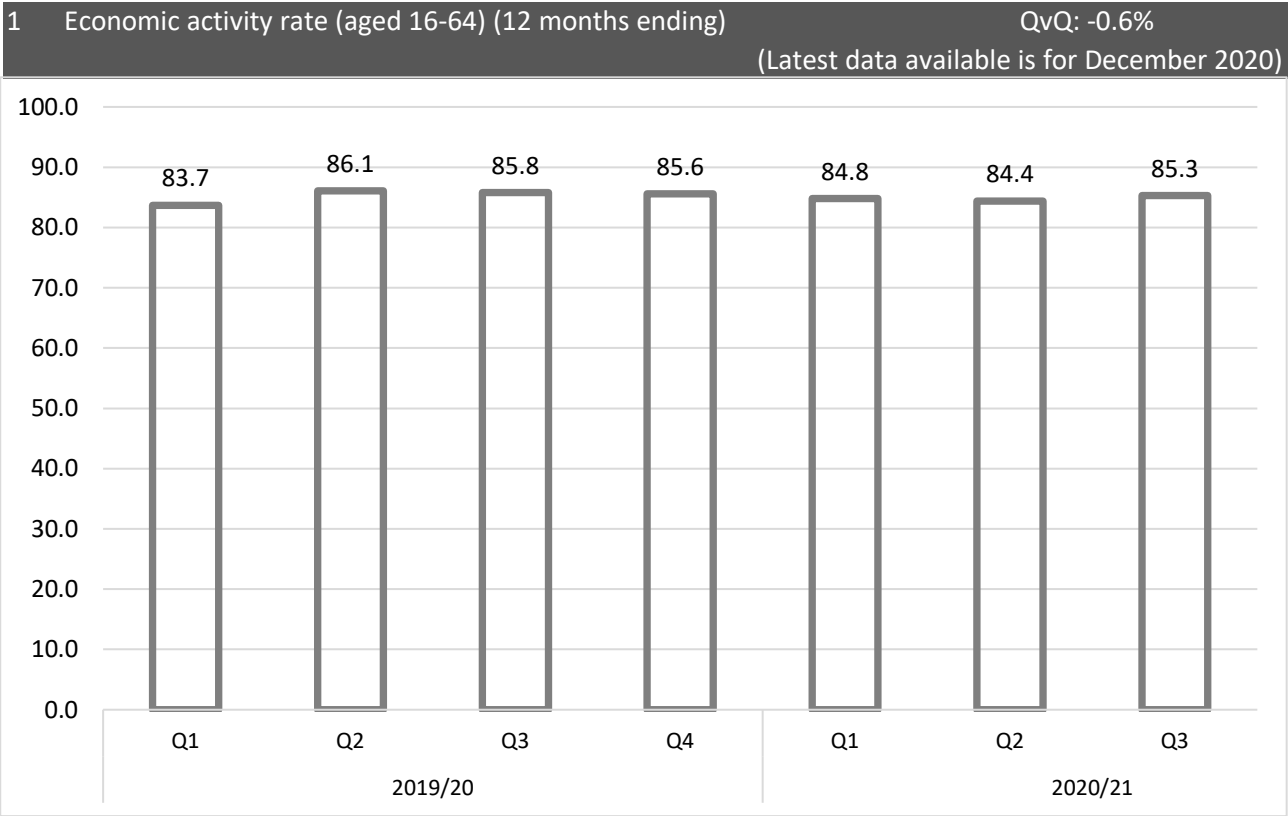
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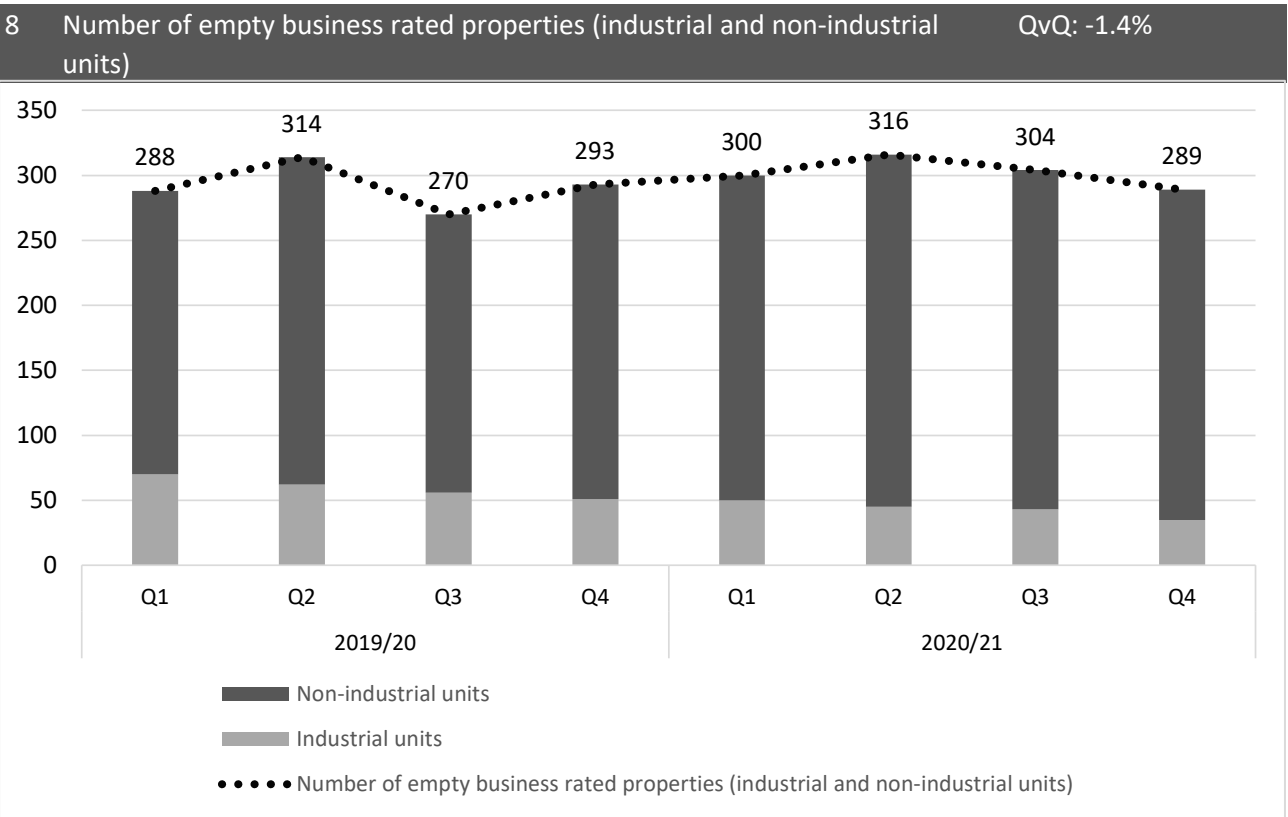
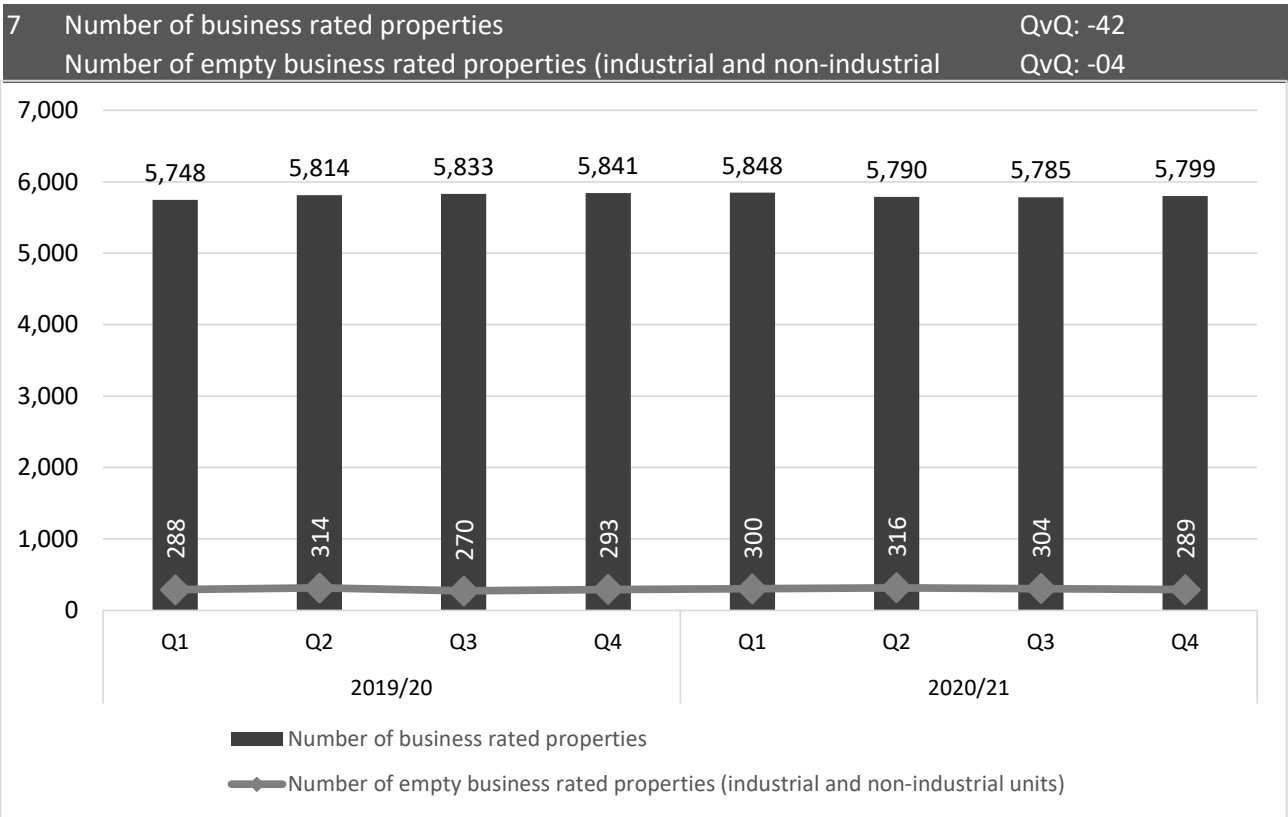
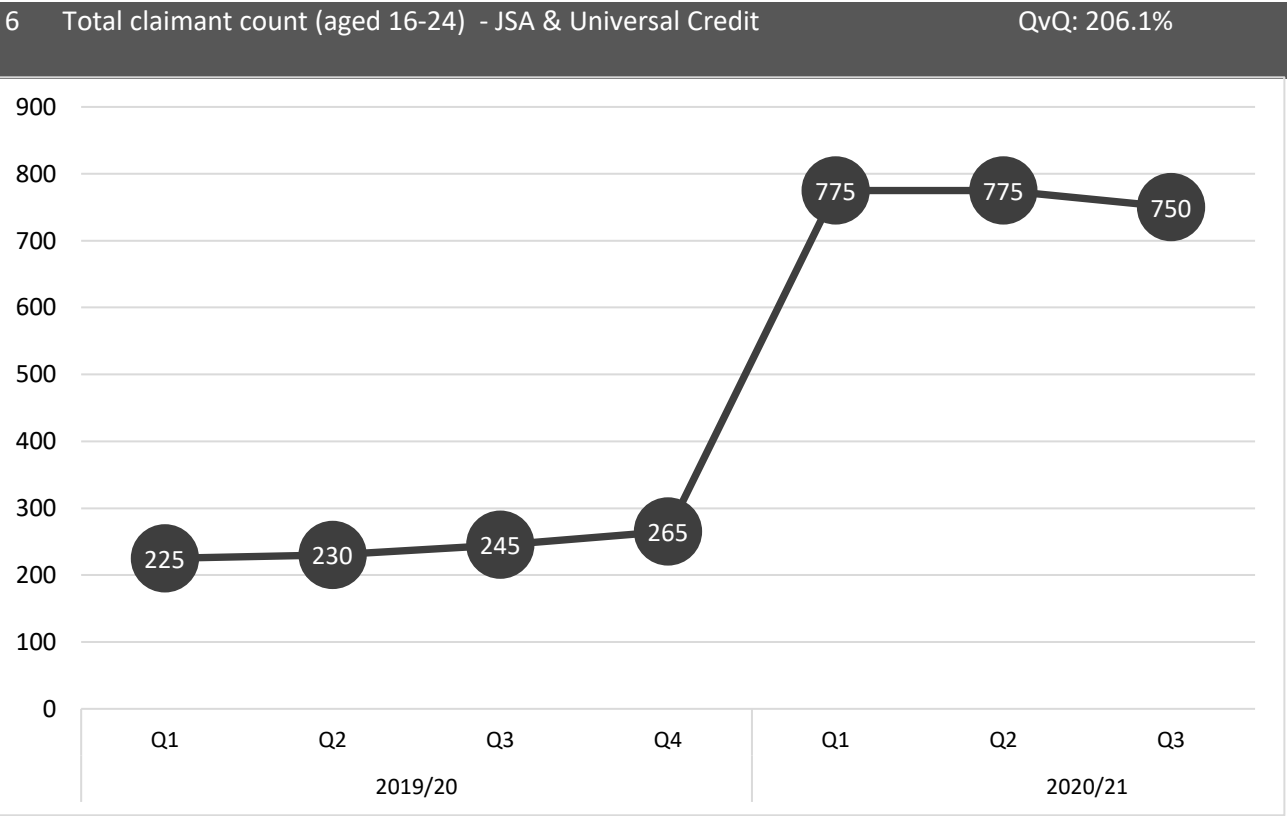
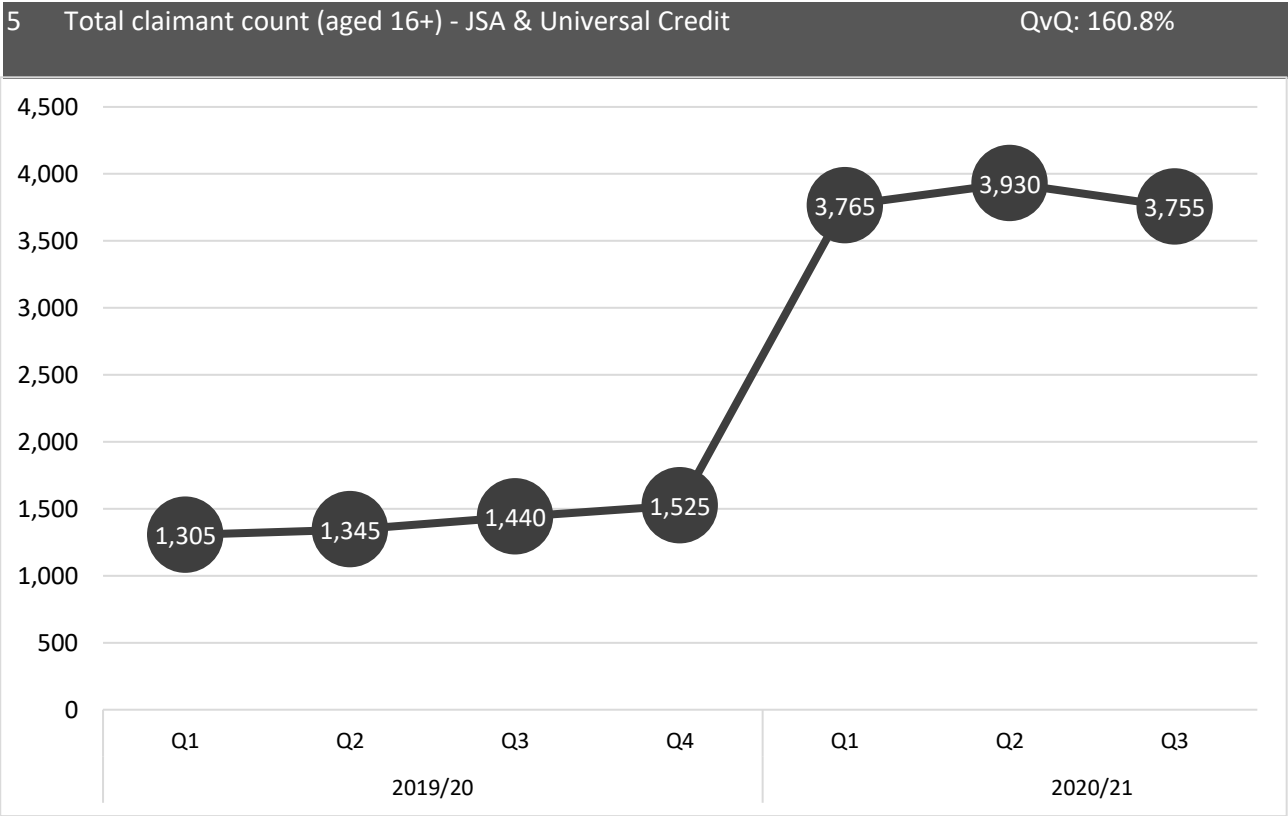
Appendix A: Influencer Measures Dashboard 2020/21 (current qtr v same qtr last year)

Economy (Grey) | Social Care (blue) | Environment (Green)



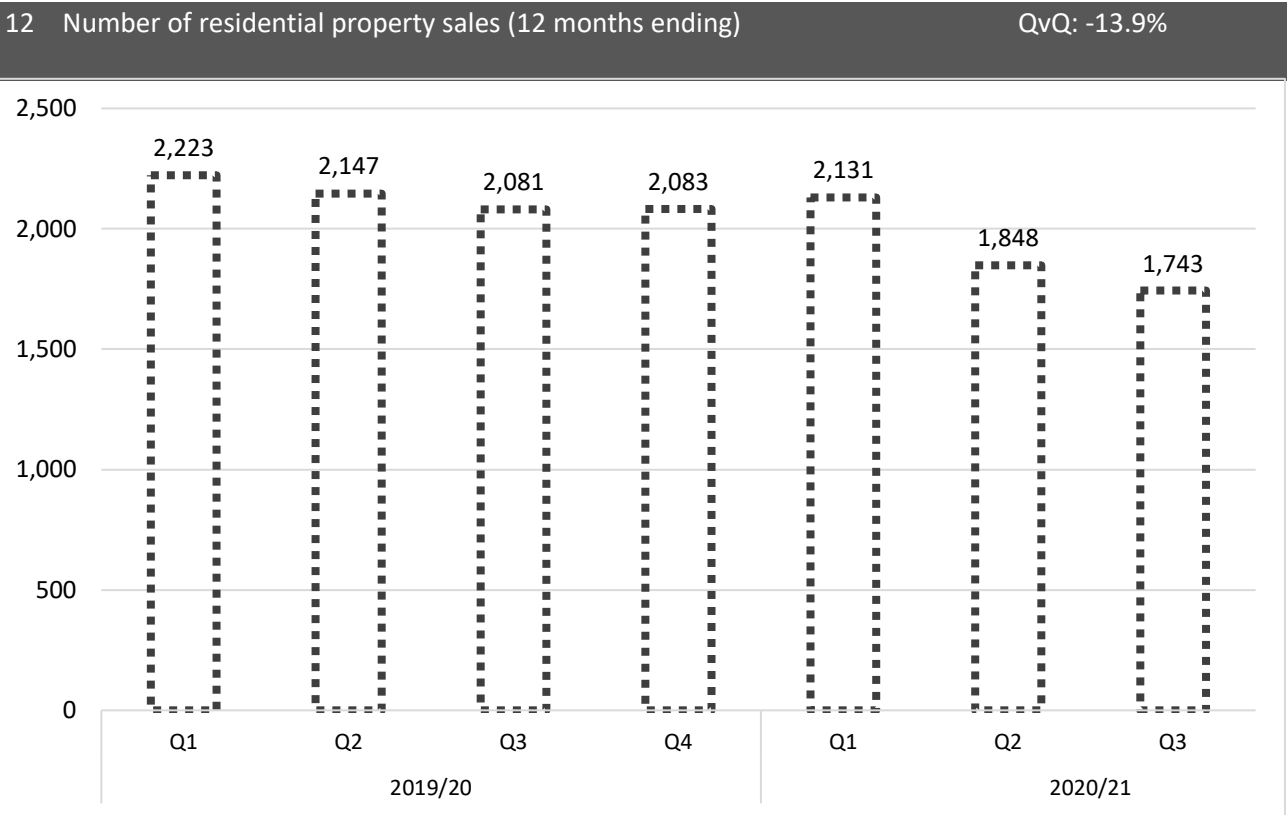
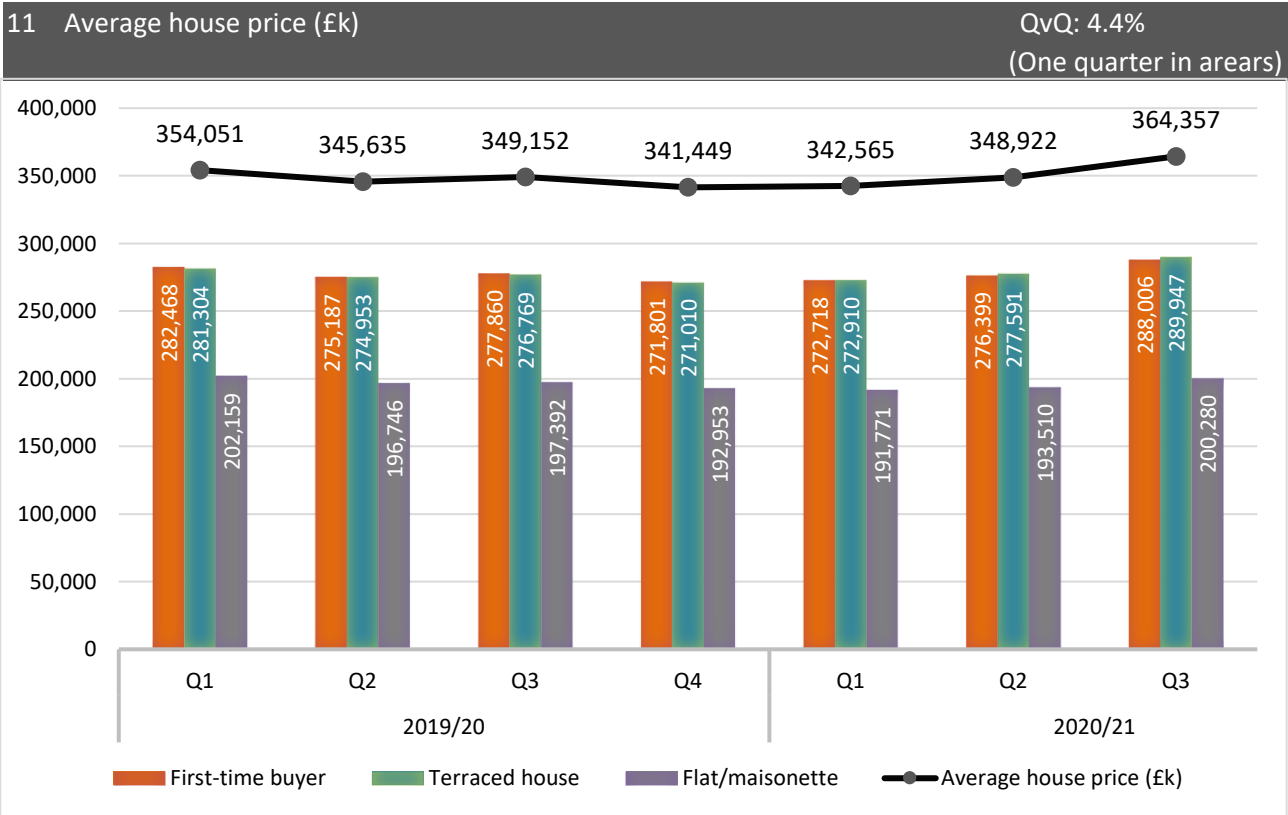
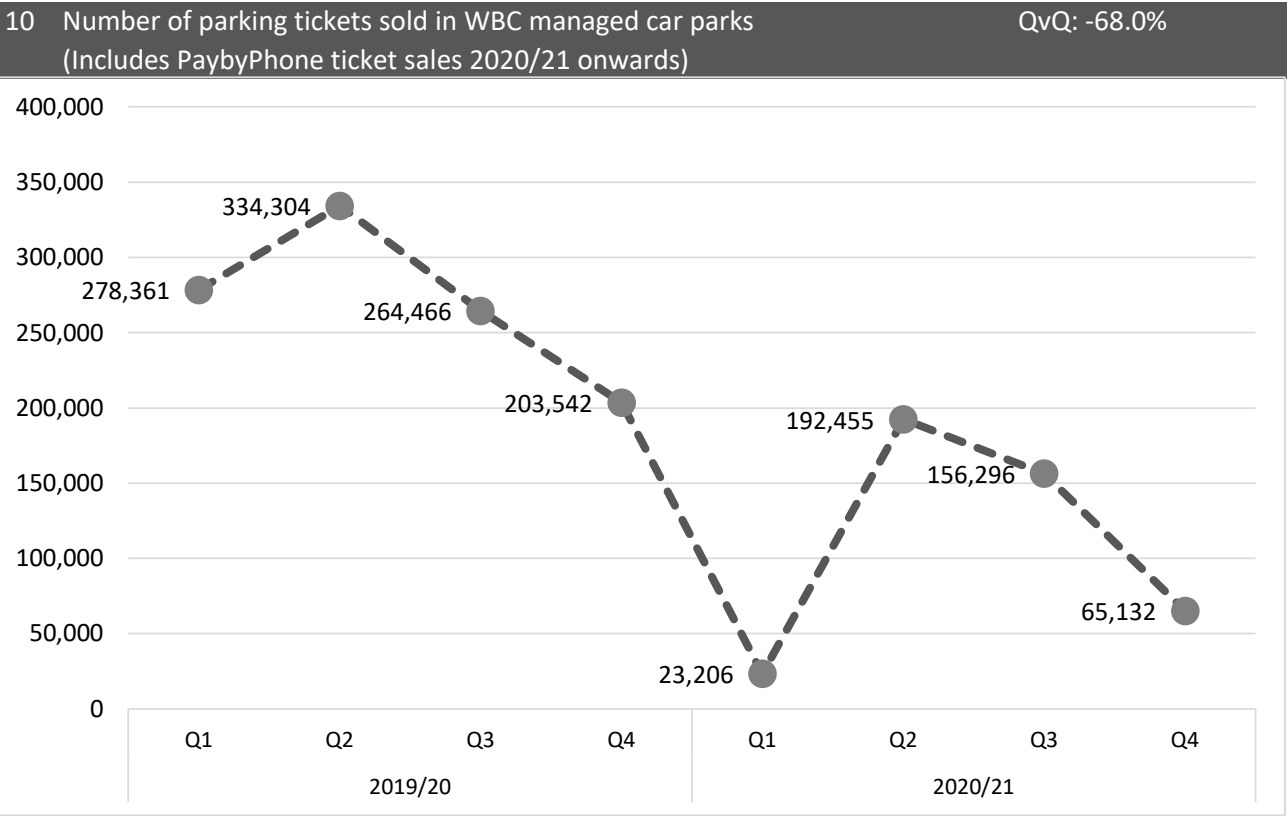
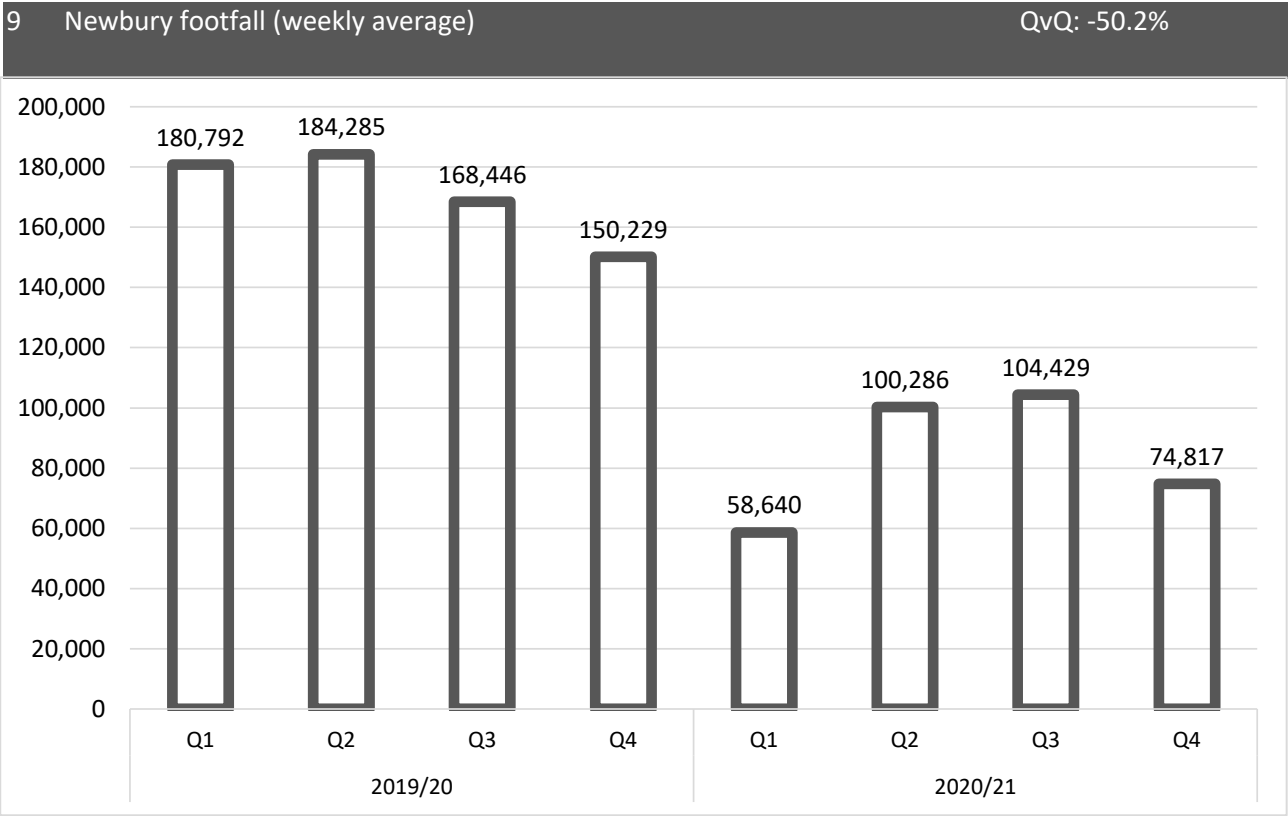
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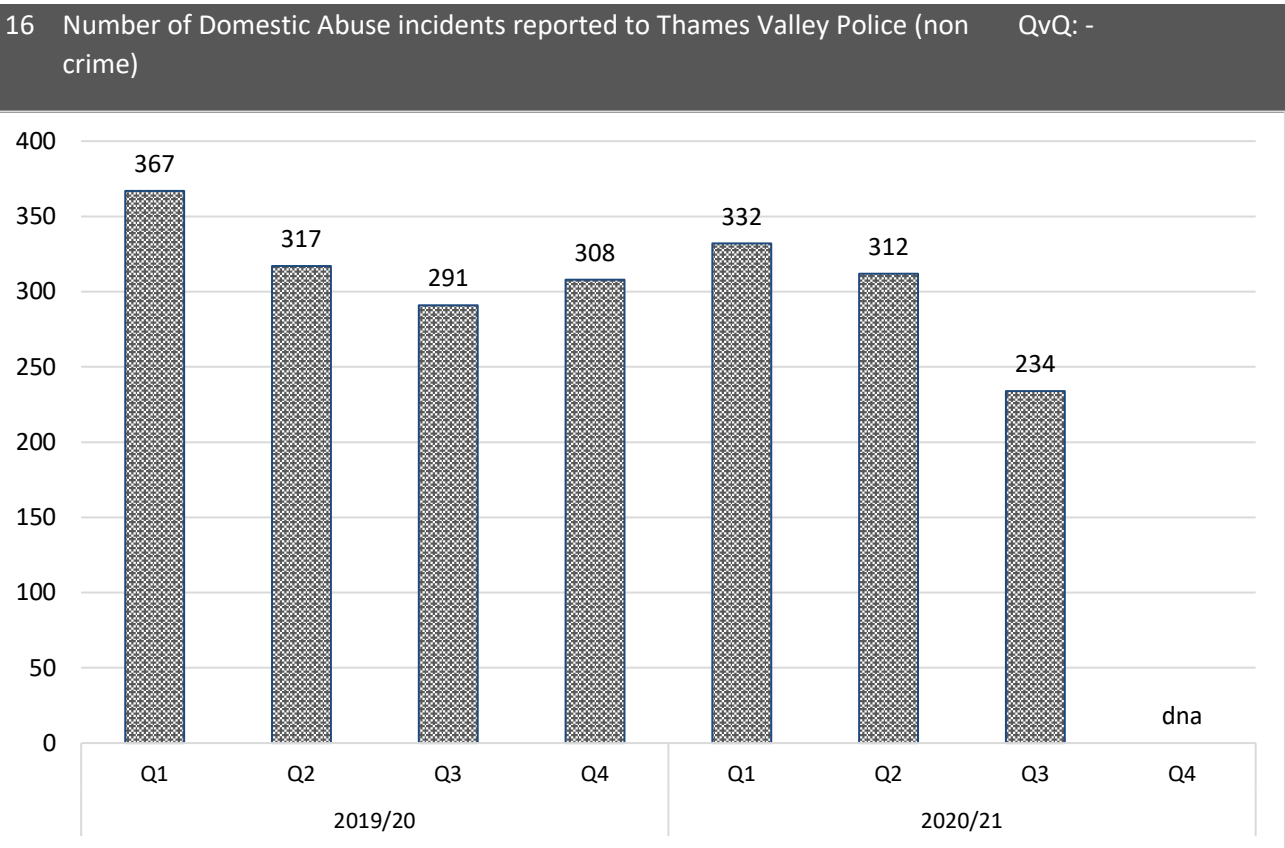
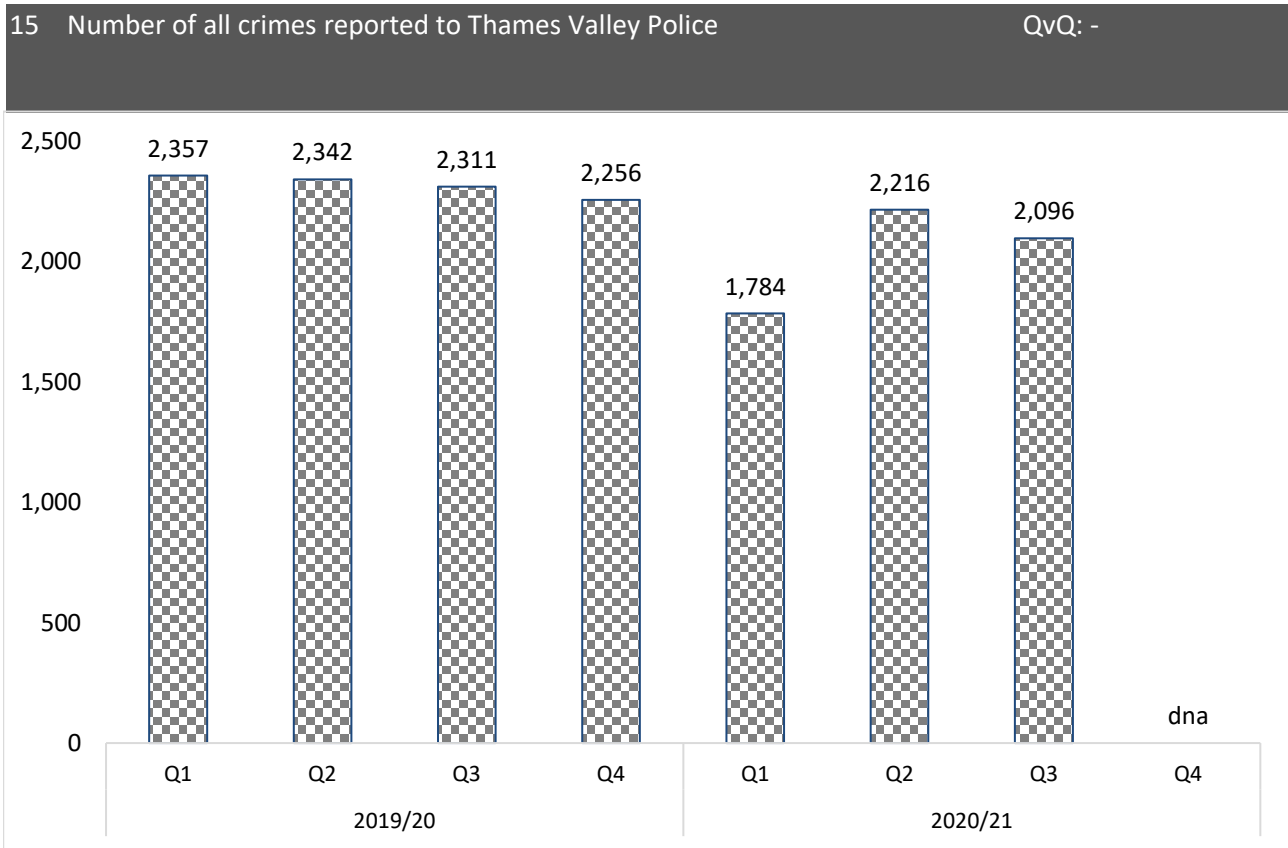
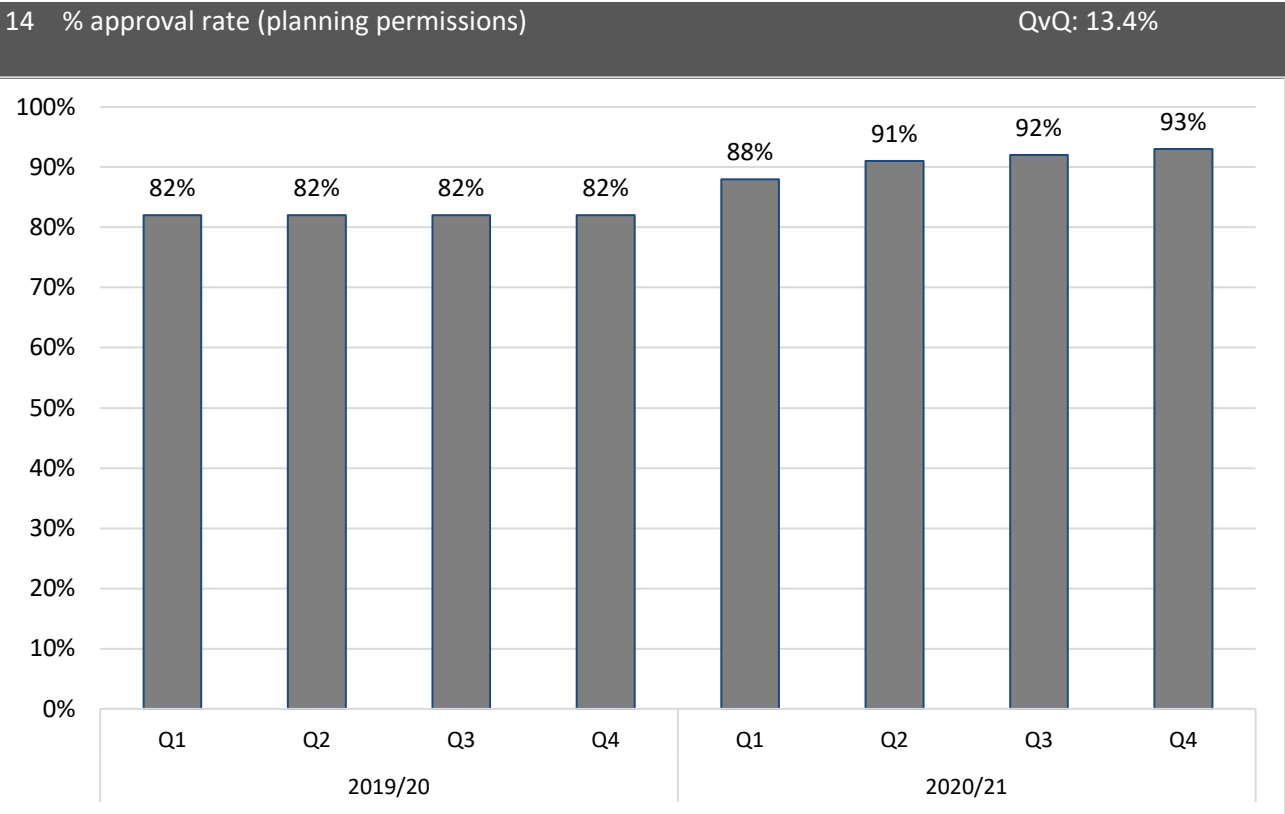
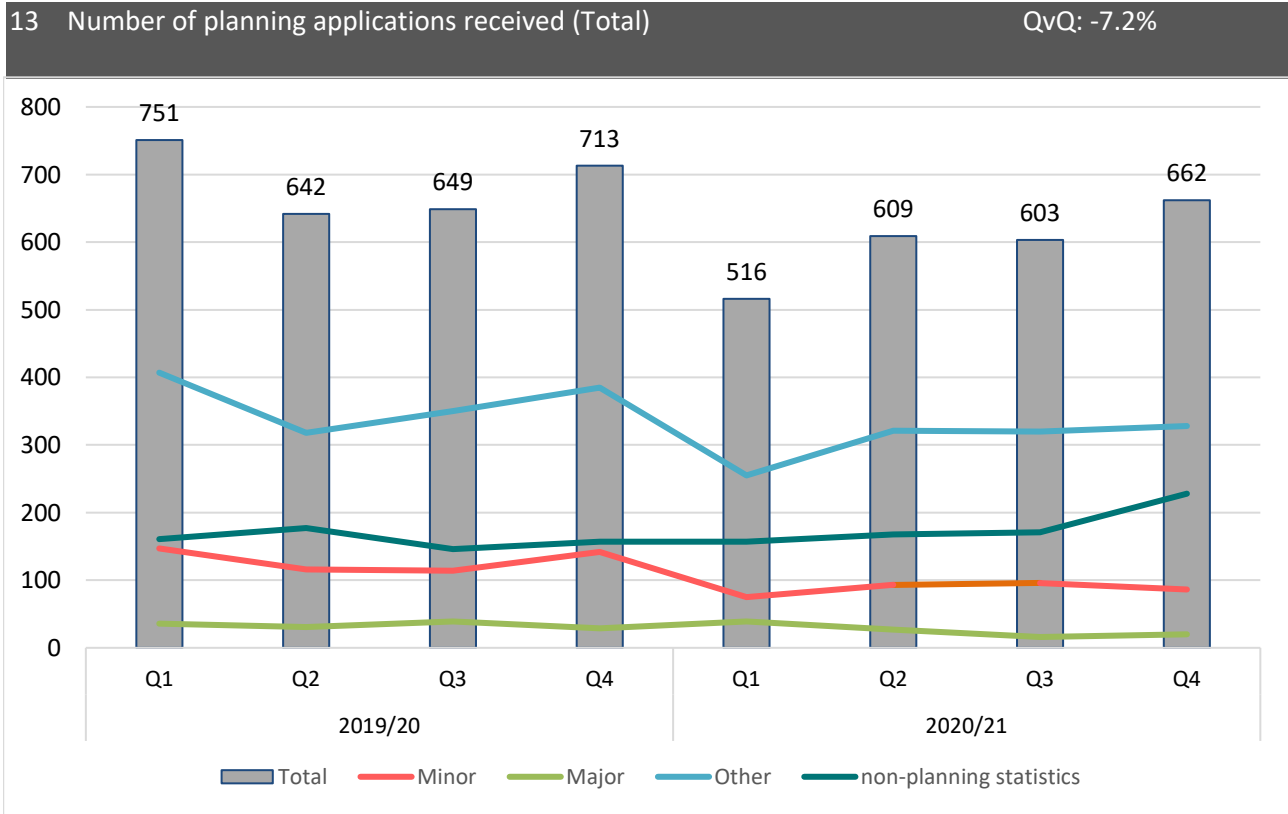


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Economy (Grey) | Social Care (blue) | Environment (Green)

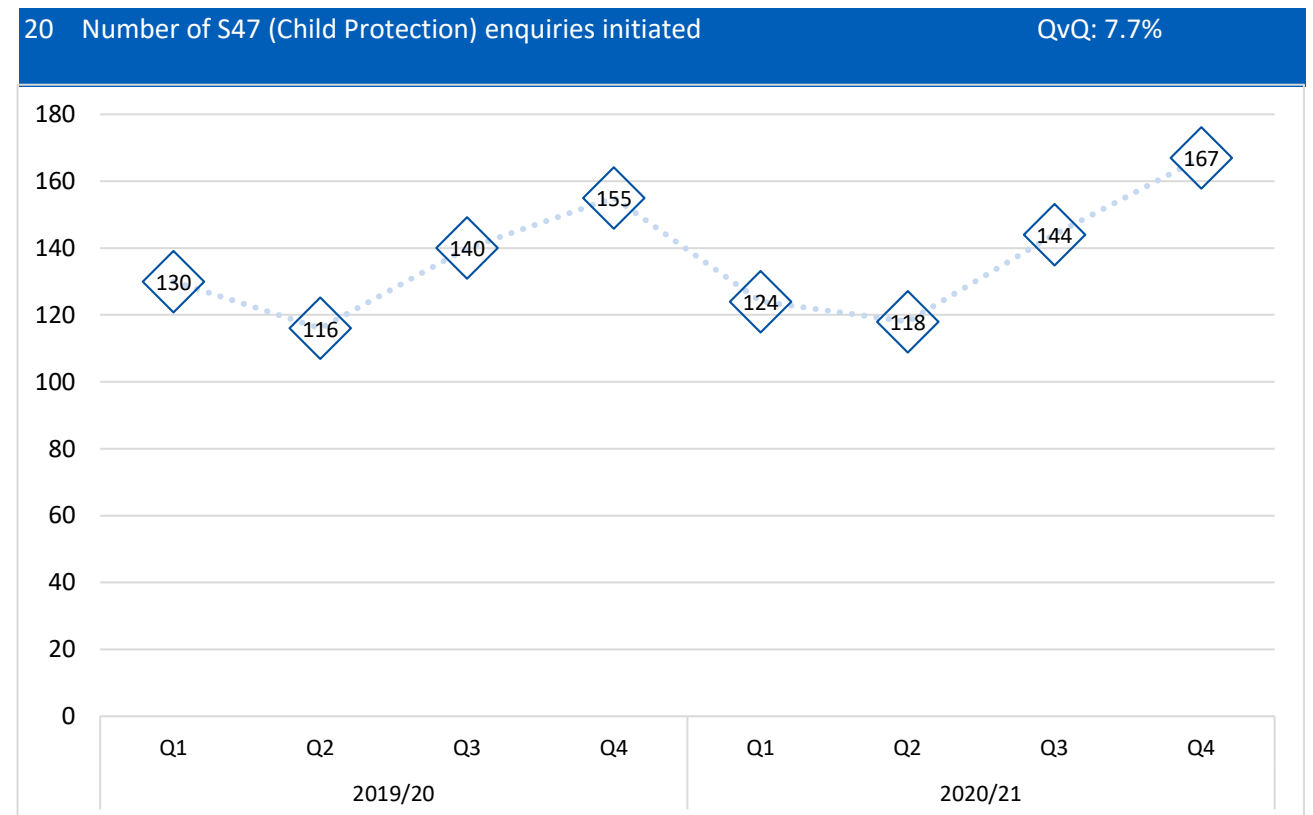
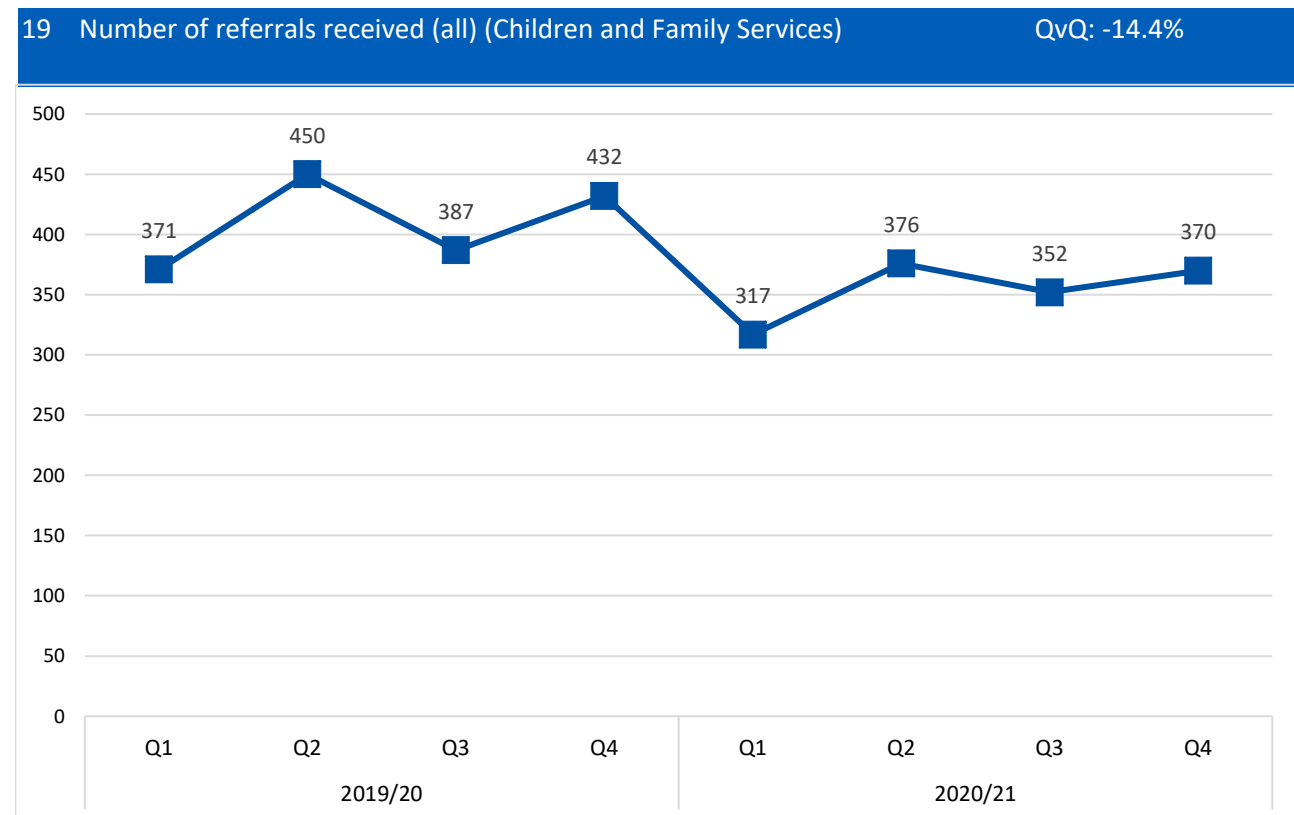
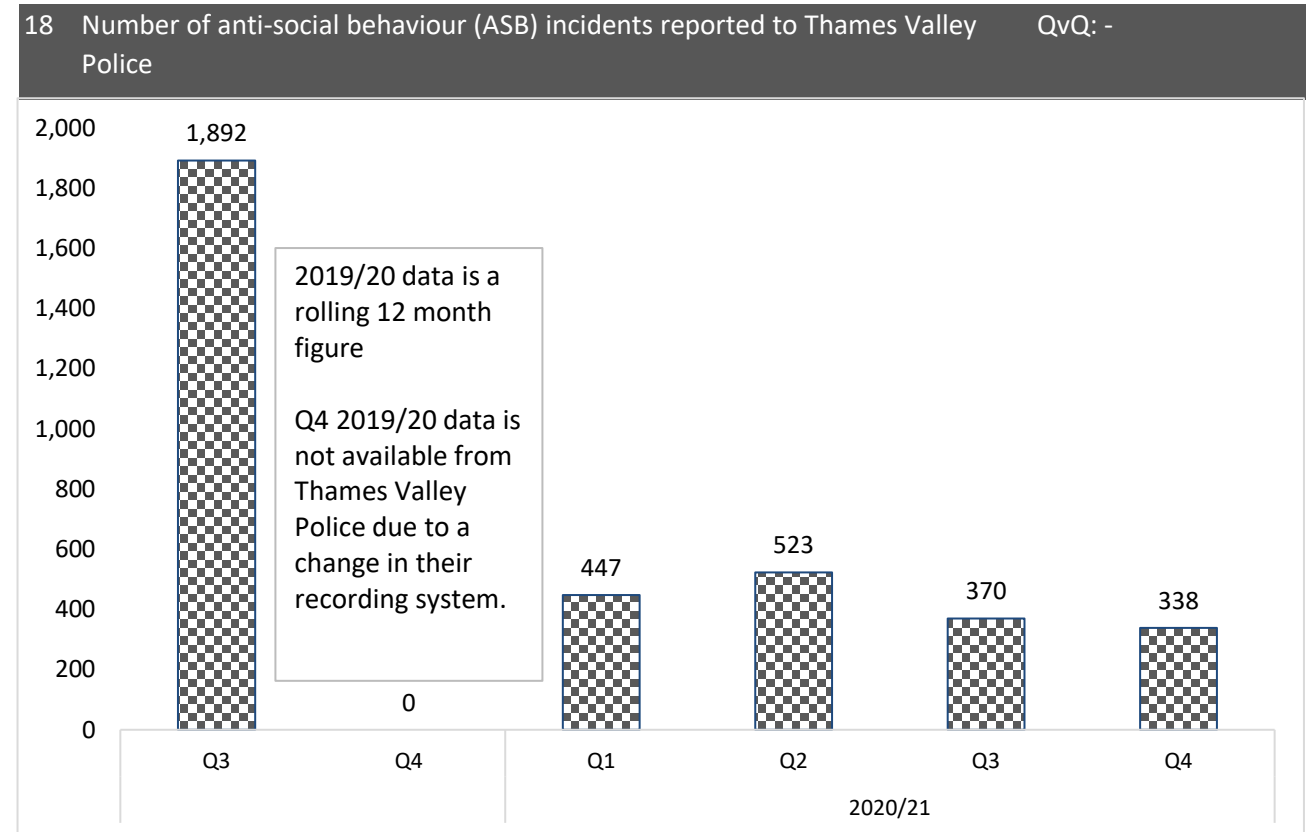
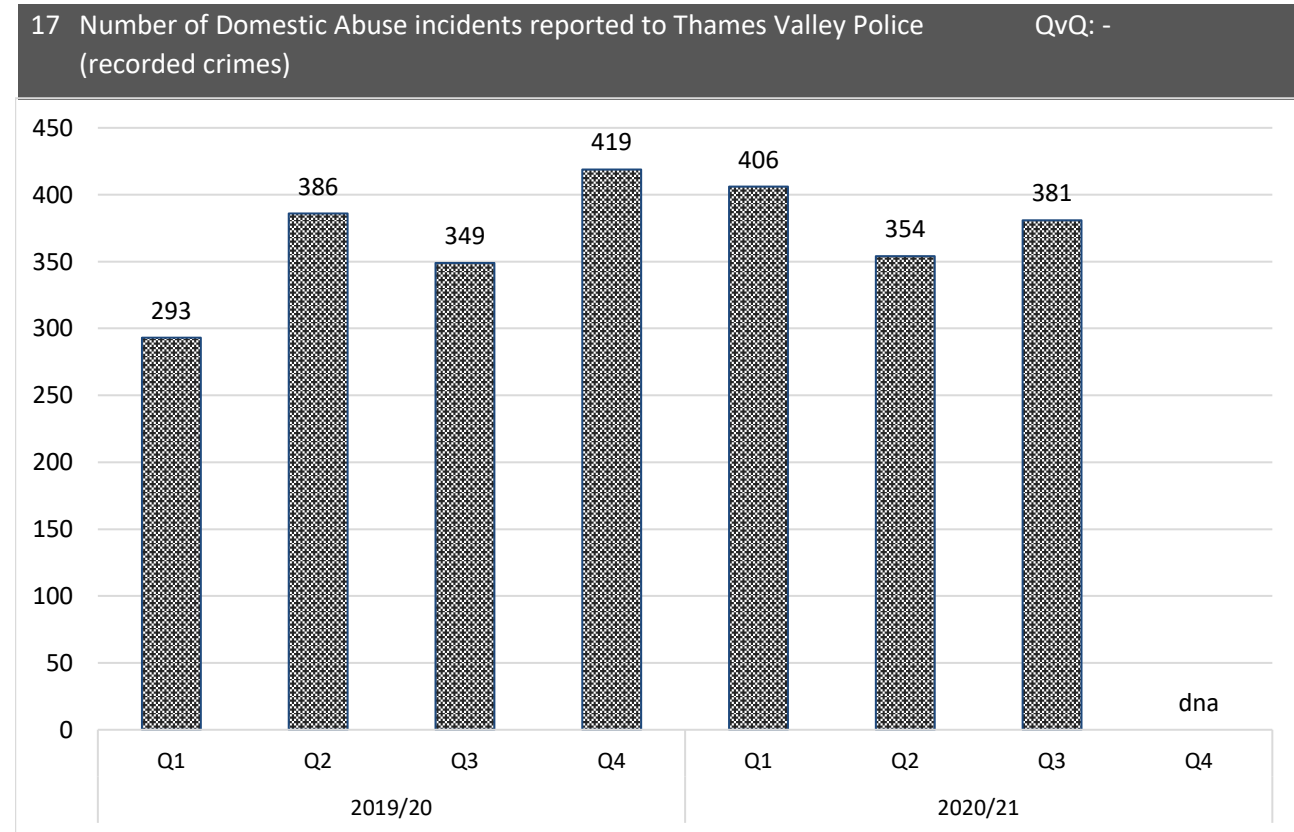


Appendix A: Influencer Measures Dashboard 2020/21 (current qtr v same qtr last year)  
Economy (Grey) | Social Care (blue) | Environment (Green)



## Appendix A: Influencer Measures Dashboard 2020/21 (current qtr v same qtr last year)

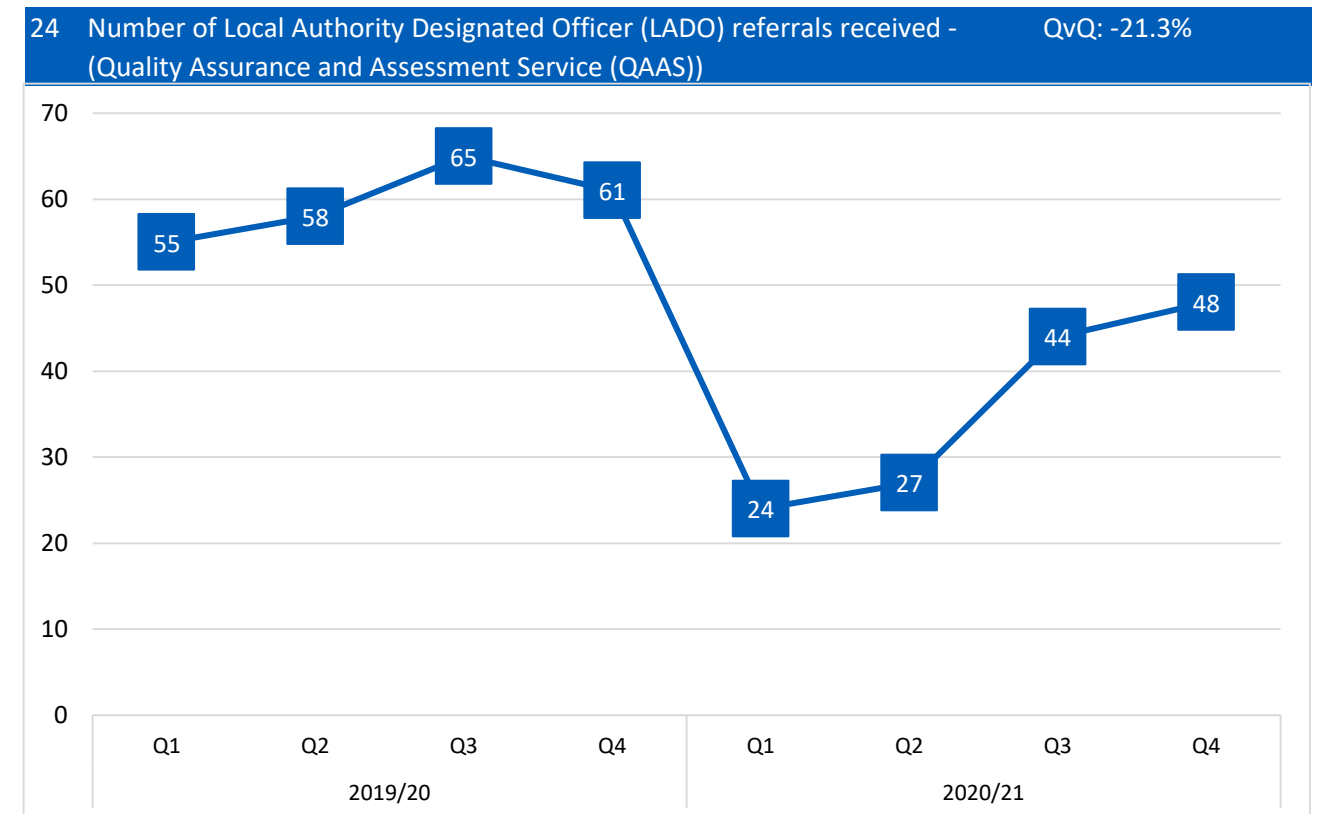
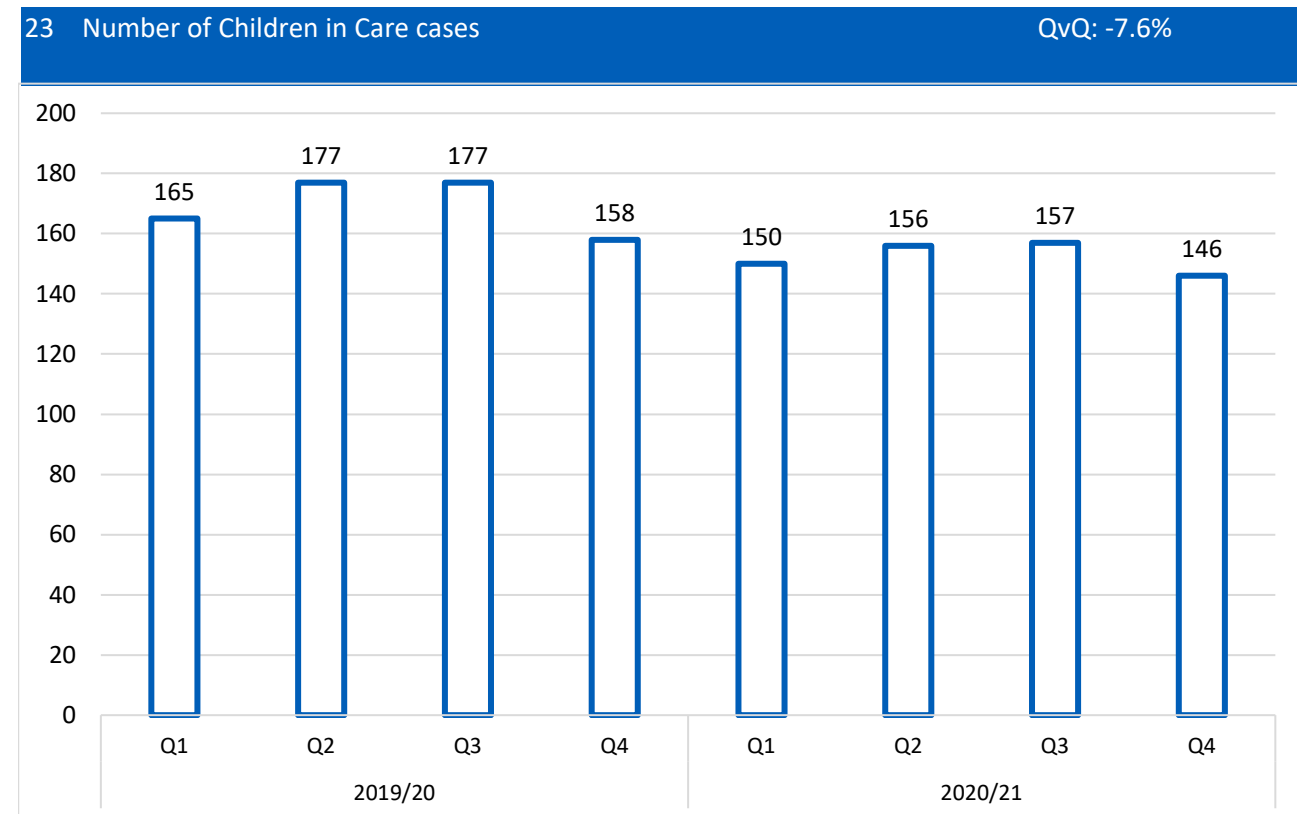
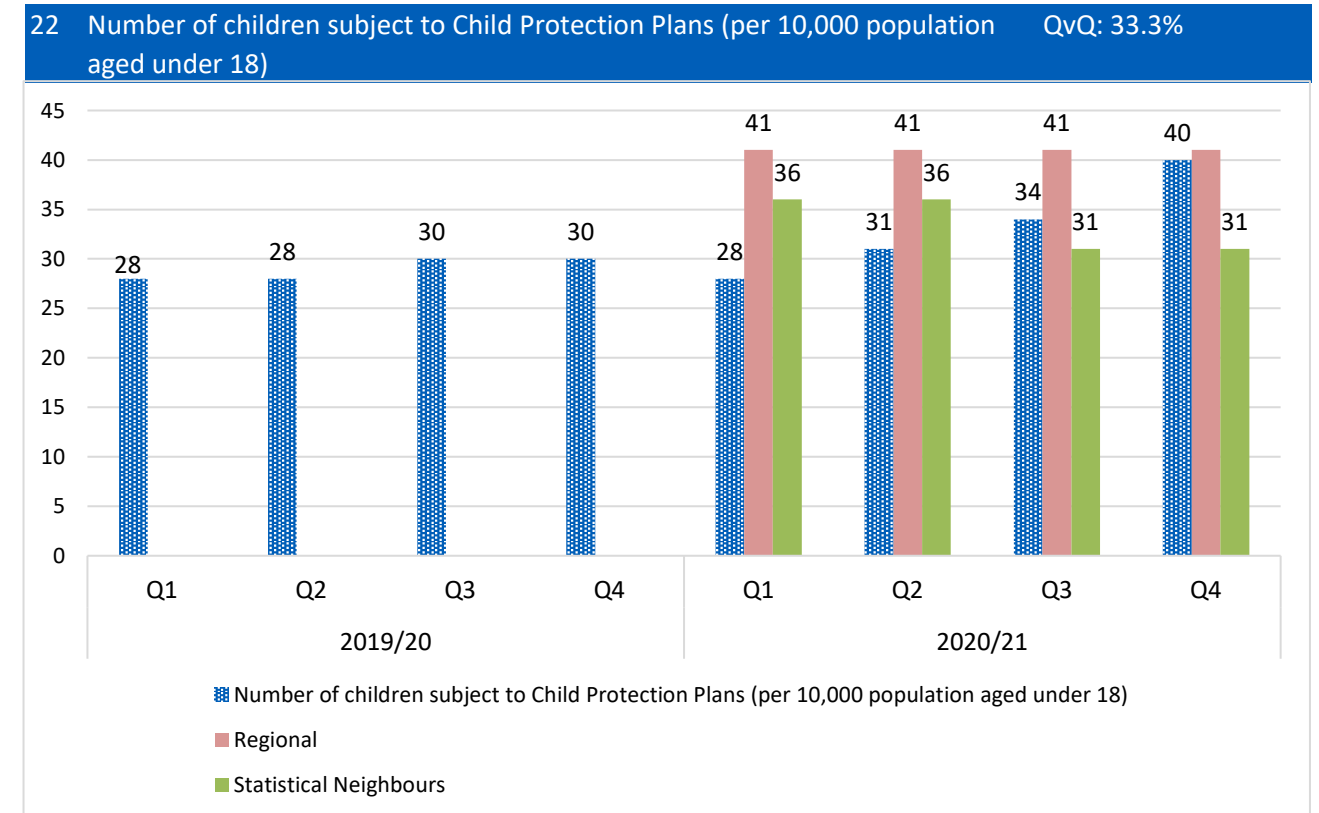
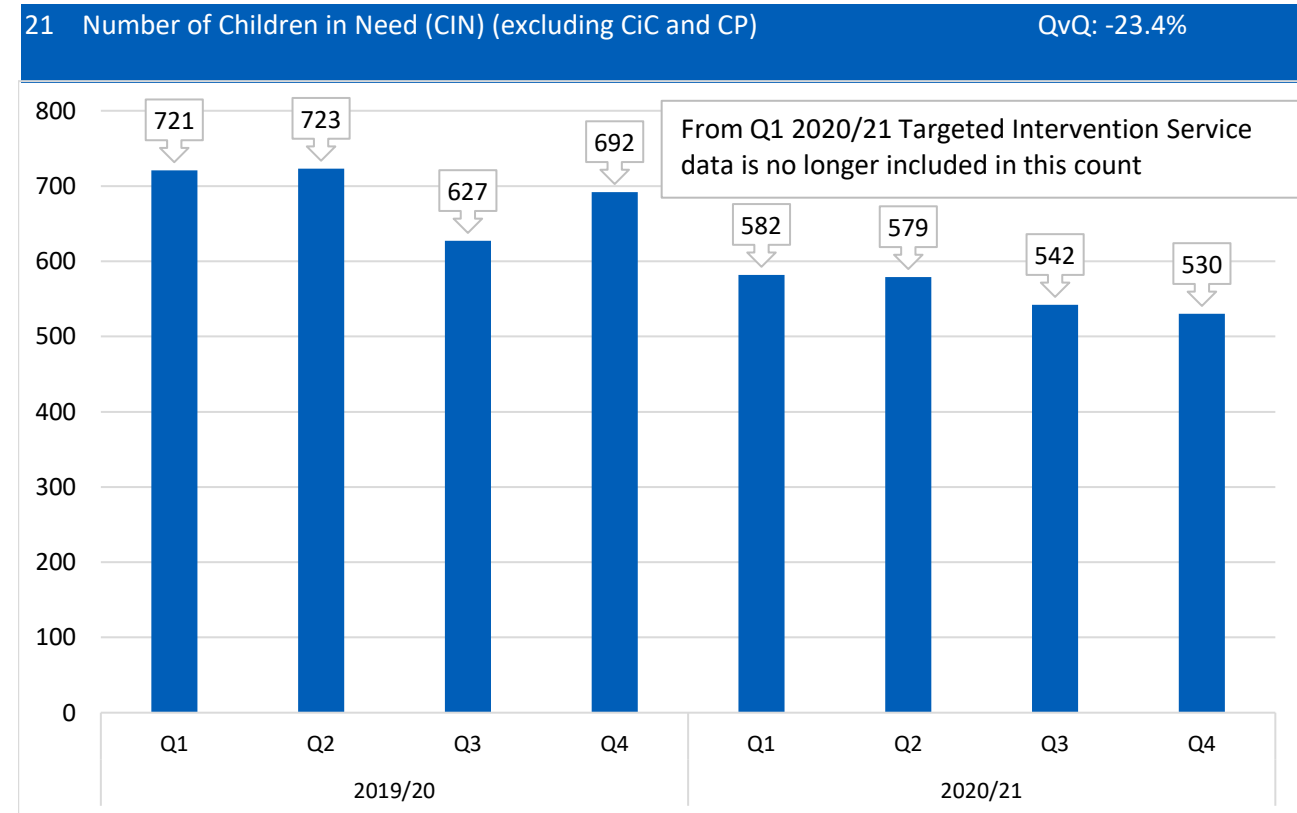
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## Appendix A: Influencer Measures Dashboard 2020/21 (current qtr v same qtr last year)

Economy (Grey) | Social Care (blue) | Environment (Green)



## Appendix A: Influencer Measures Dashboard 2020/21 (current qtr v same qtr last year)

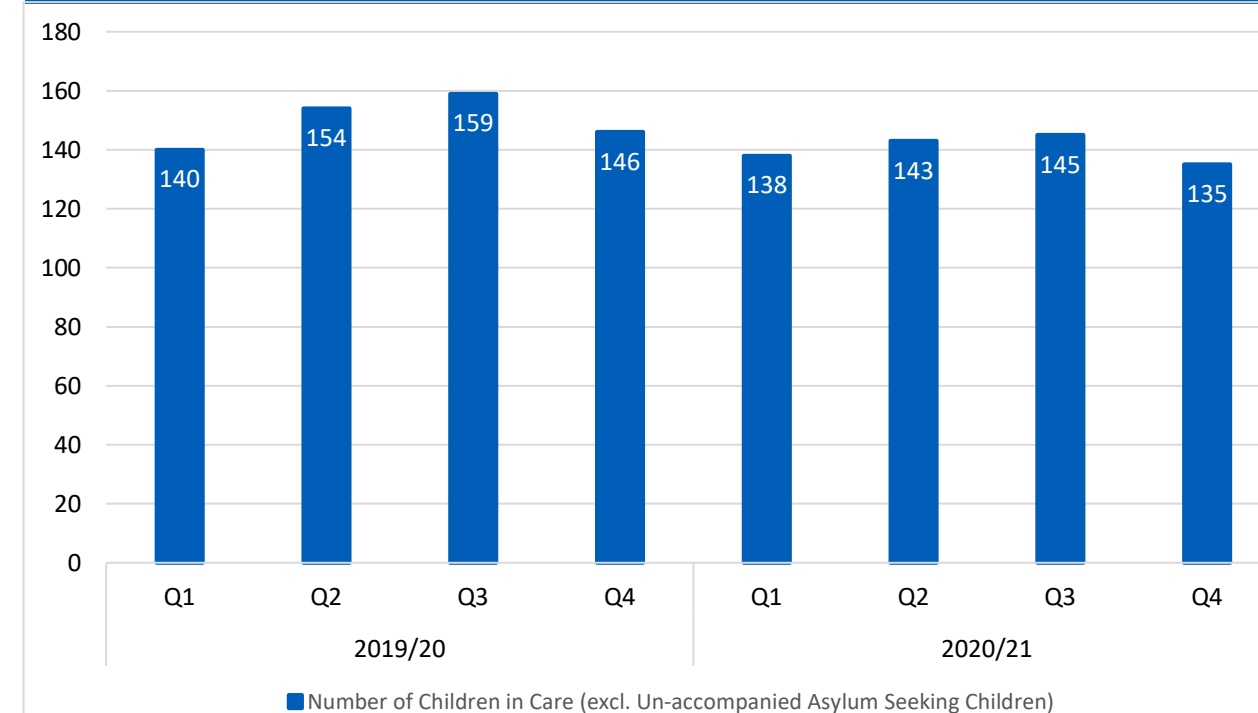
Economy (Grey) | Social Care (blue) | Environment (Green)

25 Level of first time entrants into the Youth Justice System (per 100,000 under 10 to 17 year olds) (12 month rolling) QvQ: -

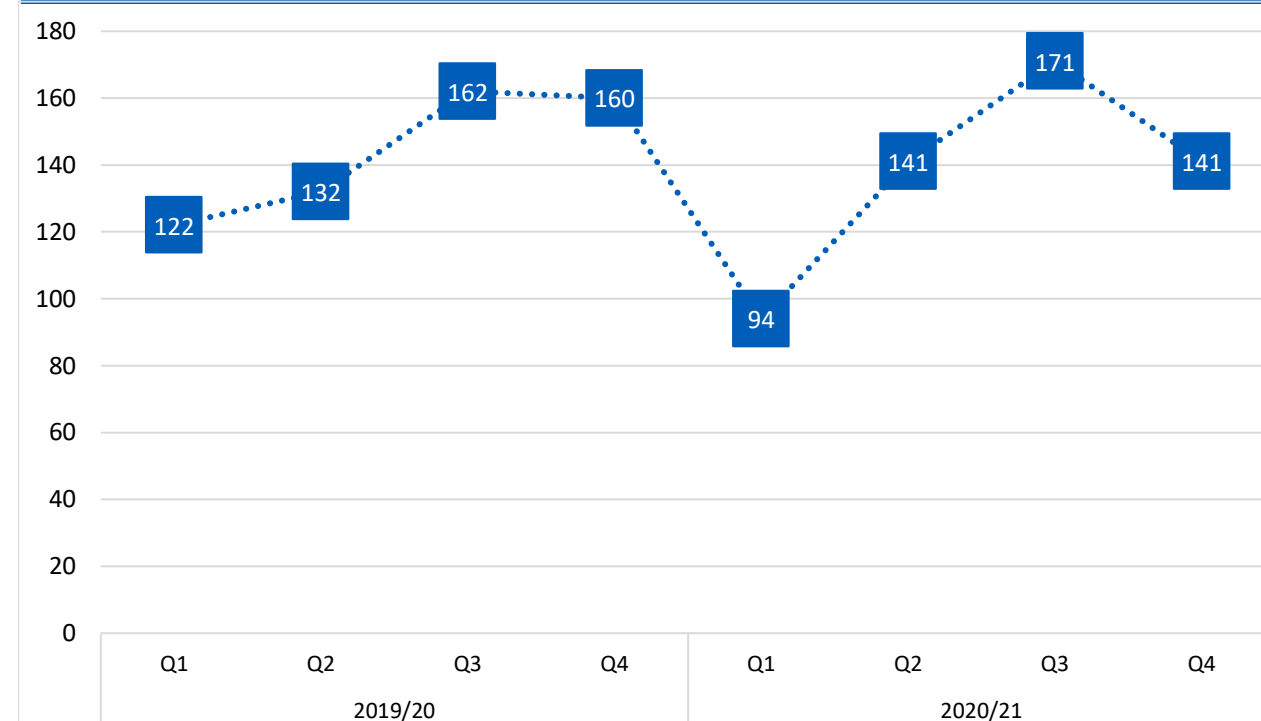
\*\*No data currently available as the PNC computers are not currently accessible at the Ministry of Justice.

Last available data was 139 for January 2019 - December 2019.

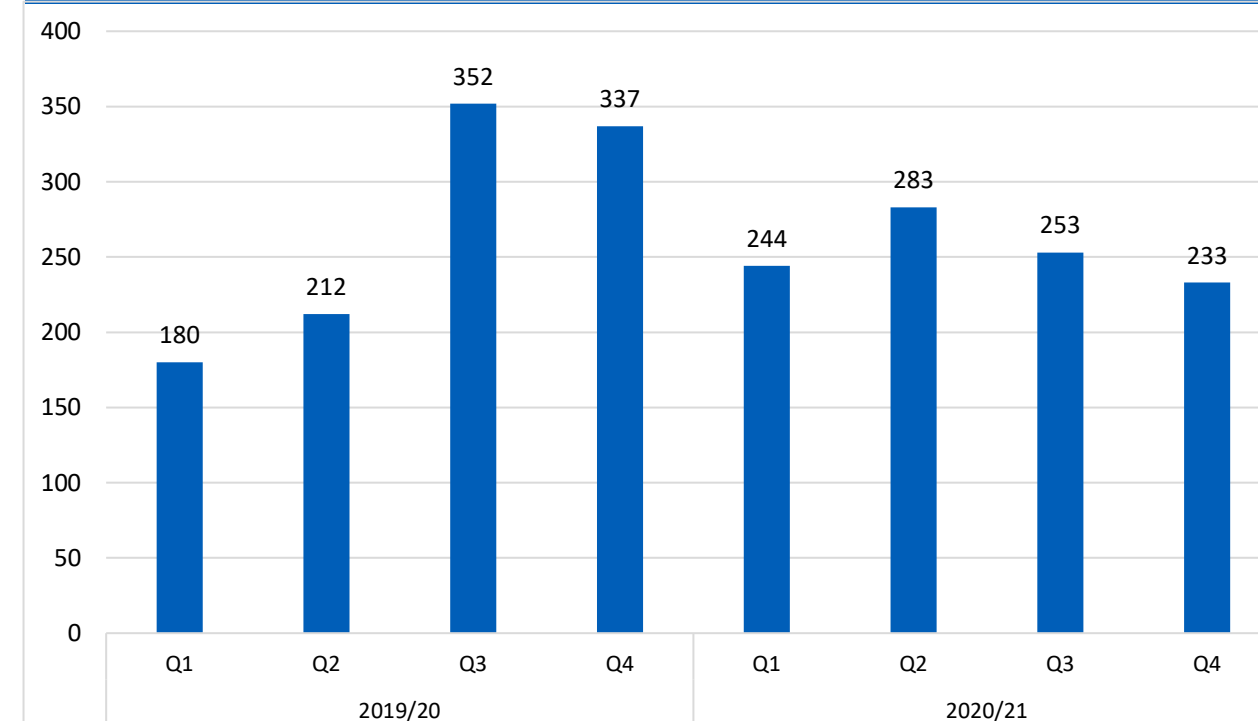
26 Number of Children in Care (excl. Un-accompanied Asylum Seeking Children) QvQ: -7.5%



27 Number of referrals to the Emotional Health Triage (EHT) QvQ: -11.9%

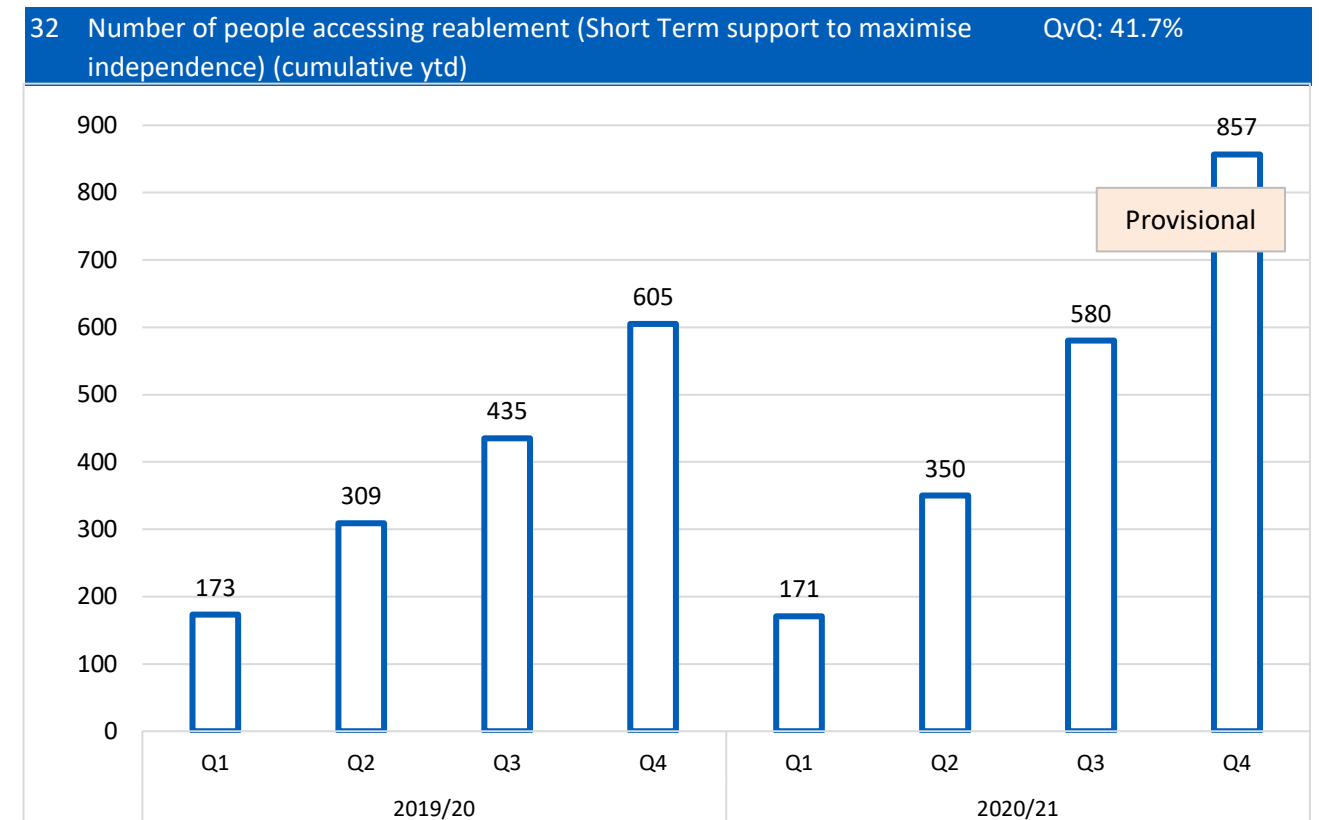
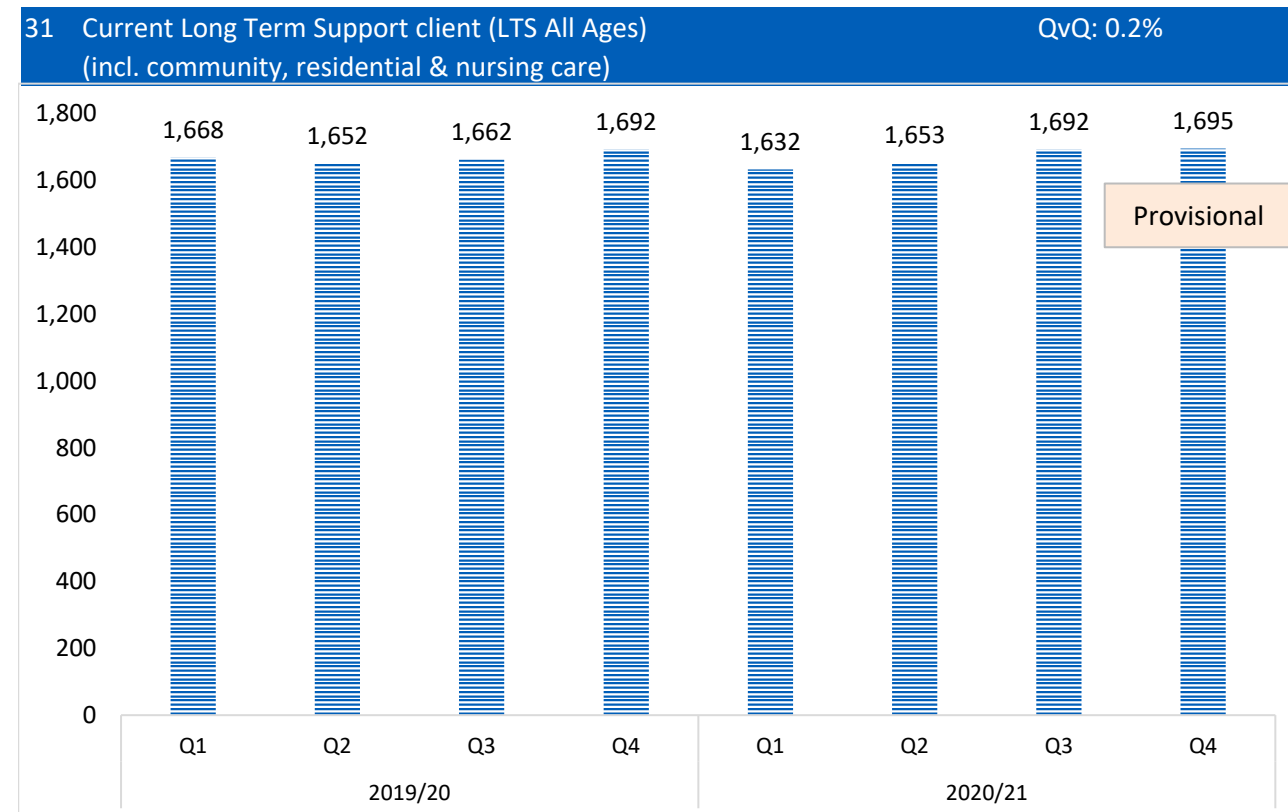
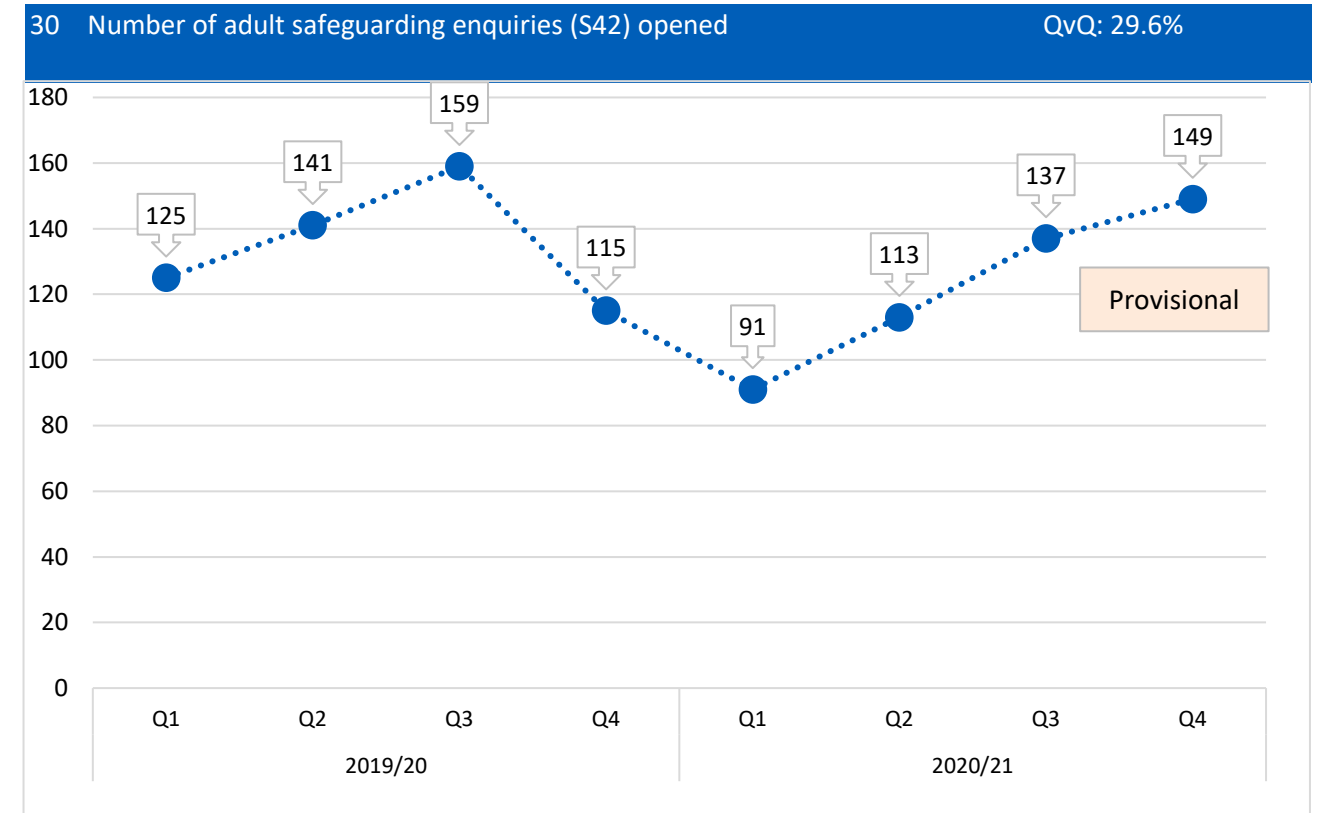
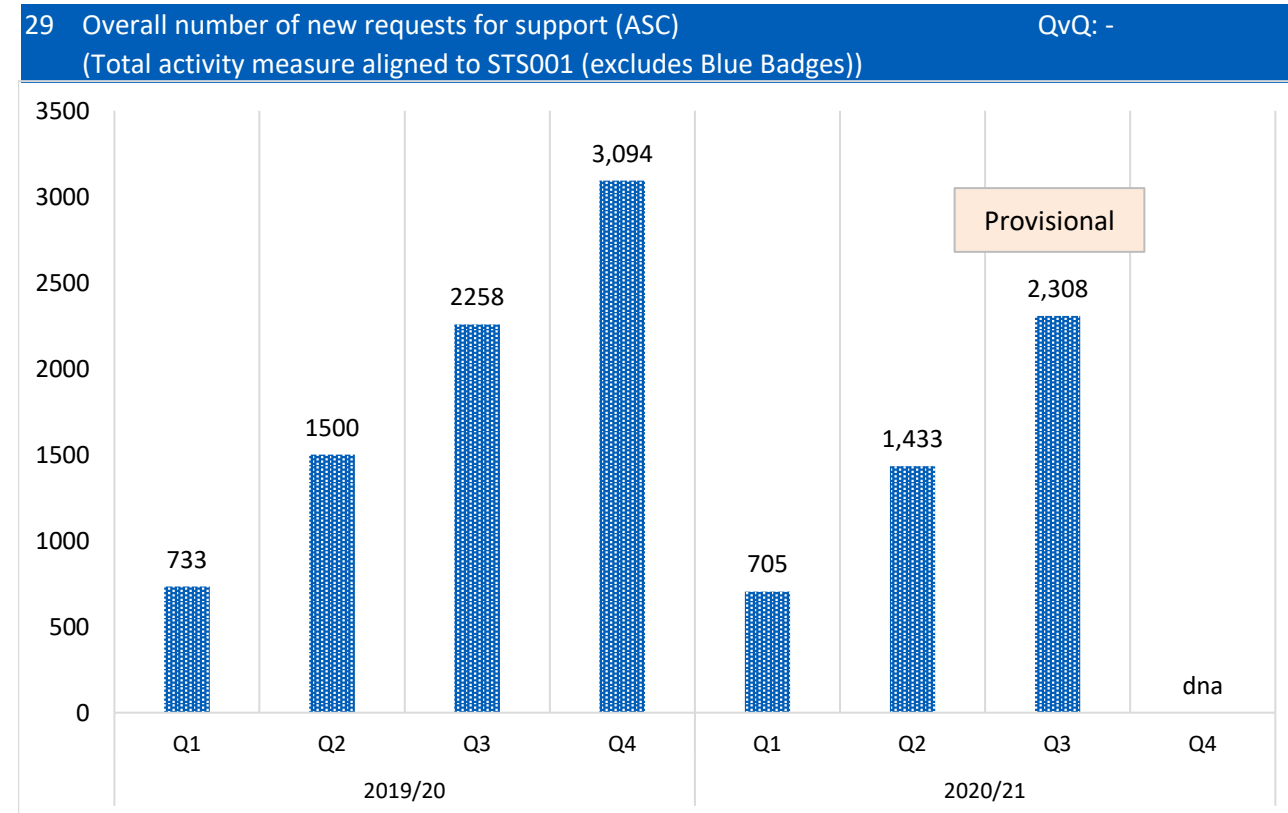


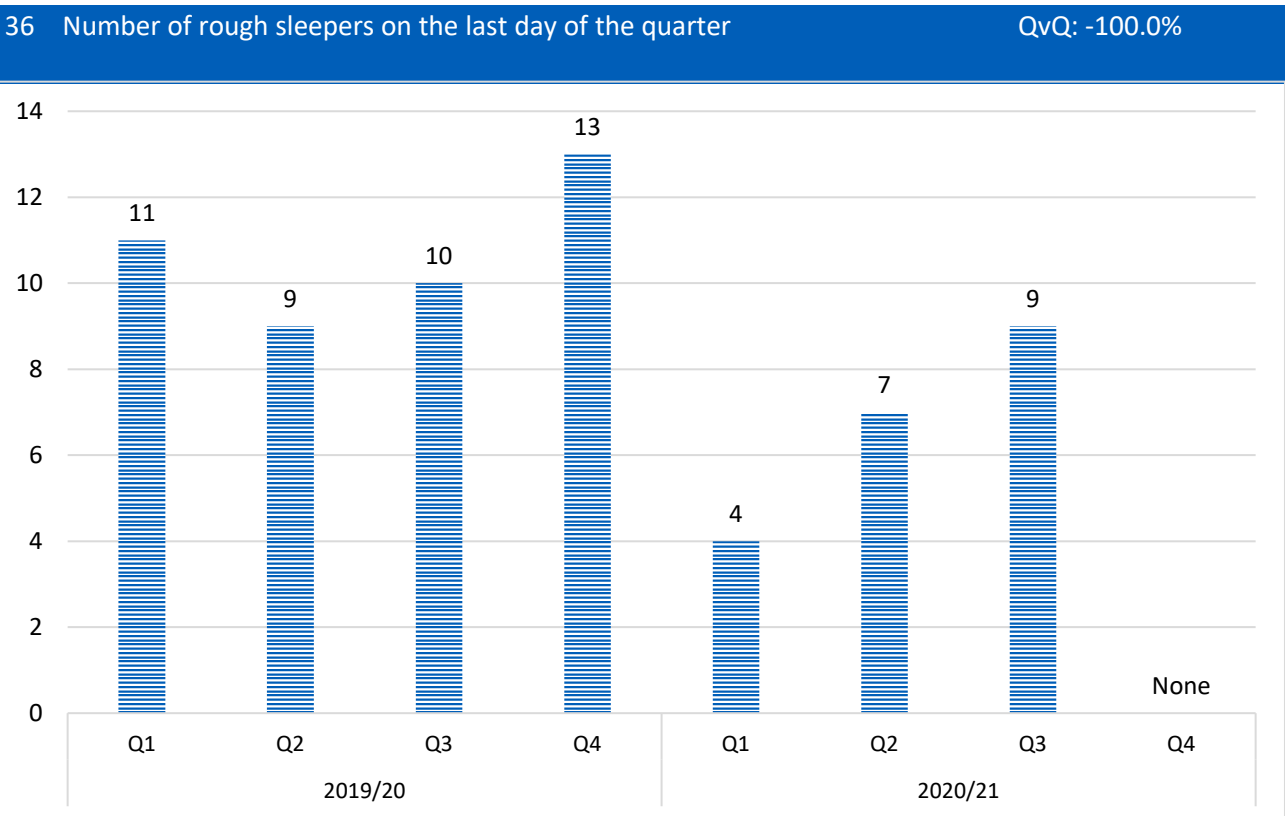
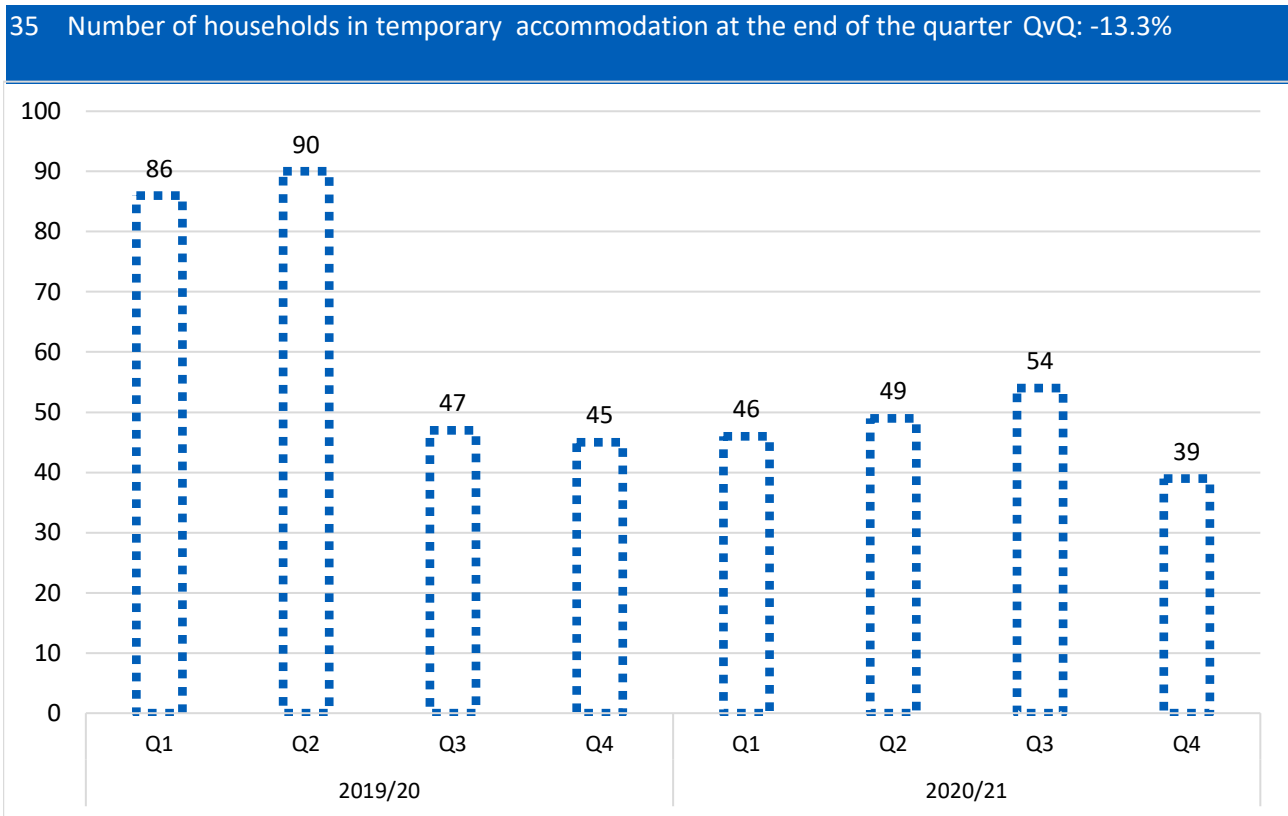
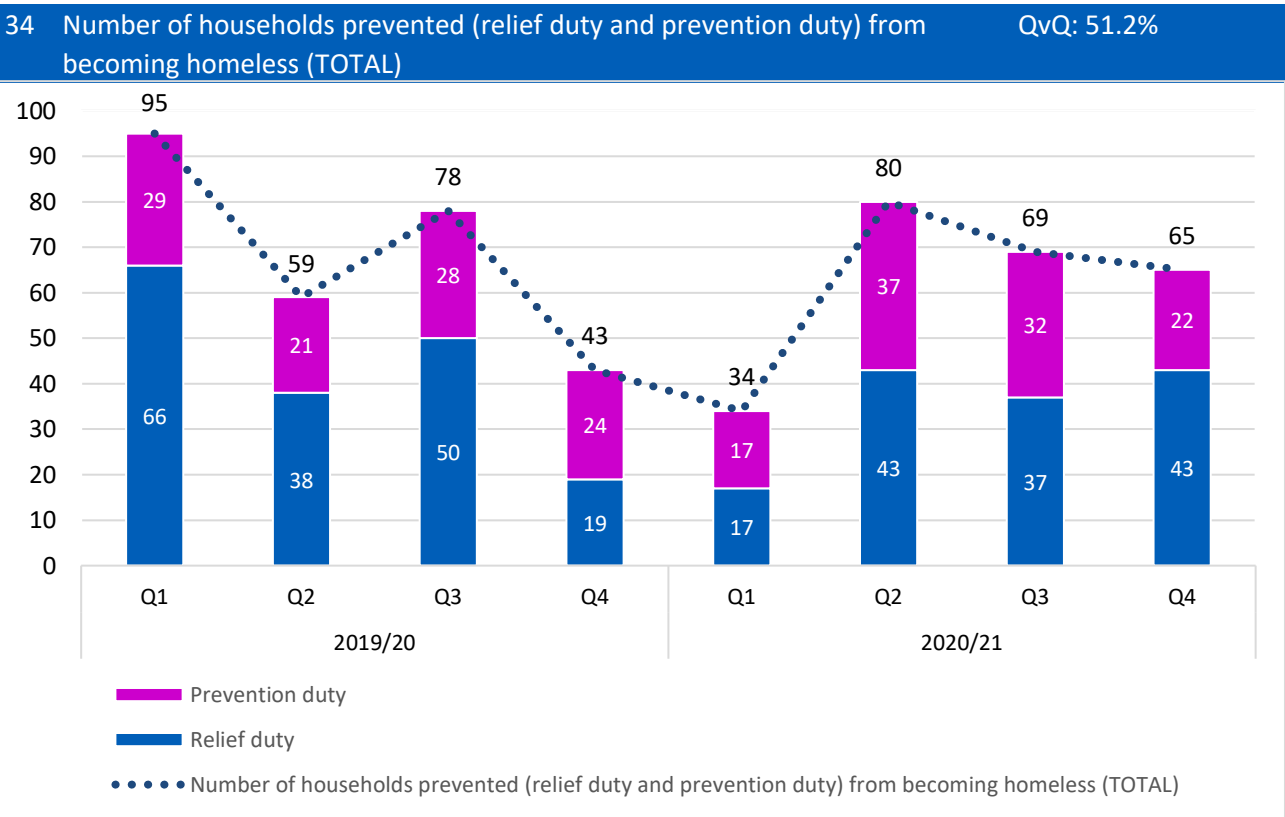
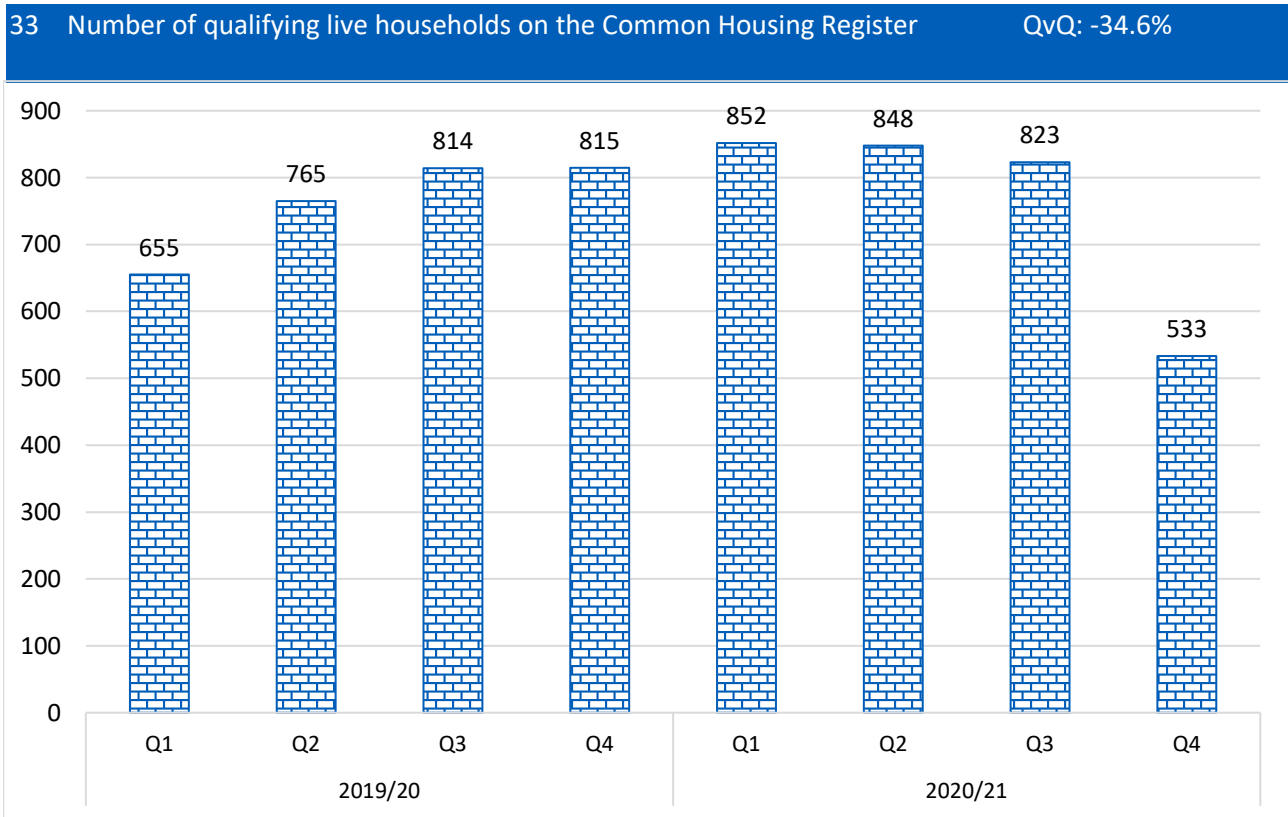
28 Number of active involvements receiving intervention from the Emotional health Academy (EHA)(Total CYP) QvQ: -30.9%

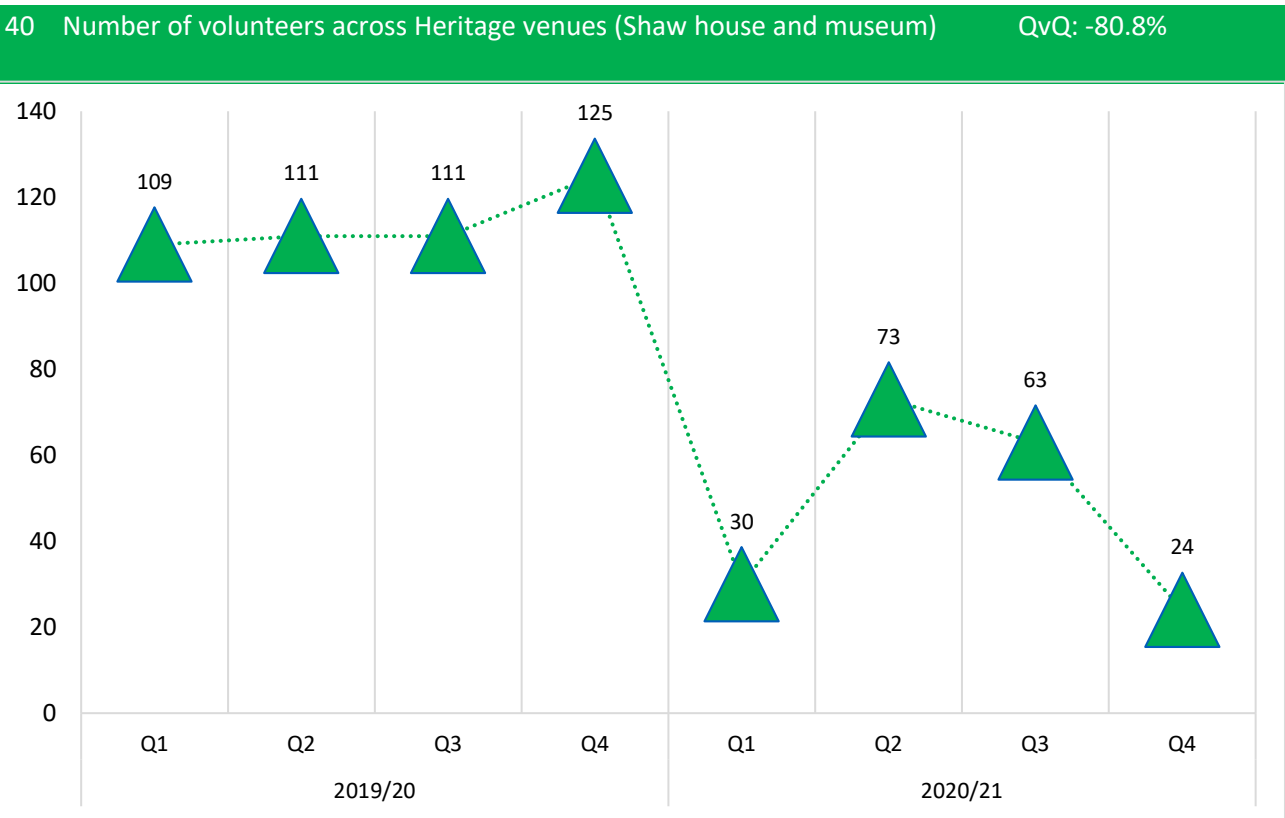
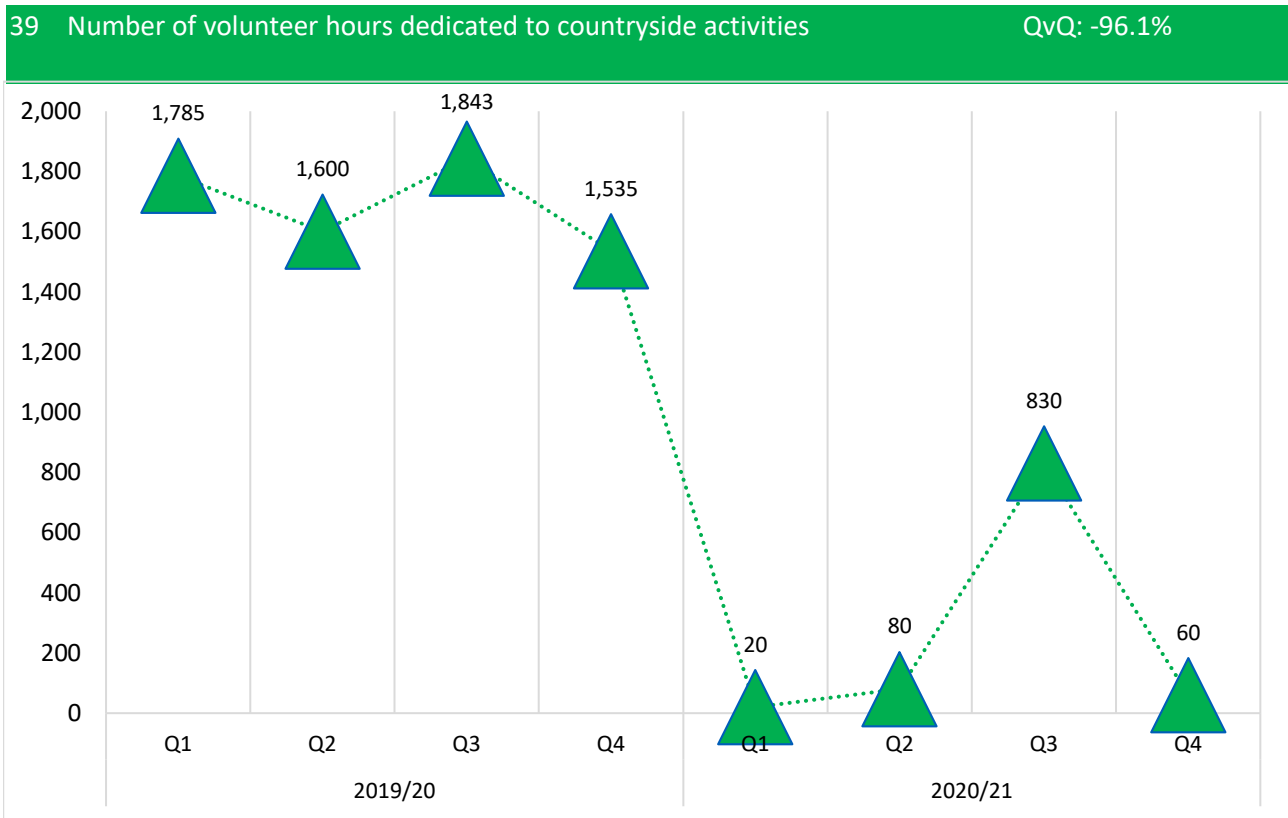
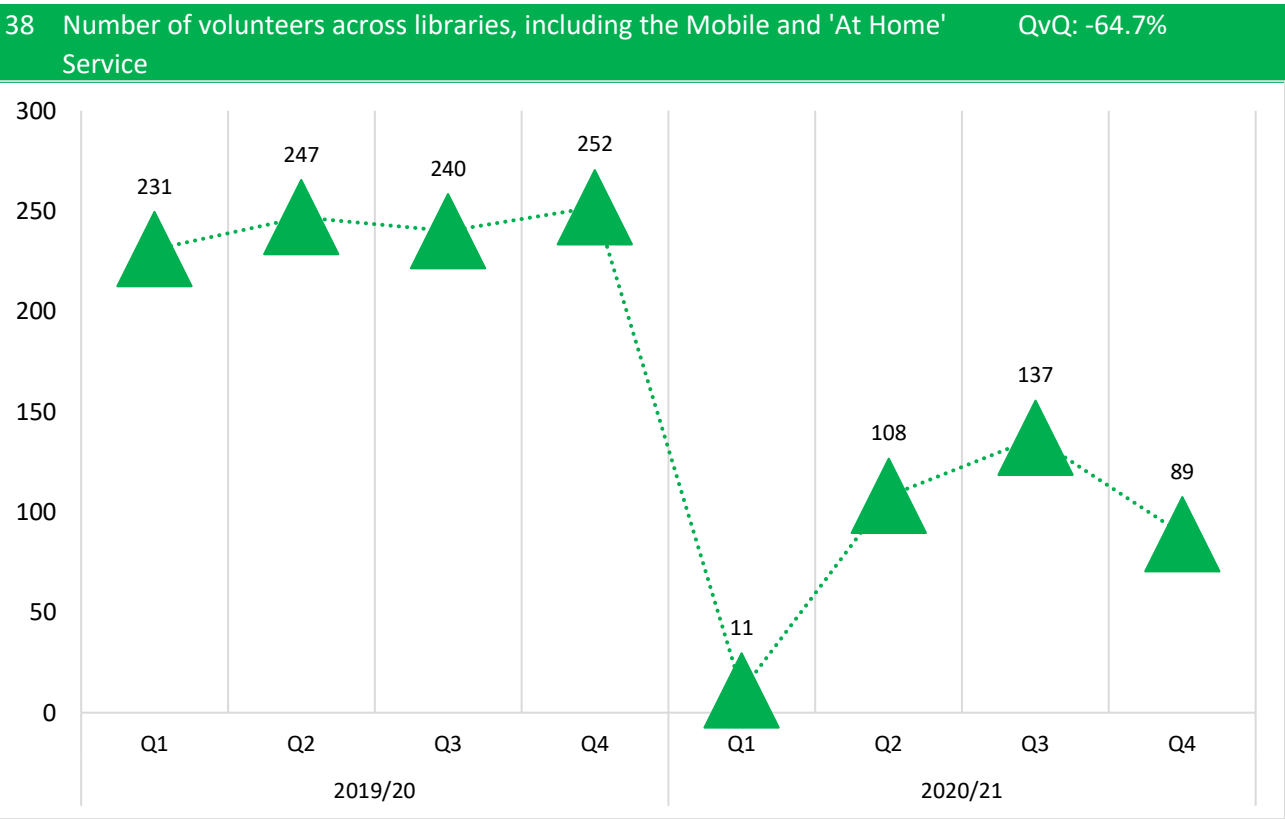
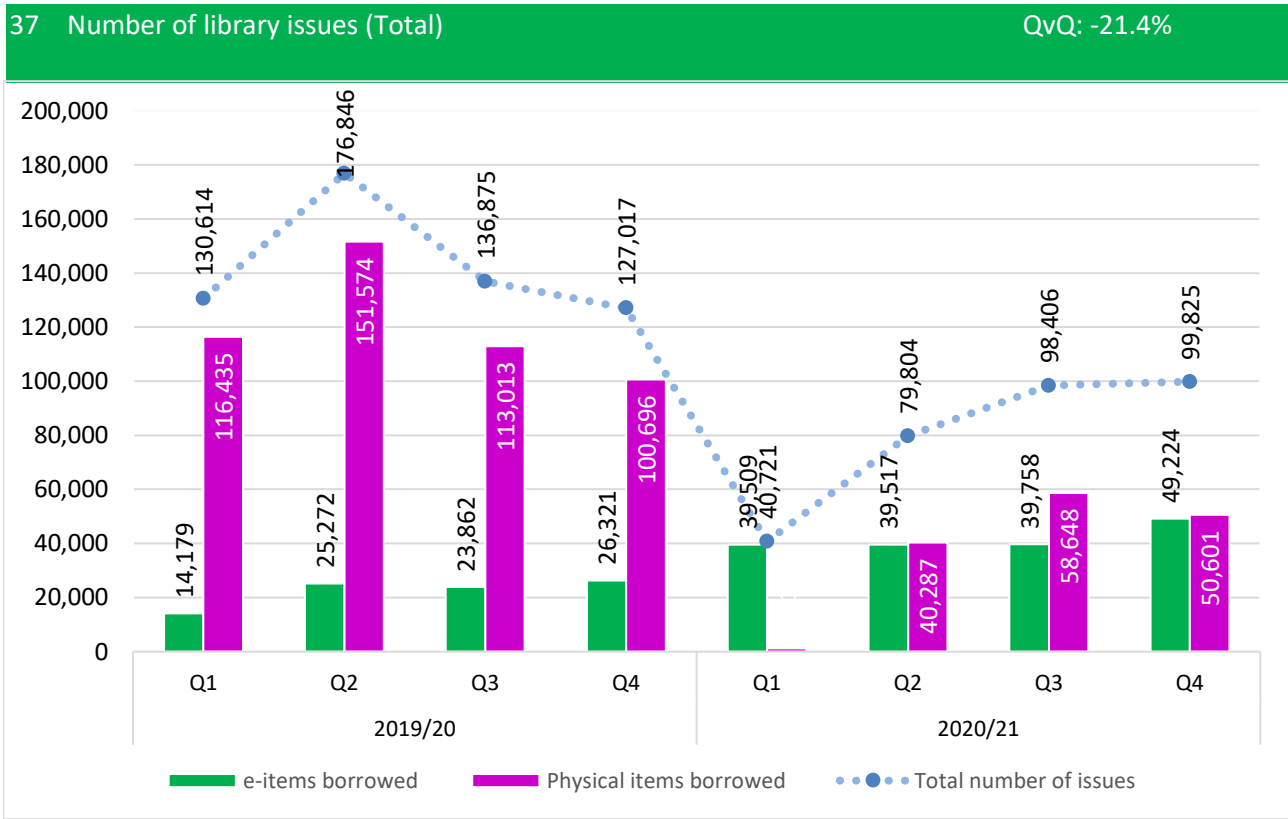


## Appendix A: Influencer Measures Dashboard 2020/21 (current qtr v same qtr last year)

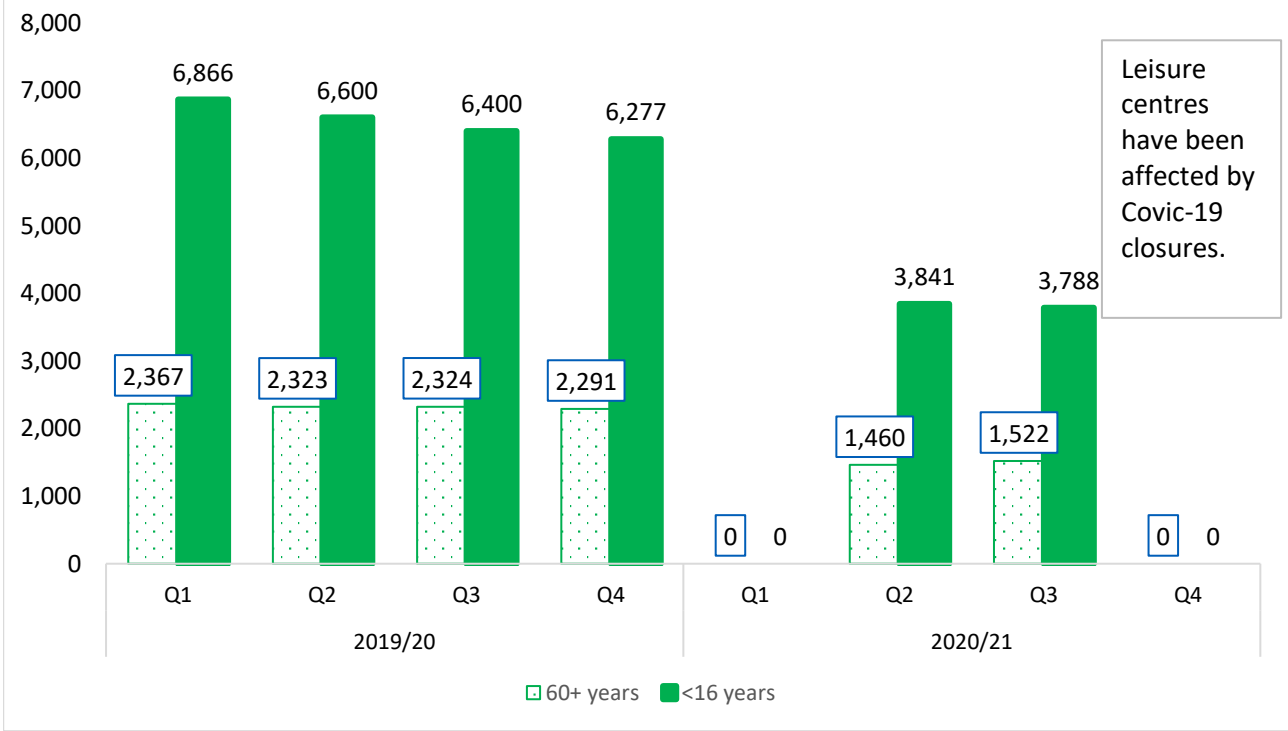
Economy (Grey) | Social Care (blue) | Environment (Green)



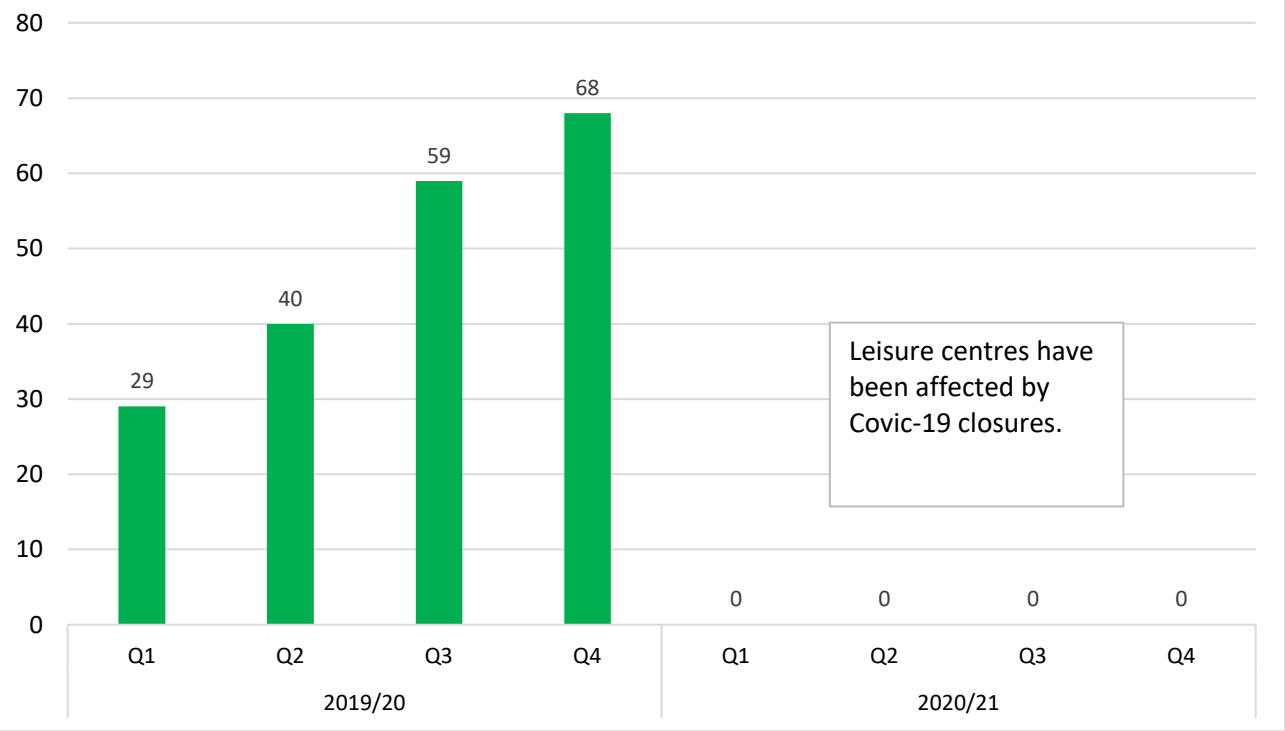




41 Number of individuals aged 60 years and over who have used a sports or leisure centre in previous 12 months QvQ: -100.0%  
Number of individuals aged under 16 years who have used a sports or leisure centre in previous 12 months QvQ: -100.0%

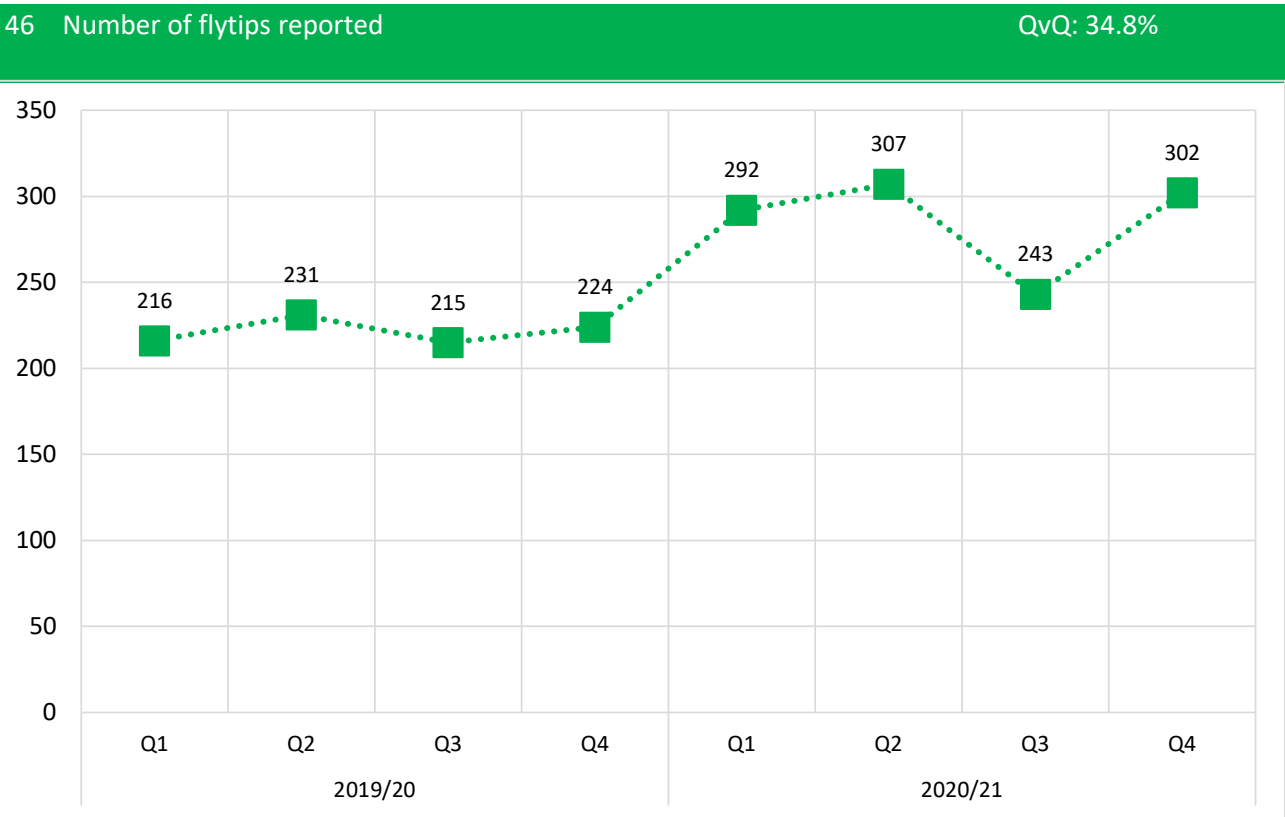
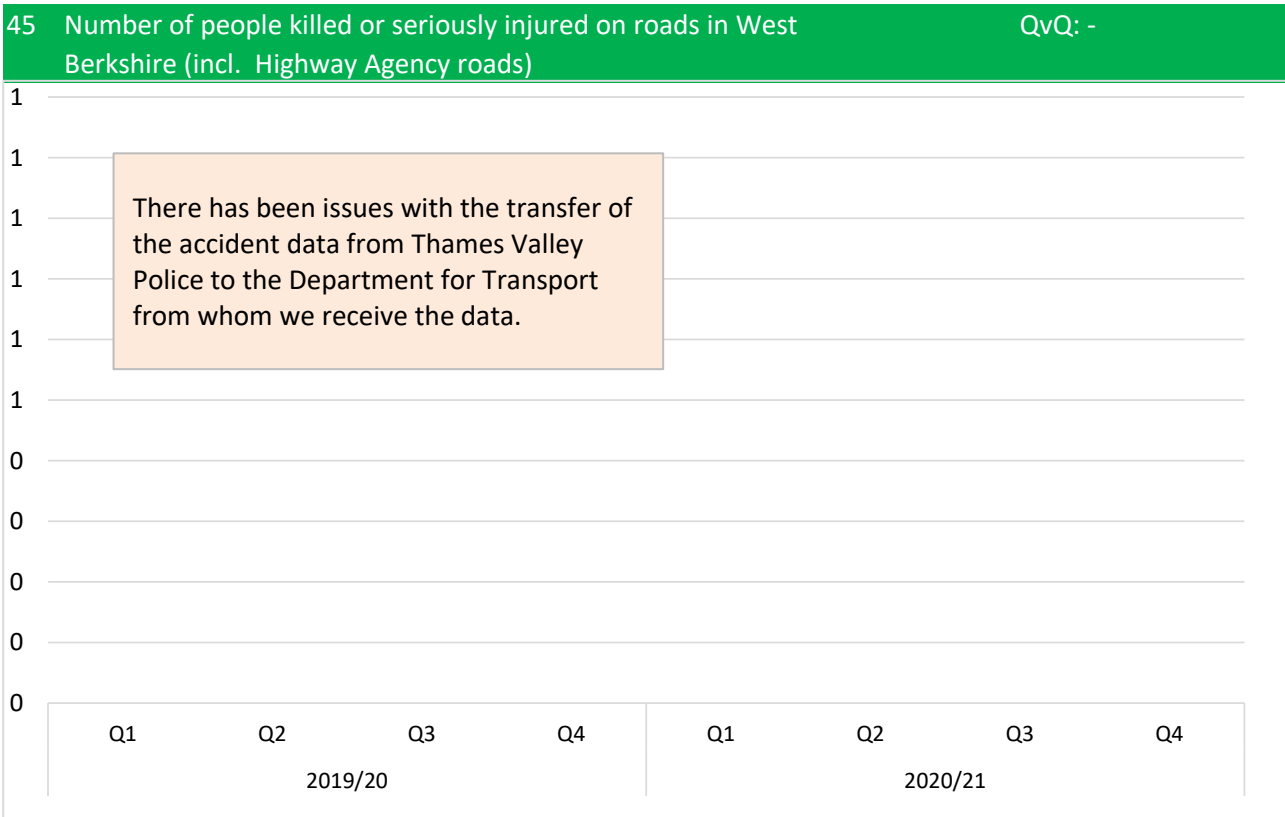
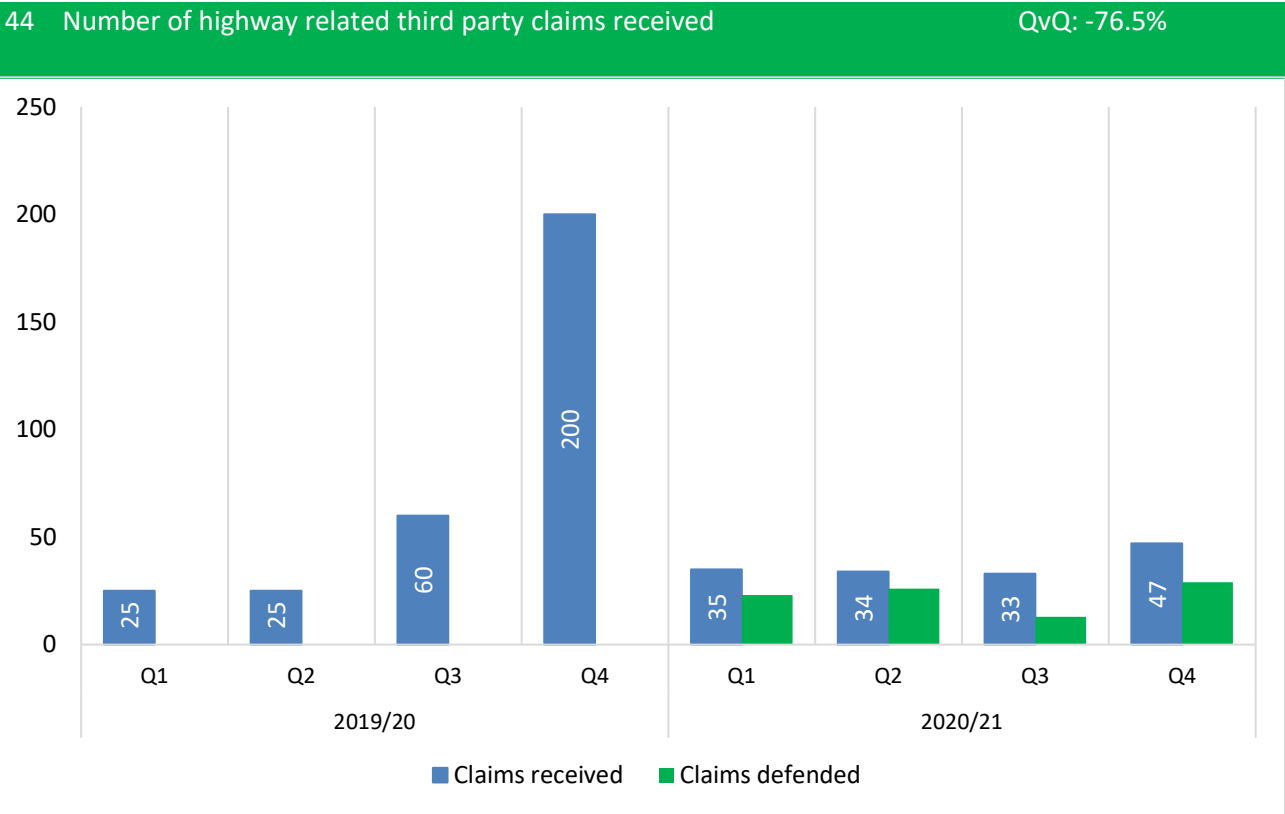
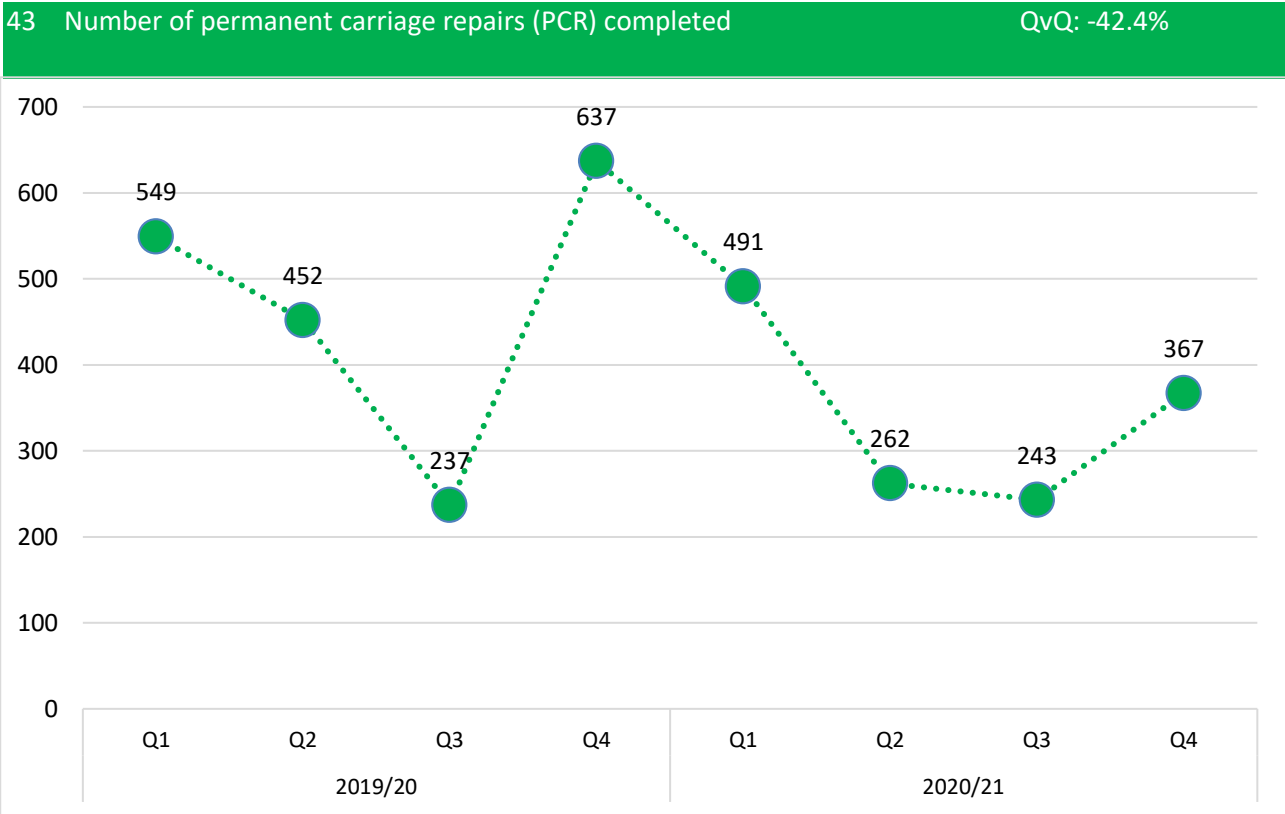


42 Number of Children in Care (and those care leavers aged 18 to 25 who left care due to age) who access a leisure centre QvQ: -100.0%





Appendix A: Influencer Measures Dashboard 2020/21 (current qtr v same qtr last year)  
Economy (Grey) | Social Care (blue) | Environment (Green)



Andy Sharp / Pete Campbell			Children and Family Service				Q4 2020/21	RED
Indicator Ref: CBacfs14			% of Children in Care where the child has been visited in the past 6 weeks (or 12 weeks if this is the agreed visiting schedule)				Type: Snapshot	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	■	◆	◆	◆	■	≥95%	Higher is better
Qrtly outturn	-	-	-	-	-	-		
YTD outturn	94.8% (164/173)	91.8% 145/158)	42.0% (63/150)	84.6% (132/156)	83.4% (131/157)	60.3% (88/146)		
<b>REASON FOR AMBER:</b>  We are only classing a visit as ‘statutory’ if it is carried out face to face. Whilst the majority of visits are now being carried out ‘face to face’, there are some that are being conducted via video/telephone. This is therefore the reason that our performance is below the target set for the year. We have chosen not to exercise the ‘easements’ that have been afforded by the Coronavirus Act 2020, preferring to value ‘stat visits’ to those virtually. Where we include visits in all formats we are at 96%.  <b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</b>  Visits are increasingly being carried out face to face and, provided that this can continue, performance against this indicator will improve.  <b>FINANCIAL IMPLICATIONS:</b> None  <b>IMPACT ON OTHER MEASURES:</b> Not applicable  <b>STRATEGIC ACTIONS REQUIRED:</b> None Required.								

Andy Sharp / Paul Coe			Adult Social Care				Q4 2020/21	RED
Indicator Ref: CBgasc2			% of WBC provider services inspected by Care Quality Commission (CQC) that are rated good or better by CQC in the area of "safe"				Type: Snapshot	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	■	■	■	■	■	100%	Higher is better
Qrtly outturn	-	-	-					
YTD outturn	5/6 83.3%	4/6 66.7%	4/6 66.7%	4/6 66.7%	4/6 66.7%	4/5 80%		
REASON FOR RED:								
<p>Birchwood Nursing Home was re-inspected in July 2019 and achieved an overall rating of Requires Improvement (RI); the report was published in September 2019. There were improvements within the 5 domains and 2 achieved a rating of Good, but this did not change the overall rating. The next inspection was expected in November 2020 but has not taken place due to Covid and the CQC suspending inspections.</p> <p>Update March 2021 – Walnut Close is now closed so we have 5 CQC Inspected services with 4 at Good or above.</p> <p><b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</b></p> <p>An external consultant was commissioned to review environment and practice in Birchwood and work directly with the home on specific areas of activity to improve the rating for 2020. This work began towards the end of 2019 and was ongoing during 2020. Further action plans have been developed and implemented. Similarities in practice apply across all our homes and it is reasonable to assume all will benefit from actions drawn from this work.</p> <p>Positively; Willows Edge was inspected (Feb 2020) and the overall outcome achieved was good in all 5 areas. It is clear that some of this work is having a positive impact.</p> <p>During the Covid pandemic, the CQC has been undertaking virtual assurance checks because site visits are not considered appropriate. These checks have taken place for all four homes during the last two months and no concerns have been raised.</p> <p>Willows Edge has had a full CQC Infection Control Inspection in Jan 2021 and feedback from the inspector was very positive.</p> <p><b>FINANCIAL IMPLICATIONS:</b> None</p> <p><b>IMPACT ON OTHER MEASURES:</b> None</p> <p><b>SERVICE PLAN UPDATES REQUIRED:</b> None, as this is already incorporated in the ASC Service Plan and monitored through the Council Delivery Plan.</p> <p><b>STRATEGIC ACTIONS REQUIRED:</b> None</p>								

Andy Sharp / Paul Coe			Adult Social Care				Q4 2020/21	RED
Indicator Ref: CBcasc14			% of financial assessments actioned within 3 weeks of referral to the Financial Assessment & Charging Team				Type: Snapshot	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	★	★	◆	■	≥98%	Higher is better
Qrtly outturn	-	-	-	-	-	-		
YTD outturn	100% (2,003/2,008)	98% (2,181/2,228)	100% )441/441)	100% (1,081/1,081)	95.8% (1,435/1,498 )	96.0% (1,949/2,031)		
REASON FOR AMBER:								
Reviewing Officer vacancy from October 2020 – January 2021								
Performance drop in Q3 was due to staff vacancy, and unable to fully recover KPI from this								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
New reviewing officer recruited, started role 11.01.2021 so improvement expected								
FINANCIAL IMPLICATIONS: None								
IMPACT ON OTHER MEASURES: None								
STRATEGIC ACTIONS REQUIRED: None								

Susan Halliwell / Jon Winstanley			Environment Department				Q4 2020/21	RED
Indicator Ref: CBdenv34			% of the principal road network (A roads) in need of repair				Type: %Snapshot	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	⊙	⊙	⊙	■	<2%	Lower is better
YTD outturn	2% (Target 5%)	2% (Target 2%)	Annual – reports Q4	Annual – reports Q4	Annual – reports Q4	3%	(Top 25% nationally – 18/19)	
REASON FOR RED:								
Condition surveys for our principal roads are undertaken in the summer of each year, the latest survey results being from July 2020. Despite good investment over the previous years this shows that the inclement weather during the winter of 2019/20 caused higher than expected rates of deterioration. The surveys indicated that the main areas of deterioration are in the surface texture of the A4 between Thatcham and Aldermaston.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
In 2020 the council was successful with a £4.5m Challenge Fund bid for the resurfacing of the A4, in anticipation this work would be needed in the coming years. £3.5m of this was spent at the latter end of 2020 and a further £1m is programmed for early summer 2021. This investment will remedy the defective areas and surveys will be revisited to evidence success.								
FINANCIAL IMPLICATIONS:								
None								
IMPACT ON OTHER MEASURES:								
None								
SERVICE PLAN UPDATES REQUIRED:								
None								
STRATEGIC ACTIONS REQUIRED:								
None								

Susan Halliwell / Jon Winstanley			Environment Department				Q4 2020/21	RED
Indicator Ref: CBeenv41			Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators)				Type: Text	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	-	⌚	★	■	Good	n/a
Qrtly	-	-	-	dna	Good	Satisfactory		
YTD outturn	Good	Good	Reports from Q2	Reports from Q3	Good	Satisfactory		
<b>REASON FOR RED:</b>  Failed to meet YE target of ‘Good’. Waste officers’ street inspections priority downgraded and street cleansing operational resource (provided by Veolia) was deployed to maintain key frontline collection services during peak periods of the covid-19 response. Increased level of littering and fly-tipping seen in the district and across the country during the covid pandemic period.  <b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</b>  Waste officers’ street inspections priority is back to normal (High) and the street cleansing operational resource is back to full strength while we experience minimal impact during the covid-19 response. If no further restrictions or pressure are experienced due to covid-19, we expect a full return to the target service quality levels during 2021/22.  <b>FINANCIAL IMPLICATIONS:</b> None  <b>IMPACT ON OTHER MEASURES:</b> None  <b>SERVICE PLAN UPDATES REQUIRED:</b> A service request will be made to reduce the target to “Satisfactory” as part of service planning for 2021/22. This is due to the impact of Covid-19, but also contract rationalisation, which has reduced operational resource.  <b>STRATEGIC ACTIONS REQUIRED:</b> None								



Joseph Holmes / Andy Walker			Finance & Property				Q4 2020/21	RED
Indicator Ref: CBgfp13			Council Tax collected as a percentage of Council Tax due				Type: Snapshot	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	★	◆	■	■	≥ 98.8%	Higher is better
Qrtly outturn								
YTD outturn	98.55% (111,577,534 / 113,220,427)	98.5% (116,717,237 / 118,541,476)	27.9% (34,483,678 / 123,527,421)	54.71% (67,700,626 / 123,748,322)	81.32% (100,591,752 / 123,700,342)	95.88% (118,441,582 / 123,532,276)		
REASON FOR RED:								
<p>The effects of Covid-19 have reduced the amount of Council Tax being paid. Over 2,000 accounts requested payment holidays and therefore many customers did not start paying until June or July 2020. We were therefore playing ‘catch up’ with these accounts for most of last year.</p> <p>The Council also decided not to issue any ‘arrears’ letters or to use any enforcement action between April and August 2020.</p> <p>We are also not fully aware of people’s income in terms of the furlough scheme and possible changes in income. I.e., we have seen a slight increase in benefit caseload, but not to a degree that was perhaps expected.</p> <p>Throughout this period payment by Direct Debit has remained stable at around 70%.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
<p>Over the Autumn 2020, 2,500 ‘soft’ reminder letters were issued. This had little effect on the level of payments.</p> <p>Statutory debt recovery action restarted in January 2021, with 2,100 reminders being issued. Court dates have been provided so legal action can also commence.</p> <p>Formal debt recovery timetable to be produced shortly with the process starting in May 2021.</p>								
FINANCIAL IMPLICATIONS: Reduced cashflow and loss of income								
IMPACT ON OTHER MEASURES: None								
SERVICE PLAN UPDATE: Not required at present								
STRATEGIC ACTIONS REQUIRED: We will continue to monitor level of payment to ensure all reasonable action being taken.								

Joseph Holmes / Andy Walker			Finance & Property				Q4 2020/21	RED
Indicator Ref: CBgfp14			Non domestic rates collected as percentage non domestic rates due				Type: Snapshot	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	★	■	■	■	■	≥ 98.9%	Higher is better
Qrtly outturn								
YTD outturn	98.43% (89,938,381/ 88,326,834)	98.9% (88,068,975/ 89,028,134)	27.27% (15,038,824/ 55,154,964)	50.75% (27,154,565/ 53,506,113)	74.38% 39,604,357 /53,247,198	95.21% 49,817,739 / 52,323,642		
REASON FOR RED:								
<p>Covid-19 has had a massive effect on collection. Many businesses were closed between March and July 2020 and some have remained so. Further national restrictions from November 2020, have meant many businesses have been mandated to close for additional periods of time up to and beyond 31 March 2021.</p> <p>Direct Debits payments were not collected in April and May 2020 and were therefore rescheduled to start in June or July 2020. Additional relief has subsequently been awarded to those eligible retail businesses.</p> <p>The Council had decided not to issue any ‘arrears’ letters, or to use any enforcement action between April and August 2020. Some ‘soft’ reminders were issued September and October 2020, before further ‘national restrictions’ were announced.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
<p>Debt recovery action started again in January 2021, despite the ongoing national restrictions. Court dates have been booked in order to start legal action. Going forward whilst action involving Bailiffs etc. is dependent upon the Covid-19 situation, these types of enforcement action may have to be reviewed. A more formal debt recovery timetable will be formulated over the next few weeks with action commencing in May 2021.</p> <p>In many instances those businesses with arrears for 2019/20 have been asked to pay those arrears over 2021/22.</p>								
FINANCIAL IMPLICATIONS: Reduced income and cash flow.								
IMPACT ON OTHER MEASURES: None								
SERVICE PLAN UPDATES REQUIRED: None								
STRATEGIC ACTIONS REQUIRED: None								

Joseph Holmes / Sarah Clarke			Strategy and Governance				Q4 2020/21	RED
Indicator Ref: PC1hr2			Number of Corporate and School and those who have been facilitated via levy transfer, who are disadvantaged and aged 16-25 enrolled onto training which is funded through the apprenticeship levy				Type: Nos+	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG		Baseline	★	★	■	■	3	Higher is better
Qrtly outturn	-	-	-	-	-	-		
YTD outturn	-	1	0	0	0	0		
REASON FOR RED:								
During the pandemic it is extremely challenging to support a new apprentice who has additional needs when working remotely. Businesses have been closed due to Government restrictions, schools have been closed and staff have been redirected to respond to the pandemic.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
We continue to support apprenticeships where possible and have taken on a number of new providers for new areas this year. We have also signed up to the Kickstart scheme for 13 internal placements and we are hopeful some of this will convert to apprenticeship posts in Q3 of 21/22.								
We continue to train staff to be job mentors (2 cohorts ran in Q4) so we are in a good place for when we can open our doors again.								
Human Resources team are working closely with Special Educational Needs and Disabilities (SEND) coordinators in secondary and special schools to run pilots work experience programmes for SEND pupils which hopefully will lead to apprenticeships in the future. We have also agreed to part fund 8 Job Coaches in schools to support disadvantaged pupils.								
Where possible we are supporting requests for meetings to with pupils interested in working for the council.								
We have forged a link with another company who we may be able to work with to provide opportunities for apprenticeships via levy transfer and are in the process of agreeing an transfer which will complete in Q1 21/22								
FINANCIAL IMPLICATIONS: Unused funds – we are looking to ask Finance and Governance Group (FAGG) to carry these forward to 21/22 financial year								
IMPACT ON OTHER MEASURES: None								
SERVICE PLAN UPDATES REQUIRED: None								
STRATEGIC ACTIONS REQUIRED: None								

Nick Carter			Building Communities Together				Q4 2020/21	RED
Indicator Ref: PC2bct2			Develop and adopt a community resilience index (based on proxy indicators) (Strategic Goal)				Type: Text	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG			◆	◆	■	■	March 2021	Project
Qrtly outturn	-	-	-	-	-			
YTD outturn	-	-	Behind schedule	On hold	Delayed	Delayed		
REASON FOR RED:								
This was a new measure for 2020/21.								
In quarter 1 until early June 2020, the officer responsible for the community resilience index work was abstracted from normal duties to work in The Community Support Hub as part of West Berkshire Council’s COVID19 response, from then on the post has been vacant.								
In quarter 2 the ‘Engaging and Enabling our Communities’ project, being led by Matt Pearce and which went to the Exec on 15 October 2020, was initiated. A project manager was to be appointed. The community resilience index work will form part of this project.								
In quarter 3 a post holder has been appointed but due to a delay in them being released from their previous employer they will not be joining WBC until 22 February 2021. This work will be progressed within this project manager role - ‘Programme Manager Engaging & Enabling Communities’ but it is unlikely that the work will be completed by year-end given that the new employee will only be in post for just over month before year-end. It is suggested that this target is moved to 3 <sup>rd</sup> quarter 2021/22.								
In quarter 4 the post holder Programme Manager Engaging & Enabling Communities came into post. A re-start meeting has been held to progress a CRI and it is agreed that the work will align with the measurement of health inequalities and community emergency planning to provide a holistic picture around community well-being. This work will roll over and be progressed as part of the Engaging and Enabling Communities Programme for 2021/22.								

**REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:**

Updates will be provided as this project progresses and reported on as part of the BCT Team KPI and MoV quarterly return.

**FINANCIAL IMPLICATIONS:** None

**IMPACT ON OTHER MEASURES:**

Other KPIs are dependent on the development of the community resilience index:-

*Pilot the Community Resilience Index to identify areas of low resilience and most in need*

*% of communities supported, who have been identified through the Community Resilience Index* - Timescales will be reset if this is to remain.

There are concerns that communities will need to engage and want the support. WBC cannot enforce this.

*% of communities identified and supported through the Community Resilience Index who have improved their Index score* - Timescales will be reset if this is to remain. There are concerns that communities will need to engage and want the support. WBC cannot enforce this.

These are not due to be reported on until 2021/22 but they cannot be progressed until the 'Development of the Community Resilience Index' KPI has been completed.

**SERVICE PLAN UPDATES REQUIRED:**

The service request a new target date of December 2021 be put forward for approval.

**STRATEGIC ACTIONS REQUIRED:** None

Susan Halliwell / Gary Lugg			Development and Planning				Q4 2020/21	RED
Indicator Ref: OFB1dp44			Deliver the Inward Investment Brochure				Type: Project	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	-	-	★	■	■	Dec 2020	n/a
YTD outturn	-	-	New measure added at Q2	On track	Behind schedule	Not achieved		
<b>REASON FOR RED:</b> Newbury West Berkshire Economic Development Company, which was to be responsible for this work, has been dissolved. The work had not been started while the company was active.								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</b> The work will now be absorbed into the internal Economic Development Team following a restructure in 2021/22. The brochure will be included in the Recovery Strategy as a key action for encouraging local growth post-Covid and will be prioritised in the ED Strategy Refresh delivery plan.								
<b>FINANCIAL IMPLICATIONS</b> None								
<b>IMPACT ON OTHER MEASURES:</b> None								
<b>SERVICE PLAN UPDATES REQUIRED:</b> The deadline for this work should be amended to December 2021 to reflect the need to recruit officers to complete the work and begin from scratch.								
<b>STRATEGIC ACTIONS REQUIRED:</b> None								



Susan Halliwell / Gary Lugg			Development and Planning				Q4 2020/21	RED
Indicator Ref: OFB1dp43			Deliver the Economic Development Strategy refresh to reflect Covid-19 impact				Type: Project	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	-	-	★	■	■	Dec 2020	n/a
YTD outturn	-	-	New measure added at Q2	On track	Behind schedule	Not achieved		
REASON FOR RED:  Economic Development Board took the decision to push this work back to June 2021 due to the prolonged Covid response period, and the need to ensure it is aligned with the Thames Valley Berkshire Local Enterprise Partnership’s (LEP) Recovery Plan, which has not yet been published.  REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:  Not applicable as the delay is outside of the council’s control.  FINANCIAL IMPLICATIONS:  None  IMPACT ON OTHER MEASURES:  Some actions in the Strategy will be delayed due to the need to prioritise initiatives which contribute to the mitigation of the immediate impact of Covid on the local economy.  SERVICE PLAN UPDATES REQUIRED:  The deadline for this work should be amended to June 2021 to reflect the need to wait for the LEP’s Recovery Plan to be published, and to allow time for it to be embedded into the council’s local plan.  STRATEGIC ACTIONS REQUIRED:  None								

Susan Halliwell / Gary Lugg			Development and Planning				Q4 2020/21	RED
Indicator Ref: GP1dp25			Number of affordable homes completed				Type: Snapshot	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	■	⊙	⊙	⊙	⊙	125	Higher is better
YTD outturn	75	103 (Target: 125)	Reports Q3 - 2021/22	Reports Q3 - 2021/22	Reports Q3 - 2021/22	Reports Q3 - 2021/22		
REASON FOR RED:								
Developers did not build out their permitted sites as expected.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
The council already has an affordable housing policy which seeks units on smaller sites than suggested in the National Planning Policy Framework (NPPF) and the National Planning Practice Guidance (NPPG). There are currently over 900 affordable housing units with planning permission that have not been built. (This includes 170 at the Racecourse).								
FINANCIAL IMPLICATIONS:								
None as affordable housing does not pay the Community Infrastructure Levy								
IMPACT ON OTHER MEASURES:								
None								
SERVICE PLAN UPDATES REQUIRED:								
None								
STRATEGIC ACTIONS REQUIRED:								
None								

Nick Carter			Building Communities Together				Q4 2020/21	RED
Indicator Ref: SITbct8			Develop a Community Engagement Framework with our statutory partners and community and voluntary organisations				Type: Text	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG			◆	◆	■	■	March 2021	Project
Qrtly outturn	-	-	-	-	-			
YTD outturn	-	-	Behind schedule	Behind schedule	Behind schedule	Behind schedule		
REASON FOR RED:								
This was a new measure for 2020/21.								
In quarter 1 and until early June the officer was abstracted from normal duties to work in The Community Support Hub as part of West Berkshire Council’s COVID19 response.								
In quarter 2 the work was delayed due to the officer going on maternity leave; an officer is expected to be in post early November. The work is now to be subsumed into the ‘Engaging and Enabling our Communities’ project which is being led by Matt Pearce and which went to Exec on 15 October 2020. A project manager is to be appointed.								
In quarter 3 a post holder was appointed but due to a delay in them being released from their previous employer they are not due to join WBC until 22 February 2021. This work will be progressed within this project manager role - ‘Programme Manager Engaging & Enabling Communities’. Given that the post holder will only have a month in the role before year-end this KPI will not be completed. Any progression is also reliant on what work is able to be undertaken given the current COVID19 restrictions.								
In quarter 4 Service request was made to amend target to March 2022. Programme Manager Engaging & Enabling Communities commenced on 22 <sup>nd</sup> February 2021 with the work progressing within that role. The title of this project is to be amended as the ‘community engagement framework’ is being referred to under three different headings and this needs to be clarified. The timescale for this project will be set by the Customer First Programme Board as this is an action within the Comms & Engagement Delivery Plan.								

**REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:**

Updates will be provided as the project progresses and reported on as part of the BCT Team KPI and MoV quarterly return. Updates from the Customer First Programme Board will also be included.

**REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:** None

**FINANCIAL IMPLICATIONS:** None

**IMPACT ON OTHER MEASURES:**

The outcome of this KPI will have an impact on other work that the Council is currently undertaking on Community Engagement.

**SERVICE PLAN UPDATES REQUIRED:**

The service request a new target date of March 2022 be put forward for approval.

**STRATEGIC ACTIONS REQUIRED:** None

Joseph Holmes/Kevin Griffin			Customer Service and ICT				Q4 2020/21	RED
Indicator Ref: GP1csict			Number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above				Type: Project	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	◆	★	■	■	■	72,897 (99.7%) Sept 2020	Higher is better
Qrtly outturn		-	-	-	-	-		
YTD outturn	70,689 (96.7%) (P)	71,032 (97.16%)	71,197 (97.40%)	72,182 (98.75%)	Complete in Q2	Complete in Q2		
REASON FOR RED:  The project is complete with Q2 ending with 72,182 (98.75%) against overall target of 72,897 (99.7%). The difference between the target and what has been achieved is due to properties being descope for various issues, for example due to wayleaves not being signed, customers already having Next Generation Access (NGA), and properties no longer existing.  REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:  The gap in delivery will be managed by looking at other delivery options as part of the superfast complete project.  FINANCIAL IMPLICATIONS:  No additional costs incurred.  IMPACT ON OTHER MEASURES: None.  SERVICE PLAN UPDATES REQUIRED: None.  STRATEGIC ACTIONS REQUIRED: None.								

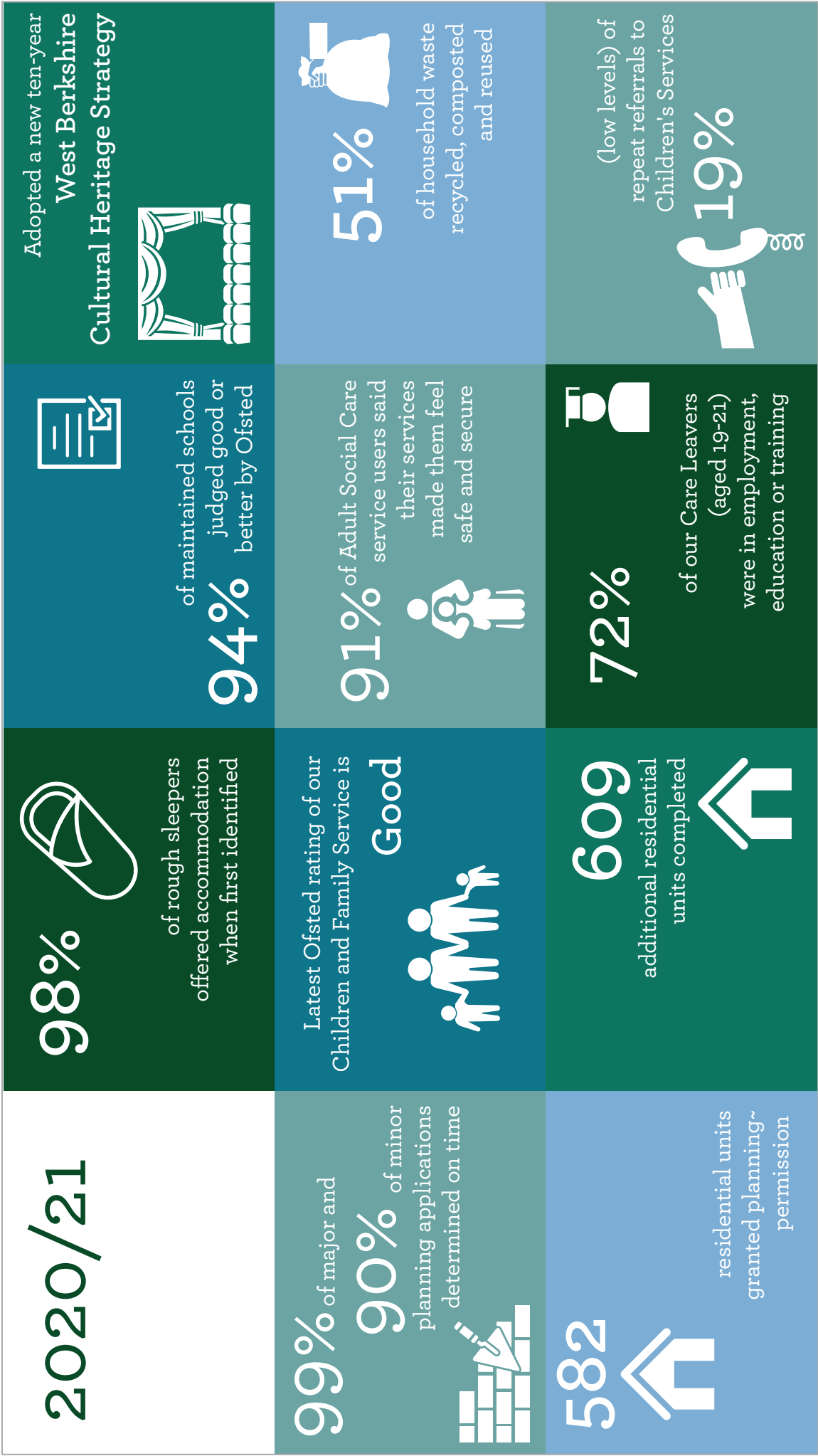
Susan Halliwell / Jon Winstanley			Environment Department				Q4 2020/21	RED
Indicator Ref: GP2env30 & GP2env31			Complete a feasibility and cost benefit analysis for large scale afforestation and natural regeneration in the rural area Complete a feasibility and cost benefit analysis for urban tree planting to help improve urban air quality and achieve 20% cover for urban areas in the district				Type: Project	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	★	★	★	■	■	March 2021	N/A
YTD outturn	-	On track	On track	On track	Behind schedule	Behind schedule		
REASON FOR RED:								
Main reason for this not being achieved is lack of capacity within the team. Recruitment to the Environment Delivery Team occurred during Q3 resulting in the filling of a vacant position in Q3 and two new team members starting in Q4. Whilst these two KPIs relate to important actions in the delivery plan, the team has had to focus on other priorities and does not have the capacity currently to engage in these feasibility studies.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
The Environment Delivery Plan is being developed in more detail ready for consultation. This work will help to prioritise the range of measures included in the plan. This will in turn inform new KPIs and assist in setting appropriate timescales. These projects are required and a bid for additional funding for the team has been put forward to increase capacity. This area of work is specifically mentioned in the funding bid.								
FINANCIAL IMPLICATIONS:								
There are no financial implications as a result of not being able to achieve these KPIs within the target timescales.								
IMPACT ON OTHER MEASURES:								
Due to the nature of these projects, they need to be started in the early part of the Environment Delivery Plan. Further delays in progressing this work will have an impact on the carbon reduction results they could deliver and an impact on our overall target of carbon neutrality by 2030.								
SERVICE PLAN UPDATES REQUIRED:								
These two projects will need to progress as described and only the timescales need to change.								
It is recommended that the process of updating the Service Plan will consider which projects and actions from the Environment Delivery Plan are								

appropriate to have as KPIs.

**STRATEGIC ACTIONS REQUIRED:**

Consideration of team capacity alongside Environment Delivery Plan. Decision on funding bid seeking additional resource.





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## Technical Conventions

This report sets out the Council's progress against its Priorities for Improvement set out in the [Council Strategy](#). Performance is presented by priority and augmented with Influencer measures to further describe the operating environment and / or challenges.

Activities are monitored within the council priorities and RAG rated by projected year end performance, e.g. a prediction of whether the target or activity will be achieved by the end of the financial year (or, for projects, by the target date):

Red (R )	Indicates that we have either not achieved (or do not expect to achieve) the activity or target by year end, or the specified target date.
Amber (A)	Means we are behind schedule, but still expect to achieve or complete the measure or activity by year end, or the specified target date.
Green (G)	Means we have either achieved or exceeded (or expect to achieve or exceed) what we set out to do.
Annual	Indicates that the measure that can only be reported against at a particular point in time e.g. at quarter 4.
Baseline	Means that the measure is not targeted and the results are provided as a baseline for future monitoring.
Data not available (dna)	Indicates that the quarterly data is not yet available and will be updated at a later date, usually the following quarter.
Data not provided (dnp)	Means that data has not been provided and will be updated at a later date, usually the following quarter
(E)	Indicates a result is an estimate and will be updated during the year, as and when data becomes available.
(P)	Means a result is provisional and subject to further validation e.g. from an external body, and will be updated during the year, as and when data becomes available.

Where a measure is reported as 'amber' or 'red', an exception report is provided. This identifies the reasons for this assessment and shows what remedial action has been put in place to either bring the measure back on target or to mitigate the consequence of it not being achieved; and whether any Strategic action is required.

### Benchmarking

Where possible our progress is compared to all English single tier and county councils, where available, by quartile and rank. Due to the timescales involved in central government publication these are usually available 6-12 months in arrears.

### Influencer Measures

Non-targeted measures are reported to either illustrate the demand on a service or provide context for the demand, e.g. economic activity.

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## 2020/21 Revenue Financial Performance Provisional Outturn

<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	10 June 2021
<b>Portfolio Member:</b>	Councillor Ross Mackinnon
<b>Date Head of Service agreed report:</b> (for Corporate Board)	12.5.21
<b>Date Portfolio Member agreed report:</b>	12.5.21
<b>Report Author:</b>	Melanie Ellis
<b>Forward Plan Ref:</b>	EX3914

### 1 Purpose of the Report

- 1.1 To report on the financial performance of the Council's revenue budgets. This report is the provisional outturn position for 2020/21.

### 2 Recommendations

- 1.1 To note the provisional outturn position of £4.6m under spend. The under spend is 3.5% of the Council's 2020/21 net revenue budget of £131m. From the £4.6m under spend, the impact of Covid on spend against budgets accounts for £3.6m, with business as usual (BAU) accounting for the remaining £1m.
- 1.2 To note that the under spend will be added to the Council's general reserves, of which £2.8m has already been allocated to support the 2021/22 budget and balance the financial impact of the pandemic on residents with the cost pressures the Council faces. The increase to reserves from the outturn will therefore be £1.8m.
- 1.3 To note the ongoing impact that Covid will have on the 2021/22 budget, particularly in Quarter One, as the Council continues to be supported by external funding and see reduced demand for some services.
- 2.1 To approve a budget movement of £400k from Finance & Property to Capital Financing. The capital financing and investment income budgets have been reviewed and realigned to reflect market conditions. The move reflects savings against capital financing costs and pressures against investment income.

### 3 Implications and Impact Assessment

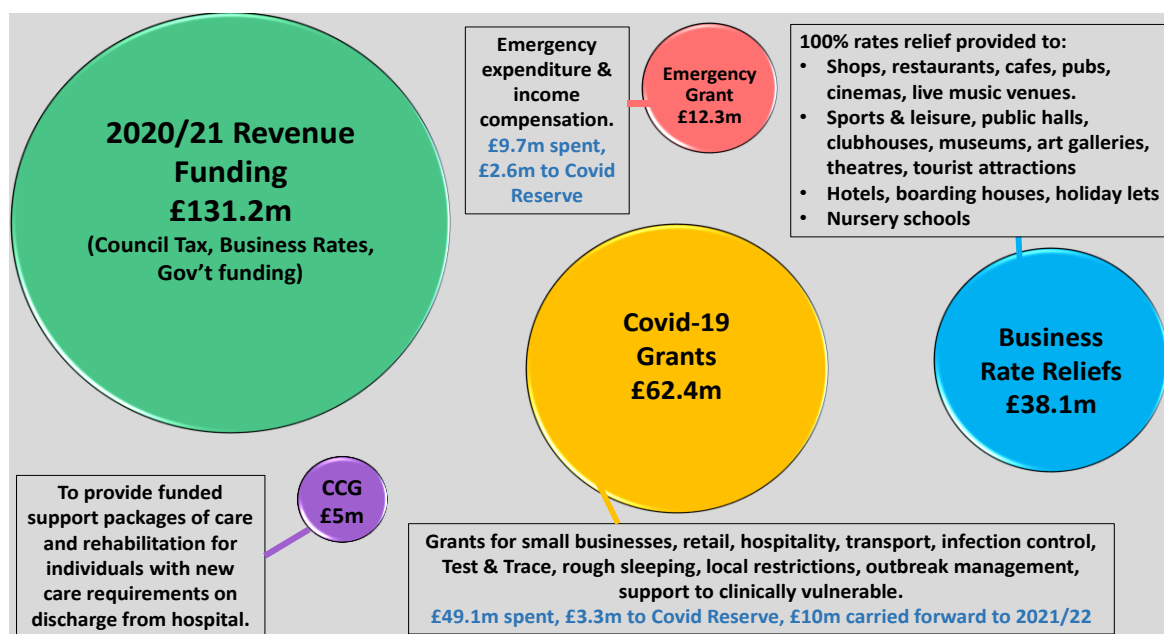
Implication	Commentary			
<b>Financial:</b>	The provisional under spend of £4.6m will be added to the Council's general reserves, of which £2.8m has already been allocated to support the 2021/22 budget. The increase to reserves from the outturn will be £1.8m.			
<b>Human Resource:</b>	None			
<b>Legal:</b>	None			
<b>Risk Management:</b>	Risks to next years' budget are included where relevant in the report. Where identified these will form part of the budget build process for 2021/22.			
<b>Property:</b>	Impact on income due to an unlet commercial property.			
<b>Policy:</b>	No			
	Positive	Neutral	Negative	Commentary
<b>Equalities Impact:</b>				
<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		Y		
<b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		Y		
<b>Environmental Impact:</b>		Y		

<b>Health Impact:</b>		Y		
<b>ICT Impact:</b>		y		
<b>Digital Services Impact:</b>		y		
<b>Council Strategy Priorities:</b>		y		Business as usual
<b>Core Business:</b>		y		
<b>Data Impact:</b>		y		
<b>Consultation and Engagement:</b>	Budget holders, Heads of Service and Directors.			

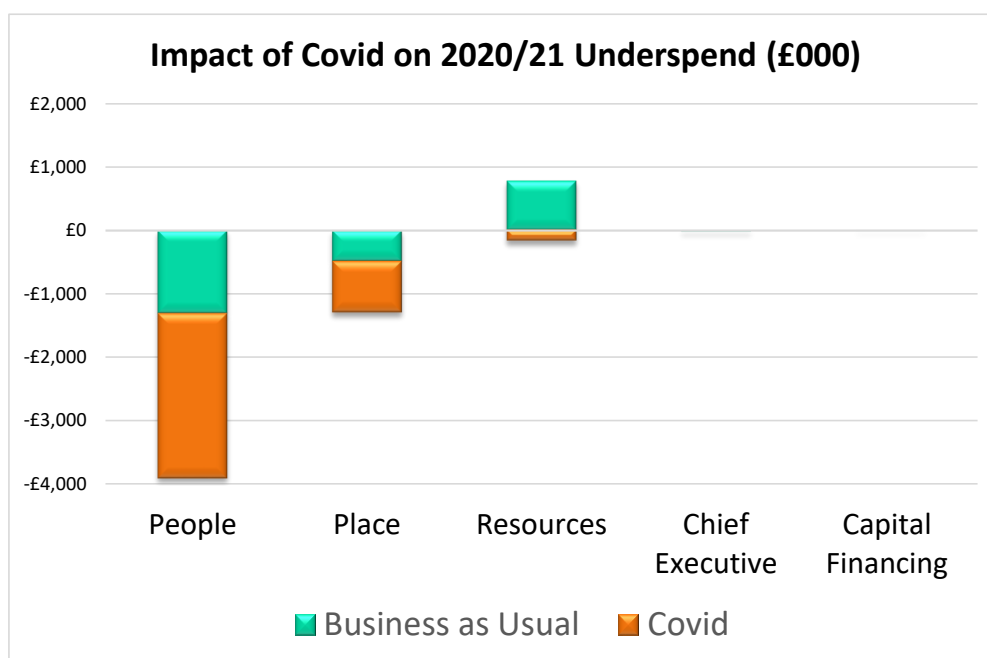
## 4 Executive Summary

- 4.1 This report is to inform members of the financial performance of the Council's revenue budgets. This report is the provisional outturn position for 2020/21.
- 4.2 The 2020/21 financial year presented a significant number of financial challenges for the Council in supporting our residents and business. The 2020/21 net revenue budget of £131m was set in March 2020, however, before the start of the financial year, the country was in national lockdown due to the Covid-19 global pandemic.
- 4.3 The Council has played a significant part in responding to the pandemic, supported by Central Government grant funding of £113m and £5m CCG funding, enabling us to support a range of activities within our district and distribute business rate reliefs. £101m has been spent or distributed, £6m put to a Covid reserve and £10m carried forward to 2021/22. Grant funding compared to our revenue budget is shown in the chart below:

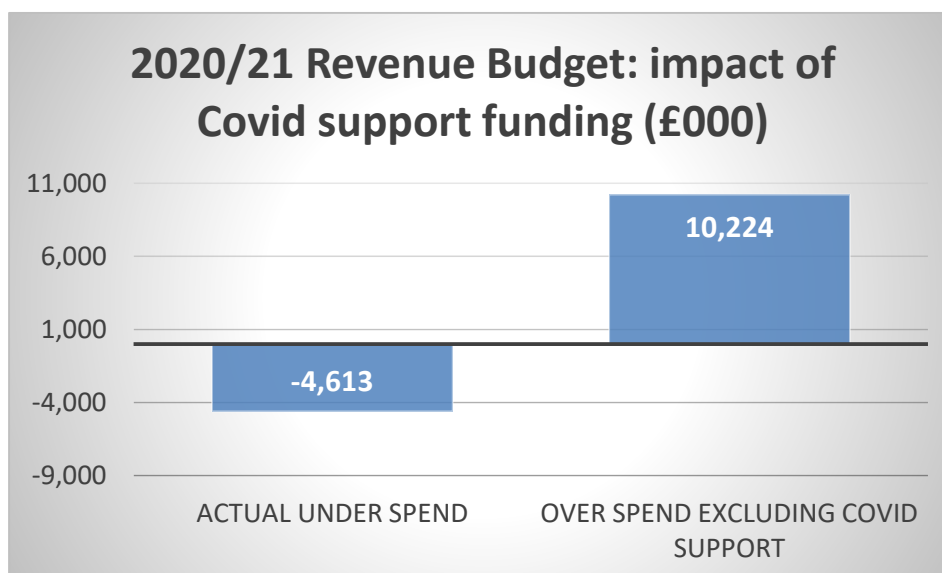




- 4.4 The provisional revenue outturn position is an under spend of £4.6m. The under spend is 3.5% of the Council's 2020/21 net revenue budget of £131m. From the £4.6m under spend, the impact of Covid on budgets accounts for £3.6m, with business as usual (BAU) accounting for the remaining £1m. The under spend will be added to the Council's general reserves, of which £2.8m has already been allocated to support the 2021/22 budget and balance the financial impact of the pandemic on residents with the cost pressures the Council faces. The increase to reserves from the outturn will therefore be £1.8m, which will protect the Council's financial position in the midst of the current Covid-19 pandemic, enabling Council services to deliver their key areas of responsibility.



- 4.5 The overall under spend is interlinked to the impact of the pandemic and the use of Covid support funding. Without the Emergency Grant funding for expenditure and income compensation, and Adult Social Care funding from the Clinical Commissioning Group, the Council would be facing an over spend of £10m, which would likely have put the Council far below the minimum level of reserves resulting in some immediate ceasing of service activity.



- 4.6 The People Directorate under spend is £3.9m, with the main under spends arising from ASC £2m, CFS £1.2m and Education £0.6m.

- In ASC, there have been 58 excess deaths compared to 2019/20, with client numbers 84 lower than modelled. Fewer clients received a long term service due to Covid, as clients in step down placements were funded by Health. There was a reduction in the take up of respite services and direct payments as service users were unable or unwilling to access services.
- In CFS, the under spend is largely in placements, where since the end of the financial year 2019/20, there has been a decrease in the number of clients. Decreases have mainly been in UASC and In-house fostering. There has been a conscious effort by the service to provide effective support and earlier help to prevent entry to care. However there is evidence among neighbouring authorities of increases in children entering care as a result of Covid-19 disruption.
- The Education under spend largely relates to savings in Home to School Transport, due to suspended services during school closures.

- 4.7 The Place Directorate under spend is £1.3m. The main under spends are:

- Homelessness prevention, predominantly due to lower expenditure on rent incentives and pause on evictions of private tenants due to Covid-19.
- Sports and leisure, partly as a result of lower spend on repairs and maintenance during Covid, and partly from the leisure management contract. Shaw House saw unachieved income from room hire and catering.

- Waste management had a reduction in commercial waste going to landfill and an opportunity to send more general refuse to 'energy from waste' facilities instead.
  - Traffic network income streams have been greater than anticipated. These budgets are demand led and difficult to accurately forecast, but will be reviewed as part of Outcomes Based Budgeting for 2022/23. Car park income was significantly impacted by Covid, however, as lost income has been compensated for by grant funding, it has not impacted on the outturn position.
- 4.8 The Resources Directorate/Chief Executive over spent by £588k due to loss of income in vacant commercial property. Capital Financing was £516k under spent due to lower payments on annuity loans, and this has been set aside for financing of prior capital expenditure (Minimum Revenue Provision).
- 4.9 The under spend increased significantly in the final two quarters of 2020/21. The Quarter Two forecast was made before the second wave of the pandemic. There was an expectation that there would be an increase in demand led services that had been suppressed due to the 1<sup>st</sup> wave. The 2<sup>nd</sup> wave however, further delayed this demand and, unfortunately as in the 1<sup>st</sup> wave, there were a number of deaths amongst the residents supported by Adult Social Care which reduced in-year costs. In the Waste service, there was a reduction in commercial waste going to landfill and an opportunity to send more general refuse to 'energy from waste' facilities instead.
- 4.10 The 2020/21 savings and income generation programme of £3.2m was 95% Green.

### **Conclusion**

- 4.11 The 2020/21 financial year presented a significant number of financial challenges for the Council in supporting our residents and business and the Council has played a significant part in responding to the pandemic. Grants of £113m were received from Government for Covid-19 to support additional costs and lost income and to enable us to support a range of activities within our district.
- 4.12 The provisional revenue under spend of £4.6m is interlinked to the impact of the pandemic and the use of covid resources provided by central government. The £3.2m savings and income generation programme was 95% achieved. The Covid-19 grant funding received from Government to date, and the Council's level of general fund reserves mean that the Council is well placed to focus its efforts on response and recovery from the Covid-19 into next financial year.
- 4.13 The Covid-19 grant under spend will be used in 2021/22 to fund the ongoing pandemic response. The Council continues to be supported by external funding and see reduced demand for some services which will have an impact on 2021/22, particularly on Quarter One. The longer term position will require further analysis and announcements from Central Government on the funding position for Local Government, before the full impact on 2021/22 and beyond is known.

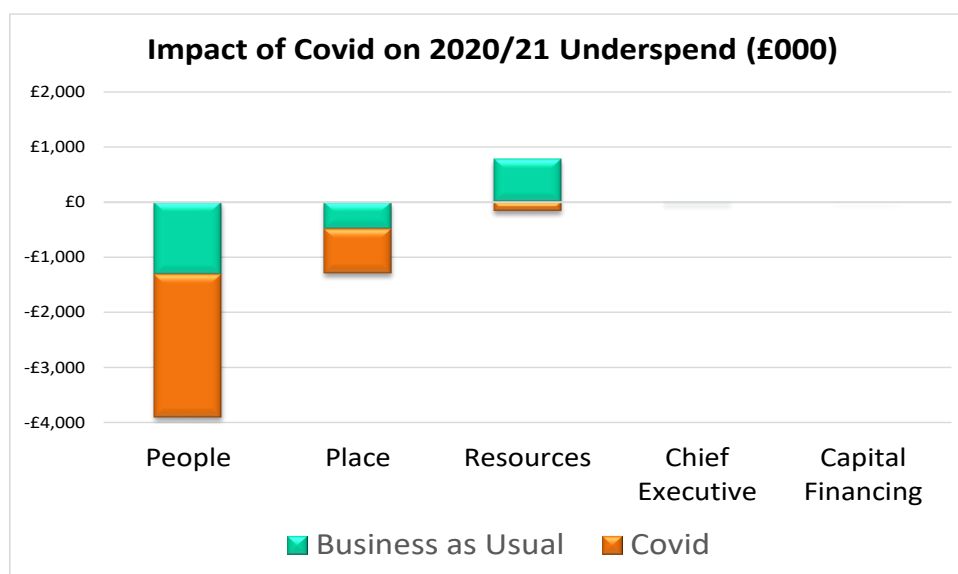
## 5 Supporting Information

### Introduction

- 5.2 The 2020/21 financial year presented a significant number of financial challenges for the Council in supporting our residents and business. The 2020/21 net revenue budget of £131m was set in March 2020, however, before the start of the financial year, the country was in national lockdown due to the Covid-19 global pandemic.
- 5.3 The Council has played a significant part in responding to the pandemic, from helping to coordinate the community response, supporting local businesses and working with schools in delivering online learning. As referenced further in this report, grants of £113m have been received from Government for Covid-19 to support additional costs and lost income and to enable us to support a range of activities within our district and distribute business rate reliefs.
- 5.4 The overall under spend is interlinked to the impact of the pandemic and the use of Covid resources provided by central government. The under spend allows for an increase to reserves which will protect the Council's financial position in the midst of the current Covid-19 pandemic, enabling Council services to deliver their key areas of responsibility.
- 5.5 This financial outturn report shows the under spend against budget, after taking account of any funds carried forward to 2021/22. The report also shows the impact Covid-19 has had on the outturn, in order to try to provide a meaningful comparison to budget and to previous years.

### 2020/21 Outturn

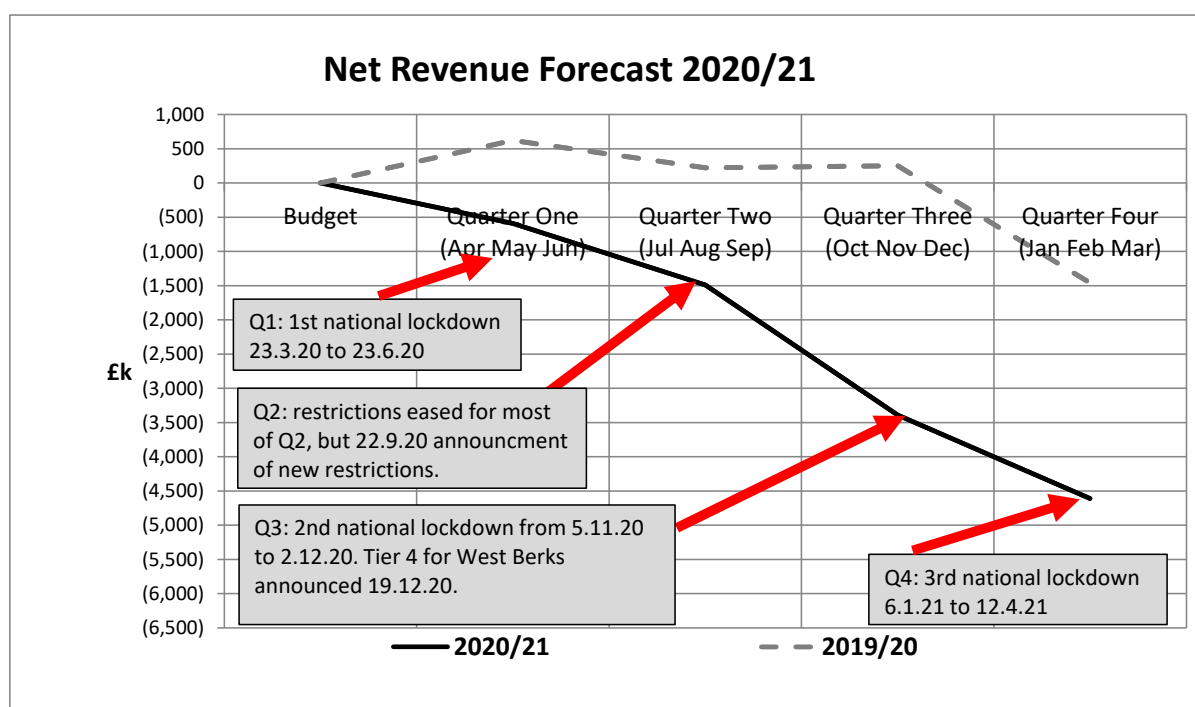
- 5.1 The provisional revenue outturn is an under spend of £4.6m. The under spend is 3.5% of the Council's 2020/21 net revenue budget of £131m. From the £4.6m under spend, the impact of Covid on spend against budgets accounts for £3.6m, with business as usual (BAU) accounting for the remaining £1m as shown below by Directorate.



- 5.2 The table below shows the quarterly forecasts and year end position, after net funds carried forward to 2021/22. These comprise of moving unspent funding into earmarked reserves to spend in 2021/22, including the Public Health grant, general Covid grants and specific Covid grants such as the Contain Outbreak Management Fund (COMF), net of any drawdowns from earmarked reserves to support services in 2020/21.

Directorate Summary	Final Net Budget	Actual Outturn	(Under)/over spend						Change to Service Forecast from Last Quarter
			Quarter One	Quarter Two	Quarter Three	Quarter Four			
			Forecast	Forecast	Forecast	Actual	Carried forward to 2021/22	Final	
	£000	£000	£000	£000	£000	£000	£000	£000	£000
People	76,244	68,632	(810)	(1,859)	(3,229)	(7,612)	3,711	(3,900)	(672)
Place	31,203	29,503	(101)	(57)	(589)	(1,700)	400	(1,300)	(711)
Resources	11,388	12,484	230	244	312	1,096	(489)	607	295
Chief Executive	764	46	(10)	(10)	(10)	(718)	699	(19)	(9)
Capital Financing	11,597	10,703	100	193	123	(894)	894	(0)	(123)
Total	131,196	121,368	(590)	(1,489)	(3,393)	(9,828)	5,215	(4,613)	(1,220)
Allocated to 2021/22 Budget								2,775	
Net increase in Reserves								(1,838)	

- 5.3 Forecasting has been challenging this year due to the ongoing impact of Covid-19. At the end of Q1, the national lockdown had just lifted and so forecasts were largely based on a return to normal for the remainder of the year. However, the second and third lockdowns further increased the Council's under spend as a result of savings made on activities and government funding received in compensation for losses. The overall forecasts and outturn are shown in the following chart:



- 5.4 There was a £1.9m increase in the under spend from Quarter Two to Quarter Three. This was driven primarily from the People directorate and by two main factors. Firstly, in respect of both Adult and Children Social Care, the Quarter Two forecast was made before the second wave of the pandemic; there was an expectation that there would be an increase in demand to both service areas that had been suppressed due to the 1<sup>st</sup> wave of the pandemic. The 2<sup>nd</sup> wave further delayed this demand and, unfortunately as in the 1<sup>st</sup> wave, there were a number of deaths amongst the residents supported by ASC which has reduced in-year costs within adult social care. The second factor is the preventative work that has taken place within children social care to reduce demand by intervening earlier and providing support to reduce longer term costs. There was also a decrease in demand related costs, for example in respect of Unaccompanied Asylum Seeking Children (UASC).
- 5.5 During the final quarter, the under spend increased by a further £1.2m, reflecting the impact of the continuing pandemic.
- In People, £253k was in ASC with clients spending longer than forecast in beds funded by Health, low take up of respite provision and delays to packages of care starting. CFS under spend increased by £153k in placements, legal and specialist assessments. Education under spend increased by £239k largely attributable to home to school transport further savings in the Spring Term 2021.
  - In Place, Environment's under spend increased by £708k in the final quarter. Car parks outturn was affected by receipt of £161k Covid support funding which was not forecast in the previous quarter. Traffic network management saw an unanticipated rise in works applications in the final quarter resulting in increased income of £281k. The Waste service costs were £100k lower than previously forecast, mainly due to the opportunity to divert more general refuse to energy from waste initiatives. This was created by capacity created by a fall in commercial waste incineration due to a reduction in economic activity linked to Covid.
- 5.6 Outturn by service is shown in the following table:

## 2020/21 Revenue Financial Performance Provisional Outturn

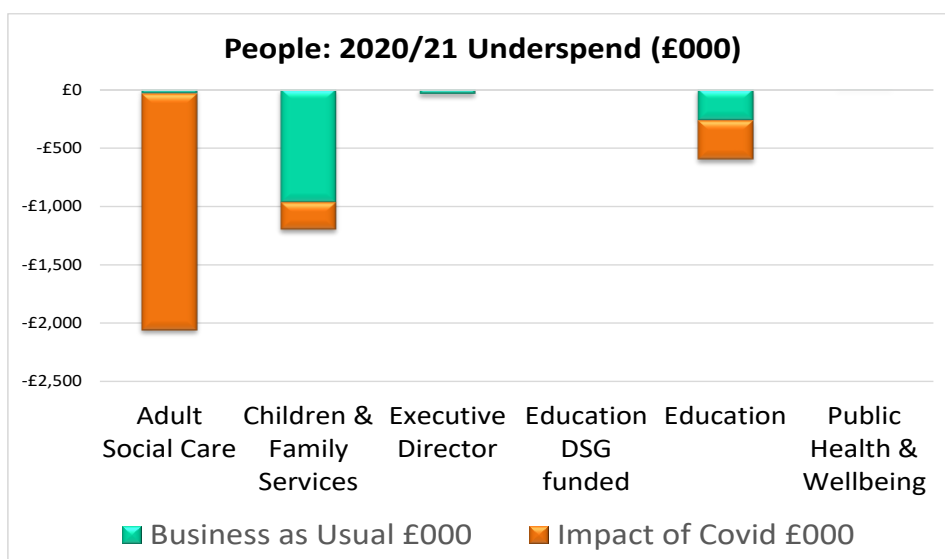
	Current Net Budget	Net Forecast	(Under)/over spend						Change to Service Forecast from Last Quarter
			Quarter One	Quarter Two	Quarter Three	Quarter Four			
			Forecast	Forecast	Forecast	Actual	Carried forward to 2021/22	Final	
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adult Social Care	50,294	48,235	(588)	(1,026)	(1,806)	(2,059)	0	(2,059)	(253)
Children & Family Services	17,244	16,007	(247)	(639)	(1,046)	(1,236)	37	(1,199)	(153)
Executive Director	322	280	3	4	(15)	(42)	0	(42)	(27)
Education DSG funded	(444)	(444)	0	0	0	0	0	0	0
Education	8,852	8,117	22	(197)	(361)	(735)	135	(600)	(239)
Public Health & Wellbeing	(24)	(3,563)	0	0	0	(3,539)	3,539	(0)	(0)
People	76,244	68,632	(810)	(1,859)	(3,229)	(7,612)	3,711	(3,900)	(672)
Executive Director	187	190	0	0	0	3	0	3	3
Development & Planning	3,249	2,951	(76)	(14)	(318)	(298)	145	(153)	165
Public Protection & Culture	3,852	3,622	75	61	49	(230)	108	(122)	(171)
Environment	23,915	22,740	(99)	(104)	(320)	(1,175)	147	(1,028)	(708)
Place	31,203	29,503	(101)	(57)	(589)	(1,700)	400	(1,300)	(711)
Executive Director	270	296	0	20	20	26	0	26	6
Commissioning	772	656	(58)	(38)	(61)	(116)	0	(116)	(55)
Customer Services & ICT	2,987	2,978	59	60	(1)	(9)	0	(9)	(8)
Finance & Property	2,382	3,799	123	138	407	1,417	(683)	734	327
Strategy & Governance	4,976	4,754	105	64	(54)	(222)	194	(28)	26
Resources	11,388	12,484	230	244	312	1,096	(489)	607	295
Chief Executive	764	46	(10)	(10)	(10)	(718)	699	(19)	(9)
Capital Financing	11,597	10,703	100	193	123	(894)	894	(0)	(123)
Movement through Reserves	0	0	0	0	0	0	0	0	0
Capital Financing	11,597	10,703	100	193	123	(894)	894	(0)	(123)
Total	131,196	121,368	(590)	(1,489)	(3,393)	(9,828)	5,215	(4,613)	(1,220)
Allocated to 2021/22 Budget								2,775	
Net increase in Reserves								(1,838)	

NB: Rounding differences may apply to the nearest £k.

### People Directorate

5.7 The Directorate outturn is an under spend of £3.9m, which is 5.1% against a budget of £76m. The under spend has increased by £0.7m from last quarter.





	Business as Usual	Impact of Covid	Total Under Spend
	£000	£000	£000
Adult Social Care	(37)	(2,022)	(2,059)
Children & Family Services	(964)	(235)	(1,199)
Executive Director	(42)	0	(42)
Education DSG funded	0	0	0
Education	(266)	(334)	(600)
Public Health & Wellbeing	(0)	0	(0)
<b>People</b>	<b>(1,309)</b>	<b>(2,591)</b>	<b>(3,900)</b>

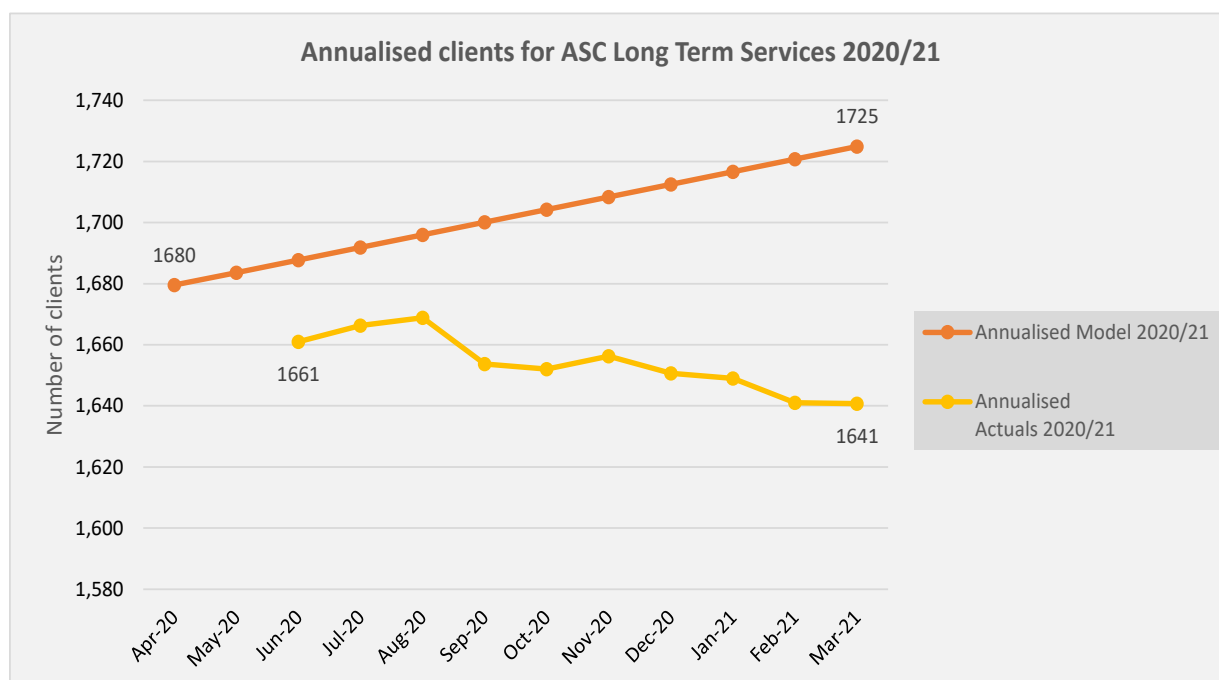
5.8 In ASC, the under spend of £2m has increased by £250k since last quarter.

Long term services (LTS) are £2.9m under spent. There has been 58 excess deaths compared to 2019/20, with client numbers 84 lower than modelled. The majority have been in over 65's in care homes.

The number of clients receiving a long term service was also impacted by Covid, as clients in step down placements were funded by Health as part of the rapid community discharge during the pandemic. There has been a reduction in the take up of respite services due to Covid restrictions. Direct payments were also underutilised as service users were unable or unwilling to access services.

The service has also taken action to suppress market demand such as use of technology enabled care, reinforcing the three conversations model suppressing the need for long term services, use of market management to offer better value for money, and maximising external funding streams.

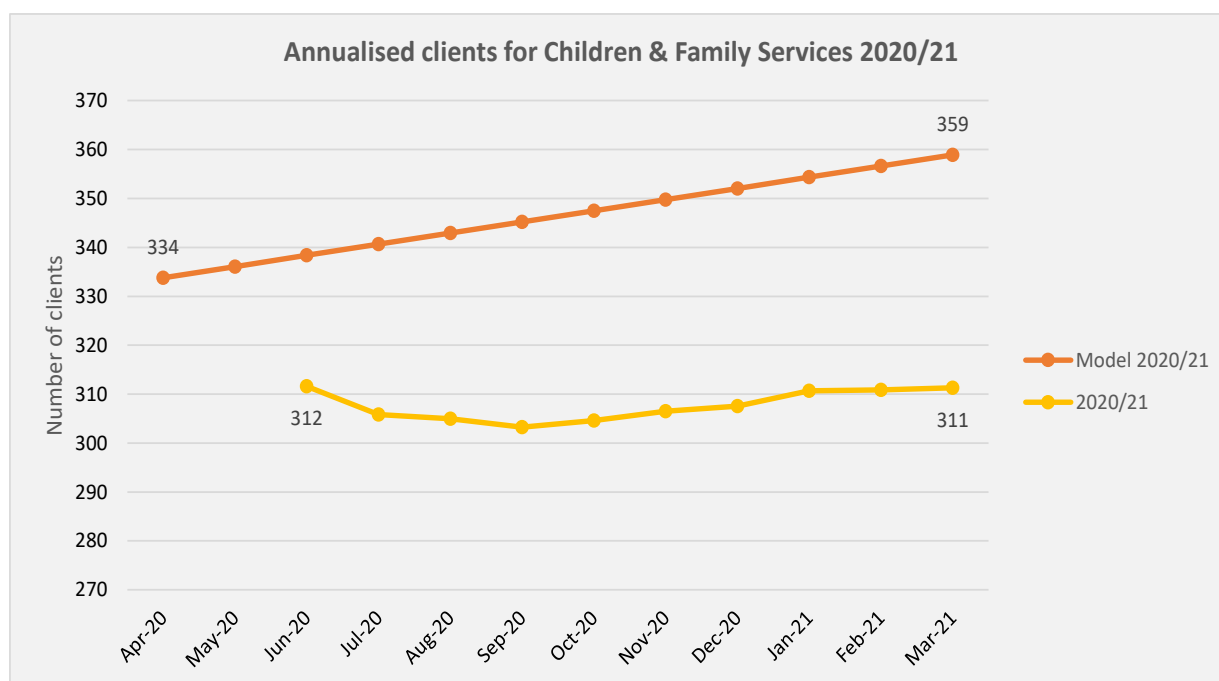
Short term services are £442k over spent largely as a result of some short term services being extended due to Covid, instead of transferring to long term. Care homes are £471k over budget due to lost income and additional staffing costs.



5.9 The full impact of Covid on ASC budgets is not completely clear, particularly around future demand, transitional periods and funding. The ASC model for long term services has continued to be updated monthly to inform the 2021/22 budget.

5.10 In CFS, of the £1.2m under spend, £857k is in placements, and is due to an overall decrease in the number of clients. There are 17 fewer clients than 2019/20 and 48 fewer than budgeted. The main reductions are within Unaccompanied Asylum-Seeking Children (UASC) and In-house fostering. There has been a conscious effort by the service to provide effective support and earlier help to prevent entry to care, or at least promote the less costly forms of intervention, and currently the signs are very positive. However, there is evidence among neighbouring authorities of a noticeable increase in children entering care as a result of Covid-19 disruption and the increasing stresses on households. The presentation and demand for UASC placements remains impossible to predict. UASC presentation in the UK has not declined overall and it may be that as cross channel freight traffic increases we will see increasing demand once again. The remaining under spend has arisen in adoption advisory, child care lawyers, and vacancy and mileage savings across the teams.

5.11 Demand is increasing and there is the possibility of increased demand as services navigate through the Covid-19 recovery period. There are delays in the court process and signs of the extra pressures accumulating in households (finance, employment and housing security), some of which will manifest into safeguarding issues. There has been a 35% increase in child protection plans between January and March 2021, so there are tangible signs of increasing need and demand.



5.12 Education has an under spend of £600k, an increase of £239k from last quarter. Home to School Transport has under spent by £310k, partly due to suspended services during school closures and partly due to routes being retendered and renegotiated. The under spend increased in Quarter Four as a result of Covid impacts in the Spring Term. Other under spends include Castlegate and Family Wellbeing hubs due to periods of closure, and over achievement of income in traded services.

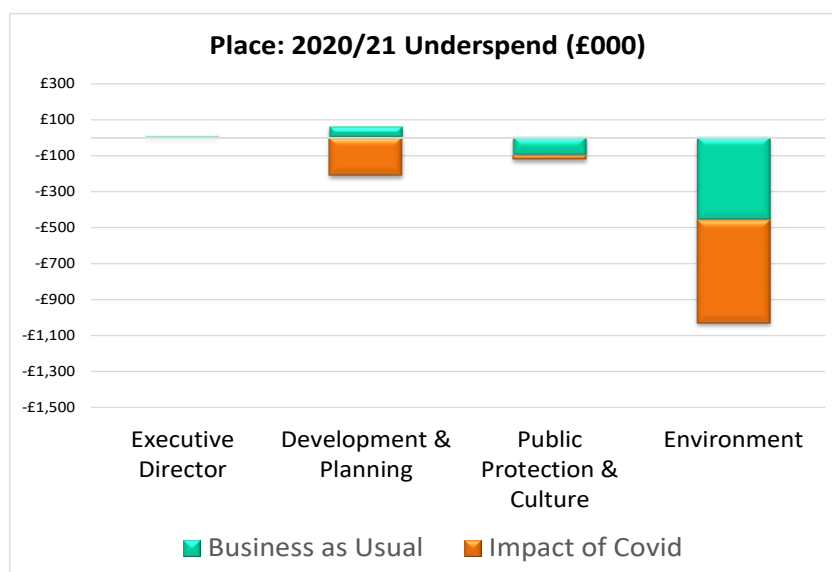
5.13 Education DSG is reported on line for the Council as any over or under spends are ring-fenced within the grant. There was a brought forward deficit on the DSG of £1.7m. At outturn, the DSG has a cumulative deficit of £1.5m. There were in-year pressures relating to demand led top up funding in the High Needs Block, but these have been offset against under spends on the growth fund, as a result of a delay in the opening of a new primary school. The Department for Education recognises the position that many authorities are in, and are expecting to work with authorities during 2021/22 to agree a plan of action to recover the deficits.

5.14 The Public Health grant outturn is on line, after carrying forwards £3.5m of grant funding to 2021/22; £600k against the Public Health Grant and £2.6m against the Contain Outbreak Management Fund (COMF). The COMF grant has supported the Council in its local response to the pandemic, which has included a number of ongoing projects to support the community including contact tracing, testing, enforcement, health & safety support to schools, mental health support for children and young people, monitoring of community transmissions and providing support to local businesses. Much of the underspend against the Public Health Grant has been due to offsetting staffing costs against COMF to ensure future funds are protected to support health and wellbeing programmes as part of the recovery.

## Place Directorate

5.15 The Place Directorate provisional outturn is an under spend of £1.3m against a budget of £31m. The under spend has increased by £711k since last quarter.

## 2020/21 Revenue Financial Performance Provisional Outturn



	Business as Usual	Impact of Covid	Total Under Spend
	£000	£000	£000
Executive Director	3	0	3
Development & Planning	58	(211)	(153)
Public Protection & Culture	(99)	(23)	(122)
Environment	(453)	(575)	(1,028)
<b>Place</b>	<b>(491)</b>	<b>(809)</b>	<b>(1,300)</b>

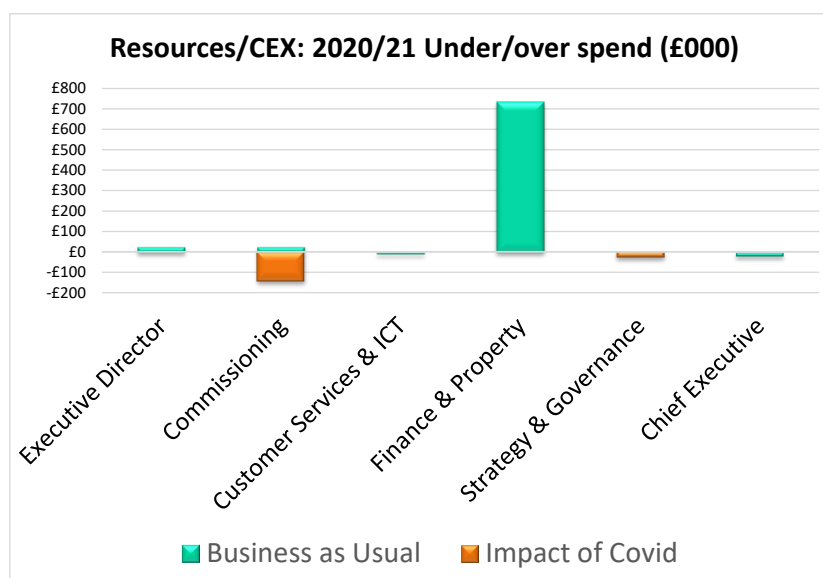
5.16 In Development and Planning, homelessness prevention was under spent by £240k due to lower expenditure on rent incentives and pause on evictions of private tenants due to Covid-19. Other housing services, temporary accommodation and Gypsy sites, were over spent. There was an under spend due to delay in consultancy spend in support of the Minerals and Waste Service Plan.

5.17 Public Protection & Culture had under spends in sports and leisure, due to lower spend on repairs and maintenance during Covid, and from the leisure management contract. Shaw House underachieved income from room hire and catering.

5.18 In Environment, waste management costs were £554k lower than budget, of which £147k has been carried forward to 2021/22. There has been a reduction in commercial waste going to landfill and an opportunity to send more general refuse to 'energy from waste' facilities instead. Traffic network income is £459k higher than budget; these budgets are demand led and difficult to accurately forecast. Although some works were postponed due to Covid, overall these income streams have been greater than anticipated, and budgets will be reviewed as part of Outcomes Based Budgeting for 2022/23. Car park income was significantly impacted by Covid, however, as lost income has been compensated for by grant funding, it has not impacted on the outturn position.

### Resources Directorate/Chief Executive

5.19 The Directorate outturn is an over spend of £588k against a budget of £12m. This is a £286k change from the over spend forecast last quarter.



	Business as Usual	Impact of Covid	Total Under Spend
	£000	£000	£000
Executive Director	26	0	26
Commissioning	26	(142)	(116)
Customer Services & ICT	(9)	0	(9)
Finance & Property	734	0	734
Strategy & Governance	1	(29)	(28)
<b>Resources</b>	<b>778</b>	<b>(171)</b>	<b>607</b>
<b>Chief Executive</b>	<b>(19)</b>	<b>0</b>	<b>(19)</b>

5.20 Commissioning under spend relates to a rebate from the agency framework agreement, which has increased in line with increased agency staff demand during 2020/21.

5.21 In Finance and Property, the £734k over spend is after year end carry forwards and reserve movements. Grant funding of £3.2m received in 2019/20 was drawn down from the Covid Reserve. During 2020/21, further grants were received and at year end, £2.6m remained and was transferred back to the Covid Reserve. £280k has been allocated into reserves towards provision for financing of prior capital expenditure (Minimum Revenue Provision). £587k was drawn from earmarked reserves for Housing Benefit claims not eligible for full subsidy, and to allow for an increase in provision for possible non-recovery of overpayments. The service saw over spends in commercial property as a result of a vacant property. There were over spends in agency costs covering staff absence and implementation of the new Agresso financial system, and an increase in the general bad debt provision.

5.22 In Strategy and Governance, the under spend arose from not running a number of training courses during Covid, and additional buyback income in payroll.

## Capital Financing

5.23 The Capital Financing outturn was an under spend of £516k, which has been set aside for financing of prior capital expenditure (Minimum Revenue Provision). The surplus has

arisen from lower than expected principle and interest payments on annuity loans. Further detail is provided in the Treasury Management outturn report.

### Covid-19 impact on the 2020/21 budget

5.9 There has been a significant impact on the 2020/21 budget due to Covid-19. The Council was awarded four tranches of un-ringfenced emergency expenditure grant from Central Government totalling £9.6m and has spent £5m to date. The Council has faced income losses of £4.7m, and has claimed £2.8m of emergency grant funding against this. Overall emergency grant funding totalled £12.3m and losses totalled £9.7m, so the balance of £2.6m has been put to an earmarked Covid reserve to use during 2021/22.

5.10 Further non-ringfenced grants were received of £4.5m for New Burdens, Control Outbreak Management Fund (COMF), Clinically Extremely Vulnerable (CEV) and Test & Trace. £1.1m has been spent and the remaining £3.3m put to the Covid reserve. The reserve balance is £5.9m. The table below shows how the split across services.

Allocation of Covid Funding	Emergency Grant Funding			Non-Ringfenced Grants				Total Non-Ringfenced Grants	Total Emergency/Non-Ringfenced Grants
	Additional General Expenditure	Lost Income	Total General Grant	New Burdens	COMF	CEV	Test & Trace		
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adult Social Care	2,325	345	2,670					0	2,670
Children & Family Services	188		188					0	188
Education DSG funded	73		73					0	73
Education	355	184	540					0	540
Public Health & Wellbeing			0		779			779	779
<b>People</b>	<b>2,942</b>	<b>529</b>	<b>3,471</b>	<b>0</b>	<b>779</b>	<b>0</b>	<b>0</b>	<b>779</b>	<b>4,251</b>
Development & Planning	701	107	808					0	808
Public Protection & Culture	792	801	1,593					0	1,593
Transport & Countryside	174	2,772	2,946					0	2,946
<b>Place</b>	<b>1,666</b>	<b>3,680</b>	<b>5,347</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,347</b>
Commissioning	7		7					0	7
Customer Services & ICT	41		41					0	41
Finance & Property	56	400	457	89			64	153	610
Human Resources	16		16					0	16
Legal and Strategic Support	191	82	273					0	273
<b>Resources</b>	<b>312</b>	<b>483</b>	<b>795</b>	<b>89</b>	<b>0</b>	<b>0</b>	<b>64</b>	<b>153</b>	<b>948</b>
CEX			0		30	193		223	223
Recovery	124		124					0	124
<b>Total</b>	<b>5,045</b>	<b>4,692</b>	<b>9,737</b>	<b>89</b>	<b>810</b>	<b>193</b>	<b>64</b>	<b>1,156</b>	<b>10,893</b>
Grant Received	(9,562)	(2,791)	(12,353)	(247)	(3,791)	(266)	(151)	(4,455)	(16,808)
Grant Remaining	(4,517)	1,901	(2,616)	(157)	(2,982)	(73)	(86)	(3,299)	(5,915)

5.11 In addition, specific ring-fenced grants and business rate relief funding was received totalling a further £96m of which £86m has been spent and £10m carried forward to 2021/22. This brings the total grant funding to £113m. All grants are summarised below:

## 2020/21 Revenue Financial Performance Provisional Outturn

Allocation of Covid Funding	Total Emergency/ Non- Ringfenced Grants	Ringfenced Grants								Total Ringfenced Grants	Total Grant Funding
		SBGF/ RHLGF	ARG/ LRSF	Transport	Infection Control	Test & Trace	Rough Sleeping	Business Rate Relief	Other		
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adult Social Care	2,670				2,370				444	2,814	5,484
Children & Family Services	188									0	188
Education DSG funded	73									0	73
Education	540								796	796	1,335
Public Health & Wellbeing	779					347			433	780	1,559
<b>People</b>	<b>4,251</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,370</b>	<b>347</b>	<b>0</b>	<b>0</b>	<b>1,673</b>	<b>4,390</b>	<b>8,640</b>
Development & Planning	808			75			477		10	562	1,370
Public Protection & Culture	1,593								59	59	1,652
Transport & Countryside	2,946			505						505	3,451
<b>Place</b>	<b>5,347</b>	<b>0</b>	<b>0</b>	<b>580</b>	<b>0</b>	<b>0</b>	<b>477</b>	<b>0</b>	<b>69</b>	<b>1,126</b>	<b>6,473</b>
Commissioning	7									0	7
Customer Services & ICT	41									0	41
Finance & Property	610	29,361	12,978			90		38,146		80,576	81,186
Human Resources	16									0	16
Legal and Strategic Support	273									0	273
<b>Resources</b>	<b>948</b>	<b>29,361</b>	<b>12,978</b>	<b>0</b>	<b>0</b>	<b>90</b>	<b>0</b>	<b>38,146</b>	<b>0</b>	<b>80,576</b>	<b>81,524</b>
CEX	223									0	223
Recovery	124									0	124
<b>Total</b>	<b>10,893</b>	<b>29,361</b>	<b>12,978</b>	<b>580</b>	<b>2,370</b>	<b>437</b>	<b>477</b>	<b>38,146</b>	<b>1,742</b>	<b>86,091</b>	<b>96,985</b>
Grant Received	(16,808)	(29,361)	(21,936)	(1,066)	(2,595)	(665)	(393)	(38,146)	(1,865)	(96,029)	(112,837)
Grant Remaining	(5,915)	0	(8,958)	(487)	(225)	(229)	84	0	(123)	(9,937)	(15,853)

5.24 Other grants listed above include Wellbeing for Education, Surge funding, Support for leisure, ASC workforce capacity, ASC Rapid testing, Holiday and food programme, Pupil premium catch up, and Community testing. Adult Social Care (ASC) costs have also been supported with additional funding from the Clinical Commissioning Group (CCG) of £5.2m.

5.25 The funding received from Government to date, and the Council's level of general fund reserves mean that the Council is well placed to focus its efforts on response and recovery from the Covid-19 in the current financial year. The table below sets out some of the key items raised during Covid-19 and the response provided through the Council.

Item	Response
<p>Additional expenditure pressures – especially:</p> <ul style="list-style-type: none"> <li>- Adult Social Care</li> <li>- Leisure services</li> <li>- Community Hub</li> <li>- Housing</li> </ul>	<p>Government have provided non ring-fenced funding of £9.6m to support the Council in its response to Covid-19. This figure has been received in four separate tranches and the Council monitors this on a weekly basis. The funding provided by Government and the income scheme below were sufficient for the 2020/21 Financial Year, with the surplus being put to reserves.</p> <p>The Council also has general reserves to support further impacts and these are above the minimum level set by the s151 officer.</p>

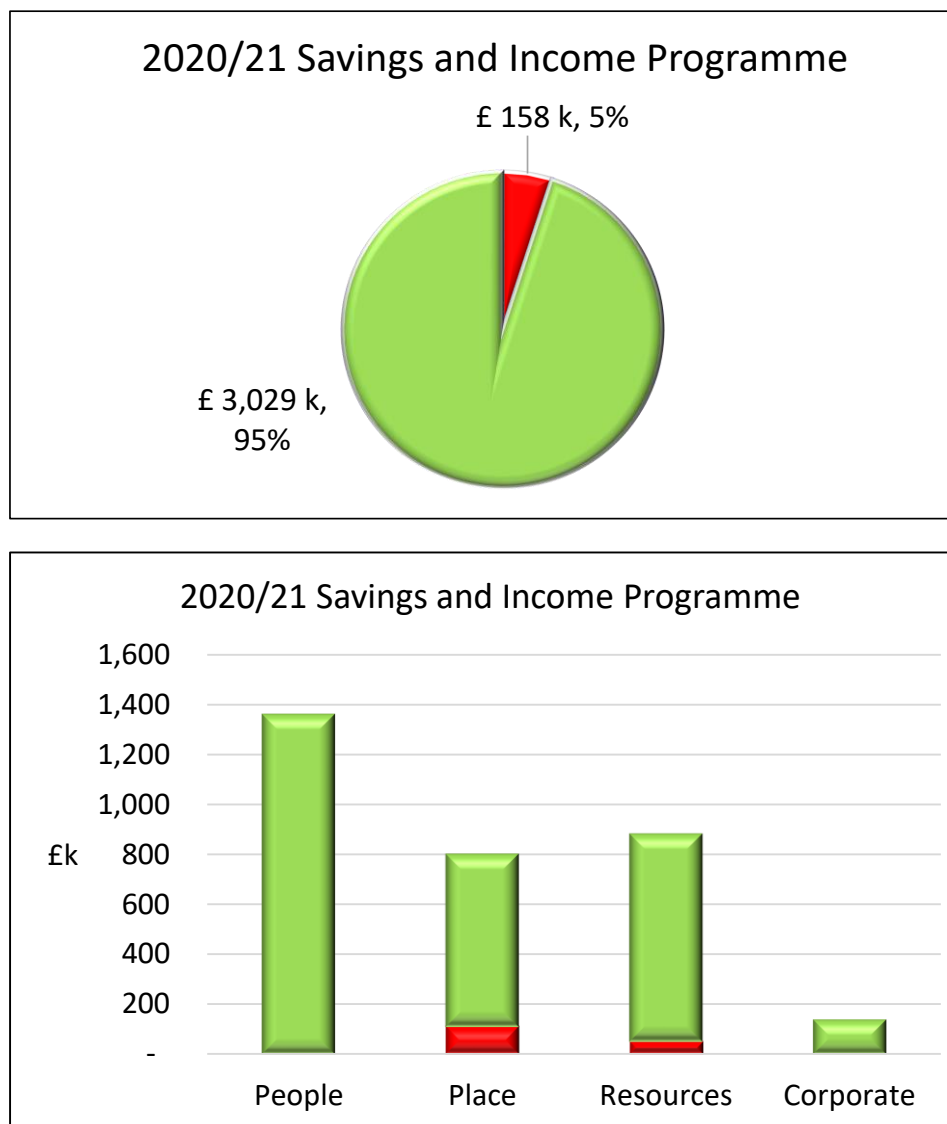


Item	Response
<p>Income pressures, the most significant being:</p> <ul style="list-style-type: none"> <li>- Car parking income</li> <li>- Adult Social Care</li> <li>- Other Sales, fees and charges</li> </ul>	<p>Government have provided an income share scheme, and the Council has claimed £2.8m against losses of £4.7m.</p> <ul style="list-style-type: none"> <li>- The Council funds the first 5% of losses</li> <li>- The Council shares 25% and Government 75% of all further losses.</li> </ul>
Cashflow risks	Government provided up front funding of, for example, business grants and paused the payment required for business rates
Specific grants provided by Government for key areas of activity, as shown above	These funds have been applied to support service specific pressures and/or to provide services through the grant.
Losses on Council Tax and Business Rates	<p>The Council Tax collection rate has held up well to date; collection is marginally down, but the Council did offer the ability to amend the two months of non Council Tax payment to early in the financial year.</p> <p>The Council made a quick early decision in March to suppress business rates recovery and the initial direct debit to support businesses. The Government have also provided a significant amount of business rates reliefs.</p> <p>The Government have announced that the collection fund deficit can be spread across a three year period rather than one year.</p>
Impact on 2021/22 budget setting	<p>The long term flow of changed costs and lost income is difficult to estimate in detail. However, the budget for the year ahead is being prepared with adjustments for Covid-19.</p> <p>The Government has also paused the roll out of the fair funding review and further retention of business rates which reduces by just over £1m the savings requirement for 2021/22 on the assumption that all changes are paused, including the rest of business rates baselines.</p>

5.26 The longer term position will require further analysis and announcements from Central Government on the funding position for Local Government, before the impact on 2021/22 and beyond is known. The Government have announced a pause to the fair funding review for 2021/22 and so the Council planned for a similar financial settlement for 2021/22 as it received in 2020/21.

### 2020/21 Savings and income generation programme

5.27 In order to meet the funding available, the 2020/21 revenue budget was built with a £3.2m savings and income generation programme. The programme is monitored using the RAG traffic light system. The status is shown in the following charts:



5.28 Unachieved red savings are as follows:

- £40k in Development & Planning was planned to be capitalised but this is no longer possible. The target has been offset in year through other Housing under spends, and it is planned to fund this post from S106 in 2021/22.
- £68k in Planning & Public Protection from phase 2 solar panels on Council buildings. This work has been delayed but is expected to be achieved in 2021/22.
- A £40k VAT saving from mileage claims has not yet been put in place, but this has been offset by a general reduction in mileage claims. The VAT process will be investigated in 2021/22.
- £65k in Strategy & Governance: £45k from income generation in legal will not be achieved due to Covid-19, £10k from training income and £10k staffing savings not met.

## Proposals

5.29 To note the provisional outturn.

## 6 Other options considered

6.1 None.

## 7 Conclusion

- 7.1 The 2020/21 financial year presented a significant number of financial challenges for the Council in supporting our residents and business and the Council has played a significant part in responding to the pandemic. Grants of £113m were received from Government for Covid-19 to support additional costs and lost income and to enable us to support a range of activities within our district.
- 7.2 The provisional revenue under spend of £4.6m is interlinked to the impact of the pandemic and the use of covid resources provided by central government. The £3.2m savings and income generation programme was 95% achieved. The Covid-19 grant funding received from Government to date, and the Council's level of general fund reserves mean that the Council is well placed to focus its efforts on response and recovery from the Covid-19 into next financial year.
- 7.3 The Covid-19 grant under spend will be used in 2021/22 to fund the ongoing pandemic response. The Council continues to be supported by external funding and see reduced demand for some services which will have an impact on 2021/22, particularly on Quarter One. The longer term position will require further analysis and announcements from Central Government on the funding position for Local Government, before the full impact on 2021/22 and beyond is known.

## 8 Appendices

8.1 Appendix A – Outturn position

8.2 Appendix B – Budget changes

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### Corporate Board's recommendation

\*(add text)

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### Background Papers:

\*(add text)

### Subject to Call-In:

Yes: ☐ No: ☐

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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:** \*(add text)

**Officer details:**

Name: \*(add text)  
 Job Title: \*(add text)  
 Tel No: \*(add text)  
 E-mail: \*(add text)

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Version:		Date Modified:	
Author:			
Owning Service			

**Change History**

Version	Date	Description	Change ID
1			
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## Appendix A – Outturn position

## Consolidated outturn report 2020/21

	Budget			Gross Performance						Net Outturn			
	Original Budget £	Budget Changes £	Revised Budget £	Expenditure			Income			Net Exp/Inc to 31/03/2021 £	Actual Variance to 31/03/2021 £	Carried Forward to 2021/22 £	Final Variance to 31/03/2021 £
Adult Social Care	50,220,510	73,530	50,294,040	78,257,790	74,042,676	-4,215,114	-27,963,750	-25,808,098	2,155,652	48,234,577	-2,059,463	0	-2,059,463
Children & Family Services	17,102,250	141,650	17,243,900	19,394,120	17,810,157	-1,583,963	-2,150,220	-1,802,709	347,511	16,007,448	-1,236,452	37,460	-1,198,992
Executive Director - People	249,440	72,380	321,820	321,820	305,108	-16,712	0	-25,000	-25,000	280,108	-41,712	0	-41,712
Education (DSG Funded)	-444,000	0	-444,000	108,150,910	111,424,015	3,273,105	-108,594,910	-111,868,015	-3,273,105	-444,000	0	0	0
Education	8,829,540	22,600	8,852,140	12,283,900	11,505,595	-778,305	-3,431,760	-3,389,359	42,401	8,116,236	-735,904	135,000	-600,904
Public Health & Wellbeing	-80,000	55,980	-24,020	6,007,570	7,009,878	1,002,308	-6,031,590	-10,572,860	-4,541,270	-3,562,982	-3,538,962	3,538,962	0
<b>People</b>	<b>75,877,740</b>	<b>366,140</b>	<b>76,243,880</b>	<b>224,416,110</b>	<b>222,097,428</b>	<b>-2,318,682</b>	<b>-148,172,230</b>	<b>-153,466,042</b>	<b>-5,293,812</b>	<b>68,631,386</b>	<b>-7,612,494</b>	<b>3,711,422</b>	<b>-3,901,072</b>
Executive Director - Place	197,080	-10,000	187,080	187,080	190,062	2,982	0	0	0	190,062	2,982	0	2,982
Development & Planning	3,165,740	83,020	3,248,760	6,736,160	6,413,710	-322,450	-3,487,400	-3,462,610	24,790	2,951,100	-297,660	145,000	-152,660
Public Protection & Culture	3,808,460	43,400	3,851,860	9,215,790	9,227,140	11,350	-5,363,930	-5,605,380	-241,450	3,621,761	-230,099	108,000	-122,099
Environment	23,795,330	119,790	23,915,120	34,850,540	34,405,338	-445,202	-10,935,420	-11,665,434	-730,014	22,739,904	-1,175,216	147,000	-1,028,216
<b>Place</b>	<b>30,966,610</b>	<b>236,210</b>	<b>31,202,820</b>	<b>50,989,570</b>	<b>50,236,251</b>	<b>-753,319</b>	<b>-19,786,750</b>	<b>-20,733,424</b>	<b>-946,674</b>	<b>29,502,827</b>	<b>-1,699,993</b>	<b>400,000</b>	<b>-1,299,993</b>
Executive Director - Resources	120,870	149,510	270,380	270,380	305,870	35,490	0	-9,000	-9,000	296,870	26,490	0	26,490
Commissioning	814,420	-42,060	772,360	10,273,390	10,921,917	648,527	-9,501,030	-10,265,829	-764,799	656,089	-116,271	0	-116,271
Customer Services & ICT	2,970,540	16,330	2,986,870	3,841,280	3,831,011	-10,269	-854,410	-853,865	545	2,977,146	-9,724	0	-9,724
Finance & Property	2,823,670	-441,410	2,382,260	47,160,290	83,048,024	35,887,734	-44,778,030	-79,248,845	-34,470,815	3,799,179	1,416,919	-683,000	733,919
Strategy & Governance	4,728,770	247,510	4,976,280	6,061,850	5,904,434	-157,416	-1,085,570	-1,149,820	-64,250	4,754,614	-221,666	194,000	-27,666
<b>Resources</b>	<b>11,458,270</b>	<b>-70,120</b>	<b>11,388,150</b>	<b>67,607,190</b>	<b>104,011,256</b>	<b>36,404,066</b>	<b>-56,219,040</b>	<b>-91,527,358</b>	<b>-35,308,318</b>	<b>12,483,898</b>	<b>1,095,748</b>	<b>-489,000</b>	<b>606,748</b>
Chief Executive	833,510	-69,220	764,290	774,290	866,659	92,369	-10,000	-819,996	-809,996	46,663	-717,627	699,000	-18,627
<b>Chief Executive</b>	<b>833,510</b>	<b>-69,220</b>	<b>764,290</b>	<b>774,290</b>	<b>866,659</b>	<b>92,369</b>	<b>-10,000</b>	<b>-819,996</b>	<b>-809,996</b>	<b>46,663</b>	<b>-717,627</b>	<b>699,000</b>	<b>-18,627</b>
Capital Financing & Management	11,196,770	400,000	11,596,770	11,974,340	12,609,290	634,950	-377,570	-1,913,572	-1,536,002	10,695,718	-901,052	901,052	0
Movement Through Reserves	-117,000	117,000	0	0	7,948	7,948	0	-762	-762	7,185	7,185	-7,185	0
<b>Capital Financing</b>	<b>11,079,770</b>	<b>517,000</b>	<b>11,596,770</b>	<b>11,974,340</b>	<b>12,617,237</b>	<b>642,897</b>	<b>-377,570</b>	<b>-1,914,334</b>	<b>-1,536,764</b>	<b>10,702,903</b>	<b>-893,867</b>	<b>893,867</b>	<b>0</b>
<b>Total</b>	<b>130,215,900</b>	<b>980,010</b>	<b>131,195,910</b>	<b>355,761,500</b>	<b>389,828,831</b>	<b>34,067,331</b>	<b>-224,565,590</b>	<b>-268,461,154</b>	<b>-43,895,564</b>	<b>121,367,677</b>	<b>-9,828,233</b>	<b>5,215,289</b>	<b>-4,612,944</b>

## Appendix B – Budget Changes

Service	Original Net Budget £000	Approved Budget B/F from 2019/20 £000	Budget changes not requiring approval £000	Budget released from reserves £000	Approved by S151 & Portfolio Holder £000	Requiring Executive Approval £000	Budget C/F to 2021/22 £000	Final Net Budget £000
Adult Social Care	50,221	288					(214)	50,294
Children and Family Services	17,102	76	(12)	78				17,244
Executive Director	249	87					(15)	322
Education DSG funded	(444)							(444)
Education	8,830			23				8,852
Public Health & Wellbeing	(80)			56				(24)
<b>People</b>	<b>75,878</b>	<b>451</b>	<b>(12)</b>	<b>157</b>	<b>0</b>	<b>0</b>	<b>(229)</b>	<b>76,244</b>
Executive Director	197		(10)					187
Development & Planning	3,166	76	33				(26)	3,249
Public Protection & Culture	3,808		26				17	3,852
Environment	23,795	89	15				16	23,915
<b>Place</b>	<b>30,967</b>	<b>165</b>	<b>64</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>31,203</b>
Executive Director	121		150					270
Commissioning	814	4	(47)					772
Customer Services & ICT	2,971	16	3					2,987
Finance & Property	2,824		(89)			(400)	47	2,382
Strategy & Governance	4,729	134	35	131			(53)	4,976
<b>Resources</b>	<b>11,458</b>	<b>154</b>	<b>51</b>	<b>131</b>	<b>0</b>	<b>(400)</b>	<b>(6)</b>	<b>11,388</b>
<b>Chief Executive</b>	<b>834</b>		<b>(70)</b>					<b>764</b>
Capital Financing & Management	11,197					400		11,597
Movement through Reserves	(117)		117					0
<b>Capital Financing</b>	<b>11,080</b>	<b>0</b>	<b>117</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>11,597</b>
<b>Total</b>	<b>130,216</b>	<b>771</b>	<b>150</b>	<b>288</b>	<b>0</b>	<b>0</b>	<b>(228)</b>	<b>131,196</b>
<b>Quarter One</b>		<b>699</b>	<b>50</b>	<b>131</b>				
<b>Quarter Two</b>								
<b>Quarter Three</b>			<b>96</b>				<b>(386)</b>	
<b>Quarter Four</b>		<b>72</b>	<b>4</b>	<b>157</b>			<b>158</b>	
<b>Total</b>	<b>130,216</b>	<b>771</b>	<b>150</b>	<b>288</b>	<b>0</b>	<b>0</b>	<b>(228)</b>	<b>131,196</b>

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# Capital Financial Performance Report Outturn 2020/21

<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	10 June 2021
<b>Portfolio Member:</b>	Councillor Ross Mackinnon
<b>Date Head of Service agreed report:</b> (for Corporate Board)	11.5.2021
<b>Date Portfolio Member agreed sent:</b>	14.5.2021
<b>Report Author:</b>	Shannon Coleman-Slaughter
<b>Forward Plan Ref:</b>	EX3915

## 1 Purpose of the Report

The financial performance report provided to Members reports on the under or over spends against the Council's approved capital budget. This report presents the provisional outturn position for financial year 2020/21.

## 2 Recommendations

2.1 The following recommendations are made to members:

- (a) Approve the re-profiling of £9.9 million of expenditure from 2020/21 into financial year 2021/22 as recommended and agreed by Capital Strategy Group (CSG).
- (b) Approve the inclusion of the LEP, Local Growth Fund, funded project Theale Rail Station Improvements into the previously approved 2021/22 Capital Programme.
- (c) The approved capital programme for 2021/22 is revised to include the confirmed funding allocations issued by the Department for Transport in April 2021.
- (d) That the Executive approves the allocation of £250,000 to the Waterside project funded by Community infrastructure Levy.

## 3 Implications and Impact Assessment

Implication	Commentary
<b>Financial:</b>	The outturn position against the approved capital programme is an incurred underspend of £11 million. £9.9 million of

	<p>expenditure has been proposed by Capital Strategy Group to be re-profiled into financial year 2021/22 in support of the approved 2021/22 – 2023/24 Capital Strategy and complete delivery of ongoing projects.</p> <p>An additional allocation of £250k from CIL for the Waterside project to support the Council Strategy in 2021-22. This funding will have no financial impact on the Council's overall budget, though does utilise £250k of CIL funding and so reduces the overall funding for CIL related schemes in future years</p>			
<b>Human Resource:</b>	Not applicable			
<b>Legal:</b>	Not applicable			
<b>Risk Management:</b>	<p>A key ongoing risk is the potential impact of engaged suppliers to default on contractual obligations through financial difficulties. Budget Managers and Capital Strategy Group are closely monitoring these risks to highlight projects with potential suppliers of concern and where there is an ongoing risk of default and/or the potential to retender agreed contracts at potentially higher cost.</p>			
<b>Property:</b>	Not applicable			
<b>Policy:</b>	Not applicable			
	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equalities Impact:</b>				
<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		

<b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		
<b>Environmental Impact:</b>		X		
<b>Health Impact:</b>		X		
<b>ICT Impact:</b>		X		
<b>Digital Services Impact:</b>		X		
<b>Council Strategy Priorities:</b>		X		
<b>Core Business:</b>		X		
<b>Data Impact:</b>		X		
<b>Consultation and Engagement:</b>	Joseph Holmes, Executive Director for Resources, s151 Officer  Capital Strategy Group (CSG)			

## 4 Executive Summary

4.1 In financial year 2020/21 expenditure of £37.2 million has been incurred against the approved capital programme of £48.3 million.

Directorate	Quarter One Forecast Expenditure	Quarter Two Forecast Expenditure	Quarter Three Forecast Expenditure	Budget at Outturn	Expenditure at Outturn	Expenditure Variance to Budget at Outturn (Under) / Overspend	Proposed Expenditure Re- profiling
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
People	£15,476	£14,681	£14,023	£15,778	£10,989	(£4,790)	£2,994
Place	£27,882	£24,459	£23,237	£25,395	£21,141	(£4,254)	£5,529
Resources	£7,556	£5,404	£5,625	£7,093	£5,006	(£2,088)	£1,418
Chief Executive	£	£	£	£	£87	£87	£
Total Council	£50,914	£44,544	£42,885	£48,267	£37,223	(£11,044)	£9,941

4.2 During the course of the financial year key projects that have been successfully delivered/commenced are:

- (a) Completion of Highwood Copse Primary School. Although not opened in September 2020 due to the pandemic, the build stage of the project is complete. Purchase of specialist school furniture is to be undertaken in financial year 2021/22 to prepare the school for a September 2021 opening.
- (b) A number of LEP Local Growth Fund, funded projects focused on improvements to Newbury Rail Station, accessibility at Sandleford and Theale Rail Station are all ahead of schedule.
- (c) Phase One of the Solar Photovoltaics project has been completed with six sites having panels installed.

4.3 The main contributing factors to the underspend position at outturn are:

- (a) Education Services is forecasting a £3.8 million underspend driven primarily by a delay in the i-College (formally Eastern Area PRU) project (£512k) through delays in agreeing new lease terms with the Parish Council, and delays to the Speenhamland project through redesign and re procuring a contractor (£431k). £1.5 million of the underspend position relates to the Trinity Basic Need project which was delivered under budget.
- (b) Development and Planning are forecasting a £2 million underspend consisting of delays in delivering the Four Houses Corner redevelopment (£1.8 million), and underspends against the demand led Disabled Facilities Grant (£415k), offset by an overspend against the purchases of temporary accommodation budget (£285k).
- (c) Public Protection & Culture are forecast an underspend of £1.4 million, attributable to delays in undertaking maintenance across key sites including Shaw House, Museum and Libraries (£239k), and delays in commencing projects relating to leisure centre modernisations (£505k). A £600k budget provision for Phase Two of the Solar Photovoltaics was unutilised during the financial year.

4.4 As part of the outturn position it is proposed that £9.9 million of the £11 million underspend is re-profiled into financial year 2021/22, Appendix B provides a detailed breakdown of proposed re-profiling by project. Total re-profiling of expenditure from 2020/21 into financial years 2021/22 and beyond amounts to £17.2 million (£7.3 million re-profiled at Quarter Two and £9.9 million proposed at outturn). Service Heads and budget managers have confirmed that there is capacity in 2021/22 to deliver slipped projects in addition to the approved Capital Programme for 2021/22. CSG will closely monitor expenditure incurred against the re-profiled expenditure and approved programme in 2021/22.

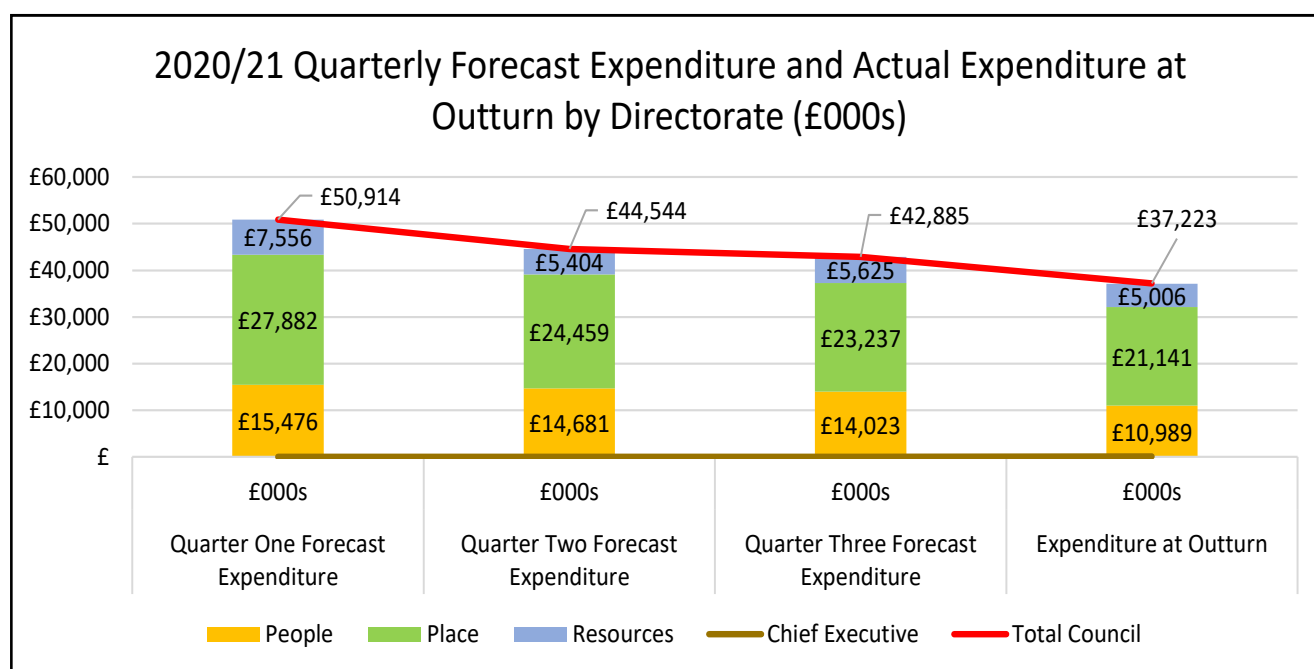
## 5 Supporting Information

### Introduction

- 5.1 A capital budget for 2020/21 of £42.5 million was set by Council in March 2020 with funding of £21.4 million from external grants, £6.2 million of section 106 contributions (s106) and Community Infrastructure Levy (CIL), with £14.8 million of expenditure planned to be funded from external borrowing. The repayment of principal sums and interest on loans used to fund capital expenditure are met from the revenue budget for capital financing and risk management. Forecast spend against this budget is reported in the Revenue Financial Performance Report.
- 5.2 During the financial year budget changes may occur, mainly as a result of budgets brought forward from prior financial years, additional grants, s106 and CIL allocations received in year and expenditure re-profiled in future financial years. Changes of less than £250k can be approved by the s151 Officer in conjunction with the portfolio holder, all other changes must be approved by Capital Strategy Group (CSG) and reported to Executive as set out in the Council's Financial Regulations. As part of the budget monitoring process, the forecast year end position of the capital projects is reviewed and proposals for unutilised budgets to be re-profiled into subsequent financial years is reviewed by Capital Strategy Group (CSG). Appendix A provides a breakdown of budget changes as at the year end.

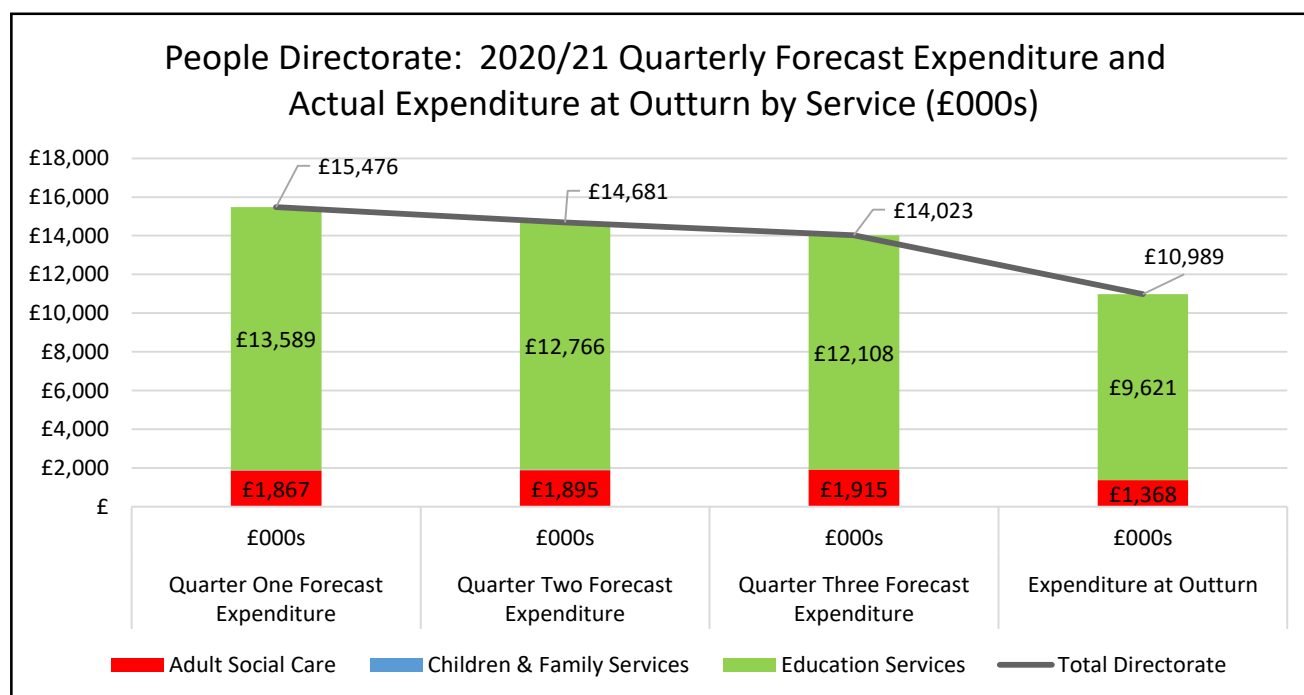
### Background

- 5.3 Total expenditure incurred against the approved capital programme of £48.2 million for financial year 2020/21 amounts to £37.2 million. The graph below details the forecast expenditure position and actual outturn position by directorate during the financial year.



### The People Directorate

5.4 During financial year 2020/21 the directorate incurred total expenditure of £11 million against a budget of £15.8 million. The chart below details forecast expenditure and actual expenditure by service during the financial year.



5.5 During the course of the financial year the directorate successfully delivered the following key projects:

- (a) Education Services: Completion of Highwood Copse Primary School. Although not opened in September 2020 due to the pandemic, the build stage of the project is complete. Purchase of specialist school furniture is to be undertaken in financial year 2021/22 to prepare the school for a September 2021 opening. The project budget in 2020/21 was £3.4 million, expenditure incurred in year was £2.7 million. The unspent allocation is proposed to be slipped into 2021/22 to enable purchase of school furniture.
- (b) Education Services: Trinity School (basic need) project was completed in year. The 2020/21 project budget was £3 million, expenditure incurred in year was £1.5 million.
- (c) Education Services: Planned maintenance, whilst the Covid pandemic has presented access problems for a number of Council sites impacting on ability to undertake planned maintenance, in respect of schools it has allowed a focused approach to schools where access has been achievable ensuring the budget of £2.2 million has been utilised during the financial year.

5.6 The table below summaries actual expenditure for the People Directorate against budget as at the year end.

People Directorate	Quarter Two Forecast Expenditure	Quarter Three Forecast Expenditure	Budget at Outturn	Expenditure at Outturn	Expenditure Variance to Budget at Outturn (Under) / Overspend
	£000s	£000s	£000s	£000s	£000s
Adult Social Care	£1,895	£1,915	£2,273	£1,368	(£906)
Children & Family Services	£20	£	£20	£	(£20)
Education Services	£12,766	£12,108	£13,485	£9,621	(£3,864)
Total Directorate	£14,681	£14,023	£15,778	£10,989	(£4,790)

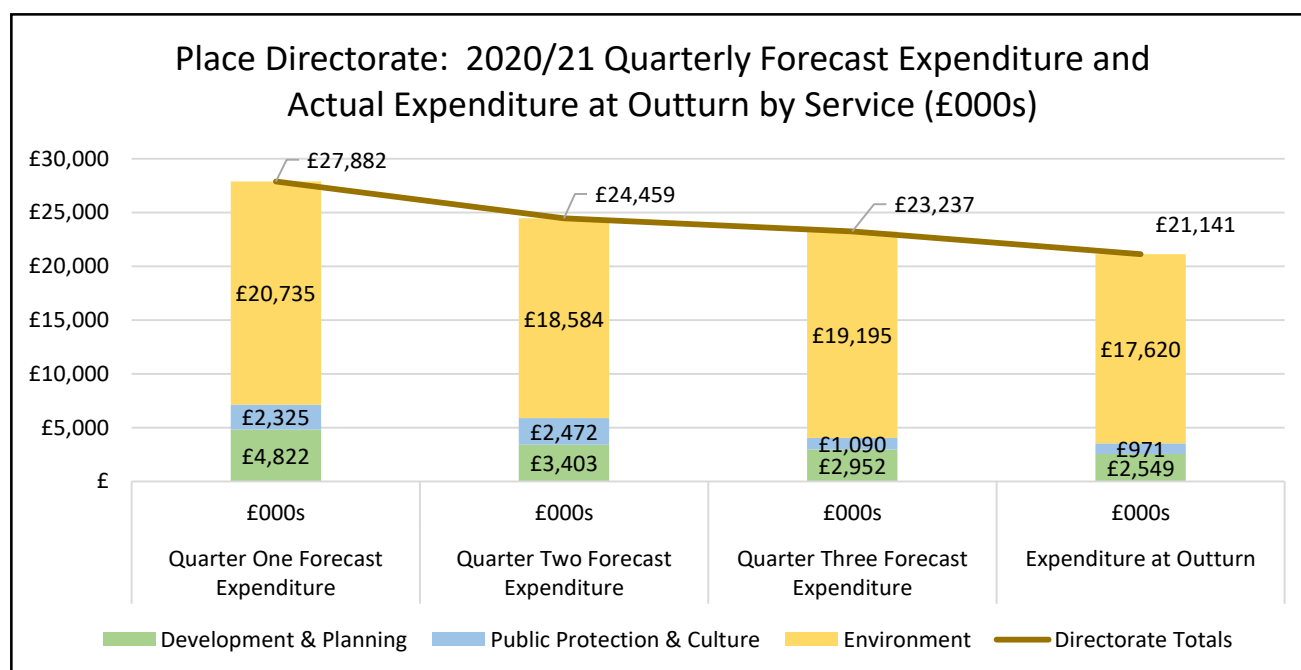
5.7 In respect of the incurred underspend at the year end, the main contributing factors have been:

- (a) Adult Social Care: Delays in the commencement and completion of planned maintenance works at residential care homes (£219k) as a result of the Covid pandemic preventing access to the buildings.
- (b) Adult Social Care: Re-profiling of milestone payments relating to the Care Director upgrade project (£195k).
- (c) Adult Social Care: Lower than anticipated demand against the Occupational Therapists equipment budget (£408k).
- (d) Education Services: Delays in the i-College (formally Eastern Area PRU) development (£512k) as lease negotiations with the Parish Council remain ongoing.
- (e) Education Services: Delays in the Speenhamland development (£431k) as a result of changes in the project scope and having to reprocure a design team and contractor.
- (f) Education Services: Delays in feasibility studies and commencement of works across a number of projects due to the current construction industry market environment.

## The Place Directorate

5.8 During financial year 2020/21 the directorate incurred total expenditure of £21.1 million against a budget of £25.4 million. The chart below details forecast expenditure and actual expenditure by service during the financial year.





5.9 During the course of the financial year the directorate successfully delivered/commenced the following key projects:

- (a) Environment: The LEP Local Growth Fund, funded project to undertake improvements at Newbury Rail Station is ahead of schedule. Work commenced earlier than anticipated with expenditure incurred of £1 million. No budget provision was included within the 2020/21 programme, however the project was approved as part of the 2021/22 Capital Programme as work was not expected to commence until April 2021.
- (b) Environment: The LEP Local Growth Fund, funded project relating to access at Sandleford is ahead of schedule. £1.4 million of expenditure was incurred against a budget of £700k. External funding has therefore been brought forward from future years to offset the in year overspend.
- (c) Environment: The LEP Local Growth Fund, funded project relating to improvements at Theale Rail Station for which approval was received in March 2021, commenced in year. £28k of expenditure was incurred, no budget provision was made in 2020/21 or in the 2021/22 approved Capital Programme due to the lateness of the schemes approval. A recommendation is made in this report to formalise the projects inclusion in the 2021/22 approved Capital Programme.
- (d) Environment: Phase One of the Solar Photovoltaics project has been completed with six sites having panels installed. £455k of expenditure was incurred against a £519k approved budget for 2020/21.

5.10 The table below summaries actual expenditure for the Place Directorate against budget as at the year end.

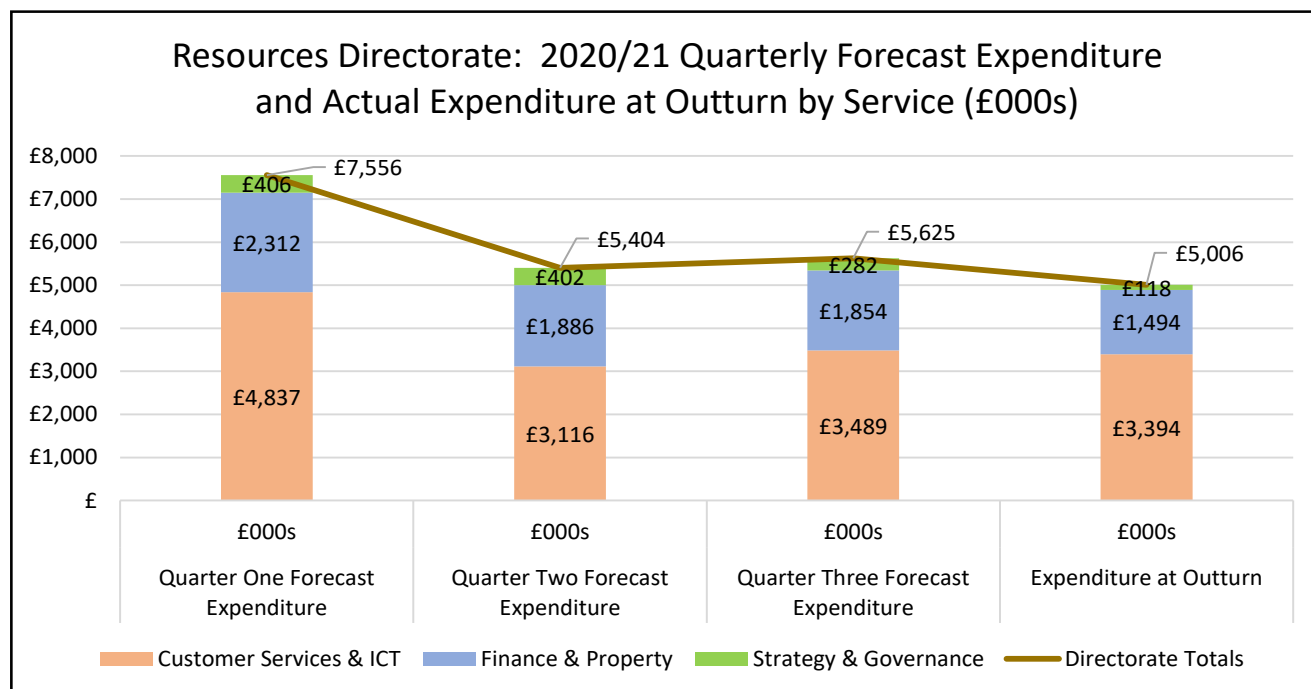
Place Directorate	Quarter Two Forecast Expenditure	Quarter Three Forecast Expenditure	Budget at Outturn	Expenditure at Outturn	Expenditure Variance to Budget at Outturn (Under) / Overspend
	£000s	£000s	£000s	£000s	£000s
Development & Planning	£3,403	£2,952	£4,640	£2,549	(£2,090)
Public Protection & Culture	£2,472	£1,090	£2,458	£971	(£1,486)
Environment	£18,584	£19,195	£18,298	£17,620	(£677)
Directorate Totals	£24,459	£23,237	£25,395	£21,141	(£4,254)

5.11 In respect of the incurred underspend at the year end, the main contributing factors have been:

- (a) Development and Planning: Delays in delivering the Four Houses Corner redevelopment project, £200k has been incurred against a £2 million project budget. Vacant possession was achieved on 12th February 2021. The project has been reset for completion on 31st March 2023. The Project Officer has been on site and has requested quotes for hoarding and site clearance. Hoarding work is due to commence in May 2021. Lower than expected demand against the Disabled Facilities Grant, £1.3 million of expenditure has been incurred against a £1.8 million budget. Underspends against Four Houses Corner and the Disabled Facilities Grant have been offset by an overspend against the temporary accommodation budget of approximately £300k.
- (b) Public Protection & Culture: Delays in undertaking maintenance across key sites including Shaw House, Museum and Libraries. Expenditure of £200k was incurred against a budget of £439k across the sites. In respect of Shaw House, there is a list of planned works to the mansion identified in the Condition Survey that experienced some delays in year due to procurement of specialist contractors.
- (c) Public Protection & Culture: Delays in commencing projects relating to leisure centre modernisations. Expenditure of £482k was incurred against a budget of £987k. The pandemic has slowed down the development of works and projects required under the current contract leisure centre contract due to availability of contractors.
- (d) Public Protection & Culture: Phase Two Solar Photovoltaics, no expenditure was incurred against an approved £600k budget provision. Phase One of the project was successfully completed in 2020/21. Phase two of the project has been included within the 2021/22 Capital Programme within the Environment Service.
- (e) Environment: The net position is mainly attributable to overspends against the LEP, Local Growth Fund projects commenced in year without budget provision (£1.7 million), offset through underspends against the main highways improvement programme (£949k), resurfacing of the A4 between Newbury and Reading (£1.2 million) and the Kings Road Link project (£147k).

## The Resources Directorate

5.12 During financial year 2020/21 the directorate incurred total expenditure of £5 million against a budget of £7 million. The chart below details forecast expenditure and actual expenditure by service during the financial year.



5.13 During the course of the financial year the directorate successfully delivered/commenced the following key projects:

- (a) Customer Services & ICT were at the forefront of responding to the COVID pandemic with an organisational shift to a home working environment. Whilst the organisation successfully transitioned across to a home working environment this resulted in a number of delays to previously planned projects across the approved service program.
- (b) Finance & Property: The Council's key financial system Agresso was upgraded from Milestone 4 to Business World Seven and successfully migrated to a cloud based platform. £117k of expenditure was incurred against a £180k approved budget provision.

5.14 The table below summaries actual expenditure for the Resources Directorate against budget as at the year end.

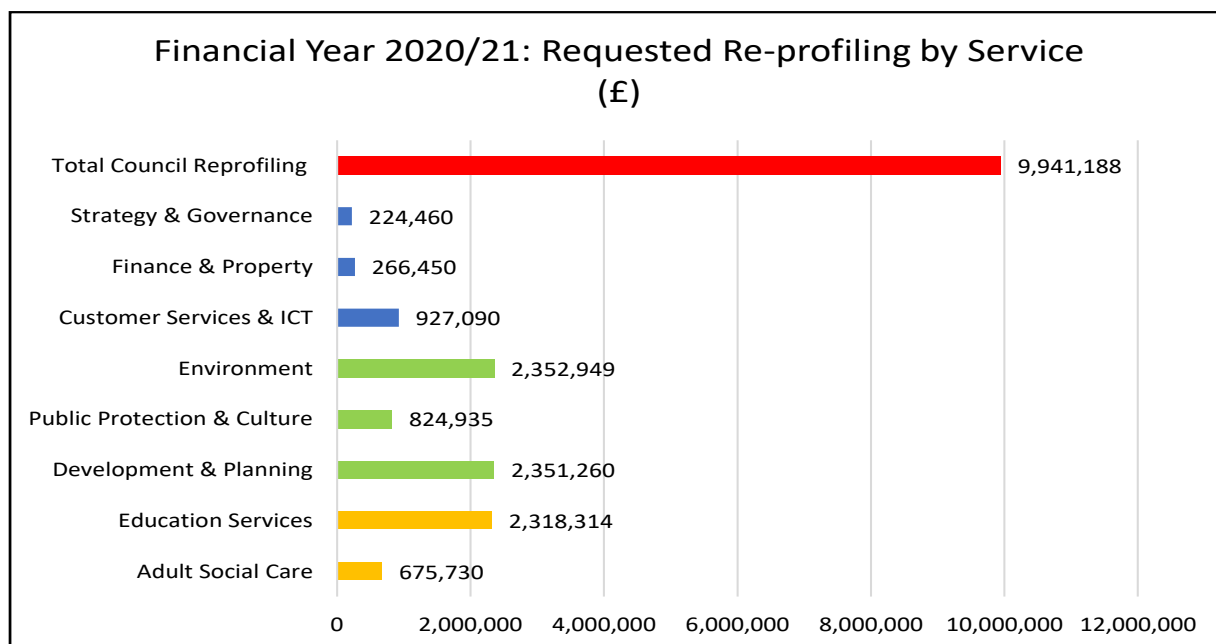
Resources Directorate	Quarter Two Forecast Expenditure	Quarter Three Forecast Expenditure	Budget at Outturn	Expenditure at Outturn	Expenditure Variance to Budget at Outturn (Under) / Overspend
	£000s	£000s	£000s	£000s	£000s
Customer Services & ICT	£3,116	£3,489	£4,183	£3,394	(£789)
Finance & Property	£1,886	£1,854	£2,507	£1,494	(£1,014)
Strategy & Governance	£402	£282	£402	£118	(£285)
Directorate Totals	£5,404	£5,625	£7,093	£5,006	(£2,088)

5.15 In respect of the incurred underspend at the year end, the main contributing factors have been:

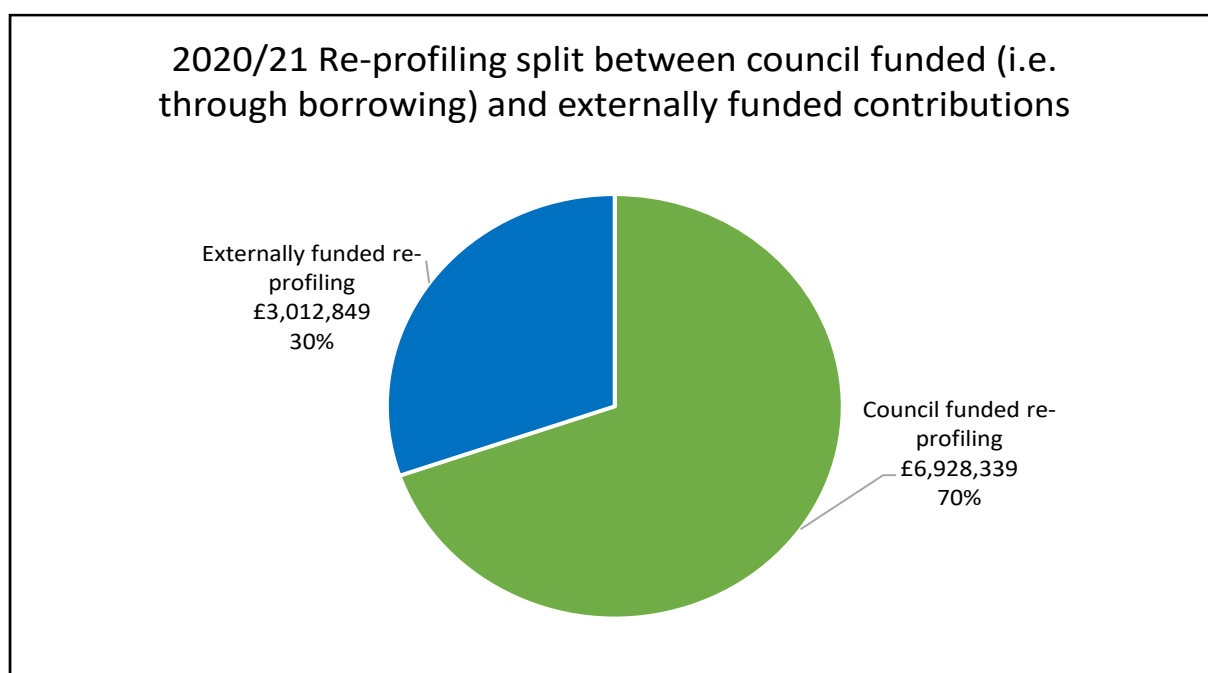
- (a) Customer Services & ICT: Delays in the delivery of the Superfast Broadband project. £2 million of expenditure has been incurred against a budget of £2.6 million. Underspends incurred against a range of projects due to capacity issues as a result of responding to the Covid pandemic, namely delays in the Disaster Recovery Project (£135k), and the Collaboration & Video conferencing pilot (£70k).
- (b) Finance & Property: Cancellation of the Grazeley Garden Settlement project £417k. Underspends of £403k against planned maintenance and condition survey budgets through a combination of Covid restrictions creating access delays and lower than expected demand on furniture replacement budgets.
- (c) Strategy & Governance: Low demand for schemes to be funded from the members' bids budget, expenditure of £28k was incurred against a budget provision of £197k.

## Proposals

5.16 During the course of the financial year, where a service has identified expenditure will not be incurred, the expenditure has been re-profiled into future financial years. At Quarter Two £7.3 million of expenditure was re-profiled with the approval of Capital Strategy Group and included within the Capital Programme for financial years 2021/22 – 2023/24 approved by Council on 2nd March 2021. As part of the outturn process, a further £9.9 million of expenditure is proposed to be re-profiled into financial year 2021/22. The graph below details the cumulative level of re-profiling in financial year 2020/21 by service and the Council as a whole:



5.17 The majority of re-profiling is across the Environment, Development & Planning and Education Services budgets. The chart below provides a breakdown between internally council funded re-profiling and externally funded re-profiling.



5.18 Appendix B provides a detailed breakdown of the project expenditure proposed to be re-profiled into financial year 2021/22. The majority of expenditure proposed for re-profiling relates to projects already commenced or have been delayed due to access issues posed by the Covid pandemic.

5.19 Included within the re-profiling proposals is £1.7 million of LEP, Local Growth Fund, funded projects where either there was no approved project allocation or there was insufficient budget allocation in financial year 2020/21. In order to accommodate projects which are effectively ahead of schedule resulting in a budget shortfall:

- (a) £1.7 million of approved budget in financial year 2021/22 will be reduced to accommodate expenditure incurred in 2020/21. The projects (Newbury Rail Station Improvements and Sandleford Access Improvements), are fully funded via external contributions. The re-profiling of expenditure budgets has not impact on the overall project budgets.
- (b) A £4.45 million budget for Theale Rail Station Improvements is included within the approved capital Programme for 2021/22. The budget funding will be split with £4 million funded externally by the LEP and £450k funded by the Council.

5.20 On 22<sup>nd</sup> April 2021 the Department for Transport (DfT) confirmed the capital funding allocation for financial year 2021/22. The approved capital programme for 2021/22 includes a budget provision of £4.4 million covering various schemes, for example land drainage works, footway improvements, carriage treatments and essential planned bridge maintenance. The DfT have confirmed a total allocation for 2021/22 of £6.3 million. It is proposed that the 2021/22 capital programme is increased by the additional funding allocation to cover increased carriage way treatments (patching and resurfacing), and improvements to footways and cycle routes.

## 6 Other options considered

No other options were considered.

## 7 Conclusion

7.1 In respect of the full programme, the total re-profiling of expenditure from 2020/21 into financial years 2021/22 and beyond amounts to £17.2 million (£7.3 million re-profiled at Quarter Two and £9.9 million proposed at outturn). Re-profiling in year equates to 41% of the original 2020/21 capital programme and 33% of the revised programme (original programme £42.5 million plus £10.2 million of re-profiling from financial year 2019/20). Budget managers have confirmed that there is capacity in 2021/22 to deliver slipped projects in addition to the approved capital programme for 2021/22. CSG will closely monitor expenditure incurred against the re-profiled expenditure and approved programme in 2021/22.

## 8 Appendices

Appendix A – Budget Changes as at Quarter Three

Appendix B – Re-profiling Proposal

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### Corporate Board's recommendation

\*(add text)

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**Background Papers:**

\*(add text)

**Subject to Call-In:**Yes: ☐ No: XThe 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 associated Task Groups within preceding six months ☐Item is Urgent Key Decision ☐

Report is to note only X

**Wards affected:** \*(add text)**Officer details:**

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 Job Title: Chief Financial Accountant  
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 E-mail: Shannon.colemanslaughter@westberks.gov.uk

**Document Control**

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

**Change History**

Version	Date	Description	Change ID
1			
2			



## Budget Changes: Financial Year 2020/21

Service Area	Original Budget 2020/21 £000	Budget Agreed by CSG to be Re-profiled from 2019/20 £000	Agreed Reprofiling at Q2 £000	Agreed Reprofiling at Q3 £000	Other Changes to 2020/21 Budget £000	Revised Budget for 2020/21 £000	Explanation of Other Agreed Changes	Approved by CSG
<b>PEOPLE DIRECTORATE</b>								
Adult Social Care	£1,388	£226	£0		£660	£2,273	Revenue contribution to capital (RCCO) ref Modernising ASC - £84k/ Notrees Heating - £170k. Care director V6 - £323k, £83k additional DFG grant received 21.12.20	30.04.20
Children & Family Services	£20	£0	£0		£0	£20		
Education Services	£14,375	£1,551	(£2,508)		£67	£13,485	Increase in grant and school funding £67k	
<b>Total for Communities Directorate</b>	<b>£15,783</b>	<b>£1,777</b>	<b>(£2,508)</b>	<b>-</b>	<b>£726</b>	<b>£15,778</b>		
<b>PLACE DIRECTORATE</b>								
Development and Planning	£1,703	£2,664	£0		£273	£4,640	Housing ICT System - £111k, £162k additional DFG received 21.12.20	27.02.20
Public Protection & Culture	£1,160	£1,094	£0		£204	£2,458	PPP One System - £204k	27.02.20
Environment	£19,499	£1,556	(£4,120)		£1,363	£18,298	New DFT Challenge Funding (£3.048)/ Local Cycling and Walking Infrastructure Delivery Plan (£124k). Removal of projects (£1.8m)	16.07.20
<b>Total for Environment Directorate</b>	<b>£22,362</b>	<b>£5,313</b>	<b>(£4,120)</b>		<b>£1,840</b>	<b>£25,396</b>		
<b>RESOURCES DIRECTORATE</b>								
Customer Services and ICT	£2,041	£2,836	(£694)		(£0)	£4,183		
Finance & Property	£2,108	£135	£0		£264	£2,507	RCCO for Income Manager - £70k, £195k 4, The Sector works	30.04.20 / 15.10.20
Human Resources	£0	£32	£0		£0	£32		
Strategic Support & Legal	£237	£134	£0		£0	£371		
Chief Exec	£0	£0	£0		£0	£0		
<b>Total for Resource Directorate</b>	<b>£4,386</b>	<b>£3,136</b>	<b>(£694)</b>		<b>£265</b>	<b>£7,093</b>		
<b>Totals</b>	<b>£42,531</b>	<b>£10,226</b>	<b>-£7,322</b>	<b>£0</b>	<b>£2,831</b>	<b>£48,267</b>		



Directorate	Service	Project	Expenditure Budget	Expenditure at Outturn	Underspend at Outturn	Re-profiling Request	Externally Funded Re-profiling	Council Funded Value	Approved 2021/22 Budget	2021/22 Budget inc Re-profiling
People	Adult Social Care	O/T Equipment	£1,461,670	£1,053,208	(£408,462)	£167,000	£	£167,000	£1,096,030	£1,263,030
People	Adult Social Care	Notrees Care Home Imps	£170,500	£	(£170,500)	£170,500	£	£170,500	£	£170,500
People	Adult Social Care	Modernising ASC	£83,000	£	(£83,000)	£83,000	£	£83,000	£	£83,000
People	Adult Social Care	Care Director V6	£323,020	£128,099	(£194,921)	£194,920	£	£194,920	£523,930	£718,850
People	Adult Social Care	Social Services - Pmp	£235,000	£174,683	(£60,317)	£60,310	£	£60,310	£150,000	£210,310
<b>People</b>	<b>Totals: Adult Social Care</b>		<b>£2,273,190</b>	<b>£1,355,990</b>	<b>(£917,200)</b>	<b>£675,730</b>	<b>£</b>	<b>£675,730</b>		
People	Education Services	Education Council Funded Programme	£111,730	£	(£111,730)	£111,730	£111,730	£	£	£111,730
People	Education Services	Broadband Transition	£8,020	£	(£8,020)	£8,020	£	£8,020	£	£8,020
People	Education Services	Theale Primary Basic Need Project	£573,780	£507,694	(£66,086)	£66,090	£	£66,090	£107,960	£174,050
People	Education Services	Highwood Copse	£3,410,040	£2,867,714	(£542,326)	£542,330	£542,326	£4	£99,500	£641,830
People	Education Services	Park House - Impact of new housing	£109,790	£40,684	(£69,106)	£69,110	£69,106	£4	£871,160	£940,270
People	Education Services	The Winchcombe Primary - Basic Need Bulge	£97,160	£93,802	(£3,358)	£3,360	£	£3,360	£4,880	£8,240
People	Education Services	Schools Statutory Compliance Surveys	£25,850	£6,745	(£19,105)	£19,110	£	£19,110	£15,000	£34,110
People	Education Services	Hungerford Primary - UIFSM	£419,560	£313,137	(£106,423)	£106,420	£	£106,420	£9,020	£115,440
People	Education Services	The Willink - Feasibility	£1,700,000	£1,458,897	(£241,103)	£241,100	£114,553	£126,547	£914,630	£1,155,730
People	Education Services	Speenhamland - 2FE Project	£469,810	£39,131	(£430,679)	£430,680	£	£430,680	£324,270	£754,950
People	Education Services	i-college Alternative Education - East of Area	£512,610	£1,000	(£511,610)	£511,610	£511,610	£	£1,226,890	£1,738,500
People	Education Services	Hermitage Modular Building - S106	£4,150	£	(£4,150)	£4,150	£	£4,150		£4,150
People	Education Services	Trinity School Basic Need	£3,071,700	£1,508,560	(£1,563,140)	£63,140	£	£63,140	£25,860	£89,000
People	Education Services	Special Provision Fund Allocation - Intervention	£36,240	£33,706	(£2,534)	£2,534	£2,534	£		£2,534
People	Education Services	Westwood Farm Infant - Library and Store	£34,690	£8,351	(£26,339)	£26,340	£	£26,340	£810	£27,150
People	Education Services	St Joseph's Nursery Provision	£16,480	£7,744	(£8,736)	£8,740	£	£8,740		£8,740
People	Education Services	Garland School - Nurture Provision	£66,440	£8,577	(£57,863)	£57,860	£15,653	£42,207	£208,590	£266,450
People	Education Services	Calcot Schools Remodelling	£21,350	£16,800	(£4,550)	£4,550	£	£4,550	£93,640	£98,190
People	Education Services	Downlands Sport Centre - replacement and expansion	£30,000	£13,824	(£16,176)	£16,180	£	£16,180	£221,770	£237,950
People	Education Services	Falkland Primary School - Classroom Replacement	£30,000	£15,464	(£14,536)	£14,540	£	£14,540	£	£14,540
People	Education Services	Education - Pmp	£2,260,750	£2,250,030	(£10,720)	£10,720	£	£10,720	£2,508,720	£2,519,440
<b>People</b>	<b>Totals: Education Services</b>		<b>£13,010,150</b>	<b>£9,191,861</b>	<b>(£3,818,289)</b>	<b>£2,318,314</b>	<b>£1,367,512</b>	<b>£950,802</b>		
<b>People</b>	<b>Totals: People Directorate</b>		<b>£15,283,340</b>	<b>£10,547,851</b>	<b>(£4,735,489)</b>	<b>£2,994,044</b>	<b>£1,367,512</b>	<b>£1,626,532</b>		
Place	Development & Planning	Home Repair Assist Grt	£74,120	£1,000	(£73,120)	£73,120	£	£73,120	£50,000	£123,120
Place	Development & Planning	Disabled Facilities Gr	£1,768,220	£1,352,990	(£415,230)	£415,230	£	£415,230	£1,679,830	£2,095,060
Place	Development & Planning	Four Houses Corner	£2,062,300	£199,391	(£1,862,909)	£1,862,910	£	£1,862,910	£	£1,862,910
<b>Place</b>	<b>Totals: Development &amp; Planning</b>		<b>£3,904,640</b>	<b>£1,553,380</b>	<b>(£2,351,260)</b>	<b>£2,351,260</b>	<b>£</b>	<b>£2,351,260</b>		
Place	Public Protection & Culture	Libraries Public PC Replacement	£22,600	£6,025	(£16,575)	£16,575	£16,575	£	£	£16,575
Place	Public Protection & Culture	Planned maintenance of library buildings	£65,000	£16,106	(£48,894)	£48,890	£	£48,890	£25,000	£73,890
Place	Public Protection & Culture	PPP One System	£203,750	£127,928	(£75,822)	£75,820	£	£75,820	£	£75,820
Place	Public Protection & Culture	Shawhouse Mansion Mtce	£149,000	£80,910	(£68,090)	£68,090	£	£68,090	£70,000	£138,090
Place	Public Protection & Culture	Museum Maint & Repair	£138,500	£4,319	(£134,181)	£134,180	£	£134,180	£20,000	£154,180
Place	Public Protection & Culture	Core Sites Essential Investment	£86,470	£83,406	(£3,064)	£3,060	£	£3,060	£	£3,060
Place	Public Protection & Culture	Leisure Centre Compliance & Modernisation	£429,900	£138,050	(£291,850)	£285,000	£	£285,000	£94,030	£379,030
Place	Public Protection & Culture	Northcroft Lido	£34,000	£25,678	(£8,323)	£8,320	£	£8,320	£100,000	£108,320
Place	Public Protection & Culture	Cultural Services - Pmp	£522,590	£318,265	(£204,325)	£185,000	£	£185,000	£120,000	£305,000
<b>Place</b>	<b>Totals: Public Protection &amp; Culture</b>		<b>£1,651,810</b>	<b>£800,686</b>	<b>(£851,124)</b>	<b>£824,935</b>	<b>£16,575</b>	<b>£808,360</b>		
Place	Environment	Ftwy Imp Existing & New	£320,000	£200,447	(£119,553)	£119,553	£119,553	£	£	£119,553
Place	Environment	Street Lighting	£400,000	£383,230	(£16,770)	£16,770	£16,770	£	£100,000	£116,770
Place	Environment	Land Drainage	£200,000	£111,965	(£88,035)	£15,830	£15,830	£	£200,000	£215,830
Place	Environment	Future Programme Development	£50,000	£20,520	(£29,480)	£29,480	£29,480	(£)	£100,000	£129,480
Place	Environment	Essential Maintenance - Bridges	£575,000	£458,377	(£116,623)	£92,990	£92,990	£	£300,000	£392,990
Place	Environment	Robin Hood Roundabout & A4	£5,000	£	(£5,000)	£5,000	£5,000	£	£1,495,000	£1,500,000
Place	Environment	Highway Improved Programme	£4,916,530	£3,966,795	(£949,735)	£949,740	£	£949,740	£3,877,540	£4,827,280

Directorate	Service	Project	Expenditure Budget	Expenditure at Outturn	Underspend at Outturn	Re-profiling Request	Externally Funded Re-profiling	Council Funded Value	Approved 2021/22 Budget	2021/22 Budget inc Re-profiling
Place	Environment	Kings Road Link, Newbury	£250,000	£102,398	(£147,602)	£147,602	£147,602	(£)	£950,000	£1,097,602
Place	Environment	Aldermaston Footways	£50,000	£439	(£49,561)	£49,561	£49,561	£	£237,210	£286,771
Place	Environment	On Street Electrical Charge Point	£50,000	£7,920	(£42,080)	£42,080	£42,080	£	£272,590	£314,670
Place	Environment	Station Road Hungerford	£19,490	£	(£19,490)	£19,490	£19,490	£	£	£19,490
Place	Environment	Theale Bypass Noise Investigation Feasibility	£15,000	£	(£15,000)	£15,000	£15,000	£	£	£15,000
Place	Environment	Reactive Maintenance	£132,000	£73,966	(£58,034)	£58,034	£58,034	(£)	£132,000	£190,034
Place	Environment	Resurfacing of A4 between Newbury and Reading	£4,000,000	£2,804,001	(£1,195,999)	£435,260	£435,260	£	£	£435,260
Place	Environment	Replacement Enforcement Camera on Parkway Bridge	£38,000	£	(£38,000)	£38,000	£	£38,000	£	£38,000
Place	Environment	Local S106 Highway Improvements	£50,000	£16,841	(£33,159)	£33,159	£33,159	£	£150,000	£183,159
Place	Environment	Transport Services Fleet Upgrade	£100,000	£	(£100,000)	£100,000	£	£100,000	£100,000	£200,000
Place	Environment	Waste Mgt Site Provisn	£31,000	£16,420	(£14,580)	£14,580	£	£14,580	£	£14,580
Place	Environment	Council Carbon Management Plan	£101,330	£56,813	(£44,517)	£44,520	£	£44,520	£50,950	£95,470
Place	Environment	Solar PV Initiative	£519,740	£455,549	(£64,191)	£64,190	£	£64,190	£150,000	£214,190
Place	Environment	Machine Patching	£450,000	£375,467	(£74,533)	£62,110	£	£62,110	£	£62,110
Place	<b>Totals: Environment</b>		£12,273,090	£9,051,150	(£3,221,940)	£2,352,949	£1,079,807	£1,273,142		
Place	<b>Totals: Place Directorate</b>		£17,829,540	£11,405,216	(£6,424,324)	£5,529,144	£1,096,382	£4,432,762		
Resources	Customer Services & ICT	Geographic Info.System	£81,000	£79,192	(£1,808)	£1,810	£	£1,810	£71,830	£73,640
Resources	Customer Services & ICT	VMWare Hardware Refresh	£10,000	£	(£10,000)	£10,000	£	£10,000	£15,000	£25,000
Resources	Customer Services & ICT	Superfast Broadband Infrastructure	£2,588,920	£2,039,965	(£548,955)	£548,960	£548,955	£5	£1,700,000	£2,248,960
Resources	Customer Services & ICT	Upgrade Backup Infrastructure	£5,000	£	(£5,000)	£5,000	£	£5,000	£30,000	£35,000
Resources	Customer Services & ICT	Corporate SAN	£65,000	£	(£65,000)	£65,000	£	£65,000	£20,000	£85,000
Resources	Customer Services & ICT	Maintenance of DR Facility	£130,000	£	(£130,000)	£130,000	£	£130,000	£	£130,000
Resources	Customer Services & ICT	Transition to Office 365	£78,120	£3,750	(£74,370)	£74,370	£	£74,370	£40,000	£114,370
Resources	Customer Services & ICT	Collaboration and Videoconferencing tools pilot	£80,000	£9,850	(£70,150)	£70,150	£	£70,150	£	£70,150
Resources	Customer Services & ICT	Perimeter Firewall	£65,000	£43,200	(£21,800)	£21,800	£	£21,800	£	£21,800
Resources	<b>Totals: Customer Services &amp; ICT</b>		£3,103,040	£2,175,957	(£927,083)	£927,090	£548,955	£378,135		
Resources	Finance & Property	Cond/Asb/Meas Surveys	£41,000	£21,245	(£19,755)	£19,755	£	£19,755	£42,000	£61,755
Resources	Finance & Property	Asbestos - Pmp	£14,000	£4,865	(£9,135)	£2,165	£	£2,165	£27,000	£29,165
Resources	Finance & Property	Agresso Upgrade	£110,220	£37,139	(£73,081)	£63,560	£	£63,560	£150,000	£213,560
Resources	Finance & Property	Acquisitions & Development	£195,000	£14,030	(£180,970)	£180,970	£	£180,970	£150,000	£330,970
Resources	<b>Totals: Finance &amp; Property</b>		£360,220	£77,280	(£282,940)	£266,450		£266,450		
Resources	Strategy & Governance	Digitalisation Infrastructure/ ICT Allocation	£50,000	£25,865	(£24,135)	£24,140	£	£24,140	£100,000	£124,140
Resources	Strategy & Governance	Members Bids	£197,600	£28,793	(£168,807)	£168,810	£	£168,810	£70,000	£238,810
Resources	Strategy & Governance	HR/Payroll System	£31,920	£407	(£31,513)	£31,510	£	£31,510	£	£31,510
Resources	<b>Totals: Strategy &amp; Governance</b>		£279,520	£55,065	(£224,455)	£224,460	£	£224,460		
Resources	<b>Totals: Resources Directorate</b>		£3,742,780	£2,308,302	(£1,434,478)	£1,418,000	£548,955	£869,045		
Council	<b>Totals: Council</b>		£36,855,660	£24,261,368	(£12,594,292)	£9,941,188	£3,012,849	£6,928,339		

#### Re-profiling of Funding from 2021/22 into 2020/21 (i.e. budget reduction in 2021/22)

Directorate	Service	Project	Expenditure Budget	Expenditure at Outturn	Underspend at Outturn	Re-profiling Request	Externally Funded Re-profiling	Council Funded Value	Approved 2021/22 Budget	2021/22 Budget inc Re-profiling
Place	Environment	Sandleford Access Improvements	£700,000	£1,400,110	£700,110	(£700,110)	(£700,110)	£	£2,550,000	£1,849,890
Place	Environment	Newbury Rail Station Improvements	£	£1,013,343	£1,013,343	(£1,013,343)	(£1,013,343)	£	£2,400,000	£1,386,657
			£700,000	£2,413,453	£1,713,453	(£1,713,453)	(£1,713,453)	£		

#### Project Funding Incurred - not included in the approved programme 20/21 or 21/22

Directorate	Service	Project	Expenditure Budget	Expenditure at Outturn	Underspend at Outturn	Re-profiling Request	Externally Funded Re-profiling	Council Funded Value	Approved 2021/22 Budget	2021/22 Budget inc Re-profiling
Place	Environment	Theale Station Improvements		£27,939	£27,939	£27,939	£27,939	£	£	

## Item 12:

### **Member Questions to be answered at the Executive meeting on 10 June 2021.**

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 Adrian Abbs to the Portfolio Holder for Planning and Transport/ Environment and Waste:**

*"Given the Appellant's QC's argument during the Sandleford enquiry that if West Berkshire Council planning was serious about Net Zero carbon it should have been applying CS15 since 2016, could the executive explain how many missed opportunities there have been to implement net zero homes since then?"*

**(b) Question submitted by Councillor Adrian Abbs to the Portfolio Holder for Internal Governance, Leisure and Culture:**

*"Given the mistake made by central government in cancelling Zoom meetings before councils could resume face to face in safety, will the Council help Parish and possibly Town councils by making the Market Street Chamber available for critical meetings?"*

**(c) Question submitted by Councillor Jeff Brooks to the Portfolio Holder for Planning and Transport:**

*"Will the Executive Portfolio Member tell me how many hours of work have been taken up by officers and attendant staff working on the two CIL cases that are in dispute, namely the Maltshovel Public House and the property at 3 Blandy's Hill, Kintbury?"*

**(d) Question submitted by Councillor Jeff Brooks to the Portfolio Holder for Internal Governance, Leisure and Culture:**

*"What discussions has the Council had with Readibus to resolve the contractual impasse over the "gagging clause" in the Service Level Agreement since Readibus announced drastic reductions in their services in the district as a result of the Council withholding grant?"*

**(e) Question submitted by Councillor Lee Dillon to the Portfolio Holder for Planning and Transport:**

*"Further to draft emerging Local Plan and the response to public questions, it stated that mitigation measures will alleviate traffic congestion from the 2,500 proposed Thatcham NE development on the A4, Floral Way, Heath Lane, and Bowling Green Road. Will the Council make public those mitigation measures in advance of the Reg19 consultation?"*

**(f) Question submitted by Councillor Lee Dillon to the Portfolio Holder for Planning and Transport:**

*"In the HELAA site assessment (2020) for Thatcham NE the significant volumes of additional traffic identified the need for significant improvements to roads in the North of Thatcham including Heath Lane and new routes, yet in response to public questions it is stated there are no plans for new routes. These routes are already dangerous as the residential lanes are being used as a rat-run to avoid*

## Item 12:

### Member Questions to be answered at the Executive meeting on 10 June 2021.

Members of the Executive to answer questions submitted by Councillors in accordance with the Executive Procedure Rules contained in the Council's Constitution.

*the A4. What has changed since 2020, or has the Council failed to perform a traffic assessment for this area?"*

(g) **Question submitted by Councillor Lee Dillon to the Portfolio Holder for Planning and Transport:**

*"Given the flooding on the A4 following recent rain, what actions are the Council taking to reduce the flooding occurrences on the A4 London Road, Newbury?"*

(h) **Question submitted by Councillor Alan Macro to the Portfolio Holder for Environment and Waste:**

*"Which areas of West Berkshire are regularly monitored for air pollution?"*

(i) **Question submitted by Councillor Alan Macro to the Portfolio Holder for Environment and Waste:**

*"Which air pollutants are regularly monitored?"*

(j) **Question submitted by Councillor Alan Macro to the Portfolio Holder for Planning and Transport:**

*"The council's proposals to allocate sites for 170 new homes in Theale, in addition to over 450 already given planning permission, plus a site for 20,000 sq m of office space will greatly increase the traffic on roads in the area. The proposal to allocate 2,500 homes in Thatcham will add to this. What plans are there, therefore, to carry out detailed traffic modelling in the Theale area?"*

(k) **Question submitted by Councillor Erik Pattenden to the Portfolio Holder for Internal Governance, Leisure and Culture:**

*"Can the portfolio holder determine whether the astroturf proposal at the Newbury Rugby Club site is intended as a replacement for the Faraday Road football ground or is to address the shortfall of artificial pitches as outlined in your Playing Pitch Strategy adopted in February 2020?"*

(l) **Question submitted by Councillor Erik Pattenden to the Portfolio Holder for Children, Young People and Education:**

*"Does the Council find it acceptable that over 8% of local children are living in poverty within its own area?"*

(m) **Question submitted by Councillor Tony Vickers to the Portfolio Holder for Planning and Transport:**

*"What is the view of the Portfolio holder as regards landowners remaining in control of the public domain forming part of major new housing developments, for example Newbury Racecourse and now, as proposed by the Sandford Partnership, for a whole new country park, Local Centre and all playgrounds on their strategic site?"*

## Item 12:

### **Member Questions to be answered at the Executive meeting on 10 June 2021.**

Members of the Executive to answer questions submitted by Councillors in accordance with the Executive Procedure Rules contained in the Council's Constitution.

**(n) Question submitted by Councillor Tony Vickers to the Portfolio Holder for Finance and Economic Development:**

*"What progress has been made so far this year in respect of the LRIE Master Plan, including the component known as Gateway Plaza?"*

**(o) Question submitted by Councillor Erik Pattenden to the Portfolio Holder for Planning and Transport:**

*"How can the replacement of a grass football ground at Faraday Road with an artificial pitch at Monks Lane involving replacement of a grassed area used by Newbury Rugby Club be in accord with Core Strategy policy CS18, which says 'Developments resulting in the loss of green infrastructure or harm to its use or enjoyment by the public will not be permitted'?"*

**(p) Question submitted by Councillor Adrian Abbs to the Portfolio Holder for Environment and Waste:**

*"As the new settlements proposed in the Local Plan will not be carbon neutral (as disclosed in WBC public responses), what steps are WBC taking to perform a carbon audit in order to dimension the necessary carbon offsetting that ensures net zero carbon by 2030 remains on target?"*

**(q) Question submitted by Councillor Adrian Abbs to the Portfolio Holder for Environment and Waste:**

*"How will the council be ensuring damage to ancient trees, hedges etc in and around the proposed Sandleford proposal is avoided given the growing evidence of lack of enforcement along warren road?"*

**(r) Question submitted by Councillor Adrian Abbs to the Portfolio Holder for Housing, Strategic Partnerships and Transformation:**

*"Can the administration explain how we are supporting local taxi companies vs how neighbouring councils are doing so during these current pressures?"*



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