

Notice of Meeting



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Executive

Thursday, 15th July, 2021 at 5.00 pm

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

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

Date of despatch of Agenda: Wednesday, 7 July 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

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



Agenda - Executive to be held on Thursday, 15 July 2021 (continued)

To:	Councillors Steve Ardagh-Walter, Dominic Boeck, Graham Bridgman, Hilary Cole, Lynne Doherty, Ross Mackinnon, Richard Somner, Joanne 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).	5 - 6
2. Minutes To approve as a correct record the Minutes of the meeting of the Executive held on 10 June 2021.	7 - 16
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 .	17 - 18
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. Please note that the list of public questions is shown under item 4 in the agenda pack.	19 - 20
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.	21 - 22

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6. Financial Year 2020/21 Annual Treasury Outturn (EX4099) Purpose: This report provides an overview of the treasury management activity for financial year 2020/21 as at 31 st March 2021.	23 - 40
7. Environment Strategy Delivery Plan (EX4053) Purpose: This is twofold: (a) to present the Environment Strategy Delivery Plan for approval and	41 - 108

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- (b) to seek agreement of the process for monitoring, updating and reporting progress in relation to the Delivery Plan.

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8. **Timelord 2 Final Report (EX4011)** 109 - 180
Purpose: To agree the Timelord 2 Final report, as per paragraphs 1.1, 1.2 and 1.3 of the report.
-
9. **West Berkshire Water Safety Partnership (EX4107)** 181 - 194
Purpose: To gain approval for West Berkshire Council to enter into a Water Safety Partnership with the Emergency Services and the Canal and River Trust.
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10. **Members' Questions** 195 - 196
Members of the Executive to answer questions submitted by Councillors in accordance with the Executive Procedure Rules contained in the Council's Constitution.

Please note that the list of Member questions is shown under item 10 in the agenda pack.
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Sarah Clarke
Service Director: Strategy and Governance

West Berkshire Council Strategy Priorities

Council Strategy Priorities:

PC1: Ensure our vulnerable children and adults achieve better outcomes

PC2: Support everyone to reach their full potential

OFB1: Support businesses to start, develop and thrive in West Berkshire

GP1: Develop local infrastructure to support and grow the local economy

GP2: Maintain a green district

SIT1: Ensure sustainable services through innovation and partnerships

If you require this information in a different format or translation, please contact Stephen Chard on telephone (01635) 519462.



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Item 1 – Apologies for absence

Verbal Item

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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, 10 JUNE 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: Melanie Booth (Group Executive (Lib Dems)), Nick Carter (Chief Executive), Sarah Clarke (Service Director (Strategy and Governance)), Sue Halliwell (Executive Director - Place), Joseph Holmes (Executive Director - Resources), Jake Thurman (Group Executive (Cons)), Councillor Adrian Abbs, Councillor Phil Barnett, Councillor Jeff Brooks, Stephen Chard (Democratic Services Manager), Councillor Jeremy Cottam, Councillor Carolyne Culver, Councillor Lee Dillon, Councillor Alan Macro, Councillor Steve Masters, Councillor Erik Pattenden, Linda Pye (Principal Policy Officer), Councillor Garth Simpson, Councillor Martha Vickers and Councillor Keith Woodhams

Apologies for inability to attend the meeting: Councillor Royce Longton, Councillor David Marsh and Andy Sharp

PART I

1. Minutes

The Minutes of the meeting held on 29 April 2021 were approved as a true and correct record and signed by the Leader.

2. Declarations of Interest

Councillor Jeff Brooks declared an interest in Agenda Item 8, and reported that, as his interest was a disclosable pecuniary interest or an other registrable interest, he would take no part in the meeting during the course of consideration of the matter.

Councillor Tony Vickers declared an interest in Agenda Item 8, but reported that, as his interest was a personal or an other registrable interest, but not a disclosable pecuniary interest, he determined to remain to take part in the debate.

3. Public Questions

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

- (a) The question submitted by John Gotelee on the subject of the new council house building company was answered by the Portfolio Holder for Housing, Strategic Partnerships and Transformation.
- (b) The question submitted by John Gotelee on the subject of the environmental impact of LGV's using the A339 was answered by the Portfolio Holder for Planning and Transport.
- (c) The question submitted by David Poynter on the subject of a Member pay rise would receive a written response from the Leader of the Council.
- (d) The question submitted by Simon Pike on the subject of publishing the draft Local Plan for Regulation 19 consultation was answered by the Portfolio Holder for Planning and Transport.

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- (e) The question submitted by Simon Pike on the subject of a public consultation on proposed changes to settlement boundaries was answered by the Portfolio Holder for Planning and Transport.
- (f) The question submitted by Paul Morgan on the subject of whether the costs associated with a possible replacement for the Faraday Road Football ground being apportioned as a cost for the LRIE project was answered by the Portfolio Holder for Finance and Economic Development.
- (g) The question submitted by Jack Harkness on the subject of the location of a new football pitch in Goldwell Park was answered by the Portfolio Holder for Internal Governance, Leisure and Culture.
- (h) The question submitted by Alan Pearce on the subject of the scope, area and cost of the environmental impact study for the LRIE, was answered by the Portfolio Holder for Finance and Economic Development.
- (i) The question submitted by Alan Pearce on the subject of the drainage system for the redevelopment of the Football Clubhouse at Faraday Road to a car park was answered by the Portfolio Holder for Finance and Economic Development.
- (j) The question submitted by Vaughan Miller on the subject of the view of Sport England regarding the demolition of the Faraday Road Football Ground was answered by the Portfolio Holder for Finance and Economic Development.
- (k) The question submitted by Vaughan Miller on the subject of a progress update on the trial collection of plastic trays, tubs and pots was answered by the Portfolio Holder for Environment and Waste.
- (l) The question submitted by Gary Norman on the subject of the view of Sport England regarding the proposals for the development of the new Sports ground at Monks Lane was answered by the Portfolio Holder for Internal Governance, Leisure and Culture.
- (m) The question submitted by Nigel Foot on the subject of the percentage of recyclable waste collected from both its kerbside service and at its recycling facilities that was actually recycled in the UK was answered by the Portfolio Holder for Environment and Waste.
- (n) The question submitted by Sarah Slack on the subject of the Government Service Level Agreement Template was answered by the Portfolio Holder for Planning and Transport.

4. Petitions

There were no petitions presented to the Executive.

5. Covid-19 Recovery and Renewal Strategy - 2021 Update (EX4054)

The Executive considered a report (Agenda Item 6), proposed by Councillor Lynne Doherty, which updated the previous Covid-19 Recovery Strategy, which had been approved in June 2020. Councillor Doherty noted that the update strengthened the Council's focus on addressing inequalities, established seven new priorities, and set out in greater detail the actions moving forward.

Councillor Jo Stewart spoke in support of the report, specifically on the provisions for adult social care, which had been adversely affected by the pandemic, and on mental health and emotional wellbeing, which had been affected by the effects of lockdown, as well as unemployment and grief. The Surviving to Thriving initiative was also highlighted, and Councillors were encouraged to support it and reach out to local groups.

Councillor Alan Macro, noting the mentions of digital technology in the Strategy, highlighted those in the community that lacked the means or confidence to use digital

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technology, and asked that they should continue to have adequate access to services through the conventional routes. Additionally, he raised the challenges to shops and high streets in towns and villages outside of Newbury, Thatcham and Hungerford, and asked that they receive the same support offered to the retail sector in the Strategy.

Councillor Doherty responded, agreeing with the need to make resources fully accessible to those who did not have access to digital technology, and highlighted access to affordable superfast broadband and providing digital technology to schools as priorities. On shops, she highlighted the £140,000 available as a 'welcome back' fund for small businesses and that the criteria for accessing that fund would be specifically open to those outside of the larger towns.

Councillor Tony Vickers, referred to the promotion of active lifestyles in the Strategy and asked if the Winter Service Plan could be reviewed to give more priority to footways and cycleways to enable people to use them more. Councillor Doherty responded that £500,000 had been set aside specifically for recovery projects and that bids could be submitted to the Recovery Panel for those improvements. Councillor Somner made a note to follow up.

Councillor Jeff Brooks, noted the focus on new ways of working in the Strategy and asked for assurances that these would not become the way people worked in the future without proper consideration of how services were delivered, and a consultation to confirm that these new practices were preferred. He also asked for the Strategy to be revisited later in the year to reassess the recovery and how it was changing.

Councillor Doherty responded, stating that new ways of working was now part of Councillor Cole's portfolio, and that new ways of working that were brought into place due to Covid-19 would be reviewed in line with residents, and that consulting with residents was part of the Communication and Engagement Strategy. On reviewing the Recovery Strategy, Councillor Doherty believed that the plan needed to be delivered first and foremost, but that it was not set in stone and would respond to the findings of the Local Outbreak Engagement Board and changes in Covid-19 demands, and that it would therefore be revisited and reviewed.

Councillor Erik Pattenden congratulated Councillor Doherty and Councillor Boeck for recognising the inadequacy of the Government's catch-up programme, as each pupil was being offered £50, in comparison to £1,800 in the United States and £2,500 in Sweden, and asked how much the Executive believed each pupil should be offered. Councillor Doherty responded that the catch-up programme was not inadequate, but it did not go far enough, and that rather than looking at per pupil funding, she was looking holistically at how it addressed inequalities across the country and provided targeted support, such as the recovery funding for disabled and SEN students, in an environment in which the pandemic had reduced the information available.

Councillor Pattenden asked about the support for young people, specifically those not in education, employment or training (NEETs) and asked what would happen if that support was not actioned. Councillor Doherty replied that the Council had taken note of NEETs and had provided additional resources to help them into employment, and West Berkshire, as a result, had one of the lowest numbers of NEETs in the country.

Councillor Carolyne Culver asked whether the Council would lobby the Government to ensure provision for young people went directly to the schools and teachers rather than to consultants, and paid tribute to local volunteers who assisted local residents during the pandemic. Councillor Doherty responded that Matt Pearce, the Head of Public Health, was building on relations with local volunteers and consulting with them on how the

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Council could better support them. On the tuition programme, Councillor Doherty pledged to speak with schools on the issue.

Councillor Adrian Abbs, following up on the digital technology issue, noted that he had heard both criticism and praise from local residents on access to digital services such as the booking system and asked for more work to be done to address the divide between the 'digital rich' and 'digital poor', and noted that the Council needed to be careful on the decline of service uptake such as recycling due to digital transition. Councillor Doherty responded that recycling rates had held, but agreed with the point about access to digital technology, and offering alternatives to those who were not able to access or use digital platforms.

Councillor Ross Mackinnon seconded the report, noting that the themes in the report and the Recovery Strategy matched the themes in his Economic Development Strategy, and paid tribute to the Council's Officers.

RESOLVED that:

- (1) The Strategy set out at Appendix B be approved.
- (2) It be noted that the Strategy had been reflected within the Council Strategy Refresh (2019- 2023) which had been approved by Council on 4th May 2021.
- (3) Any Recovery funding that was made available would be focused on implementing the actions set out in the attached Strategy.

Other options considered: None.

6. Economic Development Strategy Refresh (EX4098)

The Executive considered a report (Agenda Item 7) proposed by Councillor Ross Mackinnon, introducing the 2021 Refresh of the Economic Development Strategy (EDS) and a high level Economic Development Delivery Plan (EDSDP) (both Appendix C). Councillor Mackinnon noted that the overall themes of the EDS were the same as they were when it was first approved in April 2020; people, places, infrastructure and business environment, and these themes were additionally included in the EDSDP. The update primarily concerned changes in priorities and obligations due to the Covid-19 pandemic.

Councillor Lee Dillon noted the increase of unemployment in West Berkshire and the EDS's focus on re-skilling, noting that it was important to get people, specifically young people, back into employment. Councillor Dillon additionally noted that crisis grants to sectors of the community such as the taxi industry were still needed as the plan moved into a new phase. Councillor Mackinnon agreed, and responded that crisis grants were still being given, with £24,000 granted to the taxi industry.

Councillor Jeff Brooks asked how the Council measured the success of plans to help and support small businesses, and what it would consider to be a successful outcome. Councillor Brooks additionally raised concerns at action points that sought to explore outcomes rather than intended to achieve them. Councillor Mackinnon stated that the clear actions were in the Delivery Plan. Councillor Brooks additionally asked if the Thatcham Master Plan was underway, as the Town Council was not aware, which Councillor Mackinnon pledged to follow up on.

Councillor Tony Vickers noted that he was pleased Newbury Town Council had a seat at the table with regards to the Newbury Master Plan, but not with their lack of a seat with regards to the London Road Industrial Estate (LRIE) Plan. Councillor Vickers noted that expansion of Newbury brought with it social repercussions, such as the demolition of both nightclubs, and asked for Economic Recovery Officers to consider social sustainability. Councillor Mackinnon took those points on board, and agreed to discuss the LRIE Board separately.

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Councillor Richard Somner seconded the report, noting that it was right to update the plan now, and that local small businesses were supportive of the actions taken.

RESOLVED that the 2021 Refresh of the Economic Development Strategy and the accompanying high level Delivery Plan be approved.

Other options considered: Not considering the refresh of the Economic Development Strategy Refresh and associated high level Delivery Plan. This option was not recommended given the Council's commitments as outlined in the Council Strategy 2019-23.

7. **Newbury and Crookham Golf Club Land Swap Proposal (EX4074)**

(Councillor Tony Vickers declared a personal interest in Agenda item (8) by virtue of the fact that he was a member of the Newbury and Crookham Commons Commission. As his interest was personal and not prejudicial he was permitted to take part in the debate).

(Councillor Jeff Brooks declared a personal and prejudicial interest in Agenda item (8) by virtue of the fact that his son in law was a golf professional at the club. As his interest was personal and prejudicial he left the meeting and took no part in the debate).

The Executive considered a report (Agenda Item 8), proposed by Councillor Richard Somner, which noted the actions taken to support the request from Newbury and Crookham Golf Club to exchange a piece of land in the Newbury and Crookham Commons for an alternative and equal piece of land owned by the club.

Councillor Tony Vickers thanked Paul Hendry, Countryside Manager, for his work on the proposal and attending three meetings of the Commission.

Councillor Ross Mackinnon seconded the report.

RESOLVED that the Executive noted actions to date, including; informal discussions with the Commission and the more formal consultation as set out in the Act and the results of this. That the Executive noted 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.

Other options considered: 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.

8. **2020/21 Performance Report Quarter Four (EX3886)**

The Executive considered a report (Agenda Item 9), proposed by Councillor Howard Woollaston, which provided assurance that the core business and Council priorities for improvement measures in the Council Strategy 2019-2023 were being managed effectively.

Councillor Woollaston considered the performance of the Council and its officers to be outstanding, specifically due to the effects of the Covid-19 pandemic, noting that it had adversely affected several performance indicators such as Care Quality Commission (CQC) inspections in care homes, collection of business and council tax, and library and leisure centre use. Councillor Woollaston noted that the Revenue and Benefits team had done a magnificent job at distributing Covid grants to businesses, setting up West Berkshire for a rapid economic recovery, and that the number of rough sleepers had been reduced to zero.

Councillor Jo Stewart noted that the Council did not attain its target of 100% of provider services rated 'Good' or better by the CQC, but that Birchwood Care Home had received

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a Good rating. Councillor Stewart commended the care staff within the care homes for their work, especially those at Birchwood which had improved their rating, and noting a quote from the CQC which stated that the care home was the cleanest the inspector had ever reviewed, and the positive response to care home refurbishment.

Councillor Steve Ardagh-Walter highlighted that the recycling service had improved, clearing 51% of household waste recycles, composted and reused, and expressed hope that there would be further improvements in the future.

Councillor Graham Bridgman highlighted the improvement in the Key Performance Indicator (KPI) for provider services from Red to Green, and congratulated the care home staff for their work.

Councillor Lee Dillon stated that the Opposition recognised and understood the reasons for the Council failing to reach some targets in light of the Covid pandemic, and noted that in the Exception Reports (Appendix B) for completed assessments there was no statement of what the impacts of missing those targets would be and that there needed to be a strategic approach prioritising customer-facing sectors.

Councillor Alan Macro congratulated Birchwood Care Home on their achievement, and noted that it was a great shame that another care home had been shut down due to residents losing their lives to Covid-19.

Councillor Tony Vickers, making a point on behalf of Councillor Martha Vickers, noted that it was good that Child Protection was mentioned in the report and that the lack of attention due to child abuse and domestic abuse as a result of Covid-19 would be a long-running issue. Councillor Boeck noted that there had been an increase in Child Protection enquiries and that that was a result of the Covid-19 pandemic. Councillor Doherty added that she was confident the right people were in place to respond to issues such as domestic abuse.

Councillor Vickers enquired as to what was meant by West Berkshire being in the top 25% for principle network (A roads) in need of repair. Councillor Somner responded that 3.0% of roads in need of repair was a very good statistic, and highlighted the fact that weather had caused increased deterioration of the roads.

Councillor Dillon asked when the Local Plan would come to Council considering that it had been delayed. Councillor Somner replied that it would be in October.

Councillor Lynne Doherty seconded the report, and stated that it was important to recognise that the report had been affected by the Covid-19 pandemic, but that there were numerous positives within it.

RESOLVED that the Executive noted 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 was below target.

Other options considered: None.

9. **2020/21 Revenue Financial Performance Provisional Outturn (EX3914)**

The Executive considered a report (Agenda Item 10), proposed by Councillor Ross Mackinnon, on the financial performance of the Council's revenue budgets. This report was the provisional outturn position for 2020/21. Councillor Mackinnon noted that the Council had underspent its budget by £4.6 million, with £2 million of that coming from the Adult Social Care service, and £1.2 million from Children and Family Services. Councillor Mackinnon stated that it was to be expected that the budget would not be exact considering the Covid-19 pandemic, and that the Council had not overspent due to

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support from central government, which came to £9.6 million of funding without any ring-fencing. £1.8 million was added to the Council's reserves, and the Council had delivered one of the lowest council tax rises in the country.

Councillor Jeff Brooks asked why money accumulated due to the under spend had not started to be reallocated to other places, and for example suggested £500,000 for schools. Councillor Mackinnon pointed to the low council tax increase as a place where those funds had provided some benefit.

Councillor Jo Stewart, in seconding the report, noted that she had requested a full review of the Adult Social Care model, including an independent external review, to reassure residents that the approach taken was the right one.

RESOLVED that:

1. The provisional outturn position of £4.6m under spend be noted. The under spend was 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 accounted for £3.6m, with business as usual (BAU) accounting for the remaining £1m.
2. It be noted that the under spend would be added to the Council's general reserves, of which £2.8m had 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 faced. The increase to reserves from the outturn would therefore be £1.8m.
3. The ongoing impact that Covid would have on the 2021/22 budget be noted, particularly in Quarter One, as the Council continued to be supported by external funding and had seen reduced demand for some services.
4. A budget movement of £400k from Finance & Property to Capital Financing be approved. The capital financing and investment income budgets had been reviewed and realigned to reflect market conditions. The move reflected savings against capital financing costs and pressures against investment income.

Other options considered: None.

10. Capital Financial Performance Report - Outturn 2020/21 (EX3915)

The Executive considered the financial performance report (Agenda Item 11), proposed by Councillor Ross Mackinnon, on the under or over spends against the Council's approved capital budget. The report presented the provisional outturn position for financial year 2020/21. Councillor Mackinnon noted a reprofiling of £9.9 million due to a delay in implementing the capital programme as a result of the Covid lockdowns.

Councillor Lee Dillon noted the report's mention of the CIL repayment in regards to the Waterside Centre, and noted the importance of maintaining existing capital assets so that they were in a good enough state for charities to utilise.

Councillor Alan Macro noted that nothing had been spent on the noise investigation into the Theale bypass, which had been the subject of a number of complaints, and asked that it be treated as a matter of urgency. Councillor Mackinnon noted that £15,000 had been reprofiled for the investigation and would be brought forward as soon as possible.

Councillor Boeck seconded the report and was pleased that a number of important projects had been completed despite the impact of Covid.

RESOLVED that:

1. 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) be approved.

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2. The inclusion of the LEP, Local Growth Fund, funded project Theale Rail Station Improvements into the previously approved 2021/22 Capital Programme be approved.
3. The approved capital programme for 2021/22 be revised to include the confirmed funding allocations issued by the Department for Transport in April 2021.
4. The allocation of £250,000 to the Waterside project funded by Community infrastructure Levy be approved.

Other options considered: None.

11. Members' Questions

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

- (a) The question submitted by Councillor Adrian Abbs on the subject of missed opportunities to implement net zero homes since 2016 was answered by the Portfolio Holder for Planning and Transport.
- (b) The question submitted by Councillor Adrian Abbs on the subject of making the Market Street Chamber available to Town/Parish Councils for critical meetings was answered by the Portfolio Holder for Internal Governance, Leisure and Culture.
- (c) The question submitted by Councillor Jeff Brooks on the subject of the hours of work taken on the two CIL cases which were in dispute was answered by the Portfolio Holder for Planning and Transport.
- (d) The question submitted by Councillor Jeff Brooks on the subject of discussions with Readibus to resolve the contractual impasse was answered by the Portfolio Holder for Internal Governance, Leisure and Culture.
- (e) The question submitted by Councillor Lee Dillon on the subject of mitigation measures to alleviate traffic congestion from the 2,500 proposed Thatcham NE development was answered by the Portfolio Holder for Planning and Transport.
- (f) The question submitted by Councillor Lee Dillon on the subject of a traffic assessment for Thatcham NE was answered by the Portfolio Holder for Planning and Transport.
- (g) The question submitted by Councillor Lee Dillon on the subject of reducing flooding occurrences on the A4 London Road was answered by the Portfolio Holder for Planning and Transport.
- (h) The question submitted by Councillor Alan Macro on the subject of areas in West Berkshire regularly monitored for air pollution was answered by the Portfolio Holder for Environment and Waste.
- (i) The question submitted by Councillor Alan Macro on the subject of which air pollutants were regularly monitored was answered by the Portfolio Holder for Environment and Waste.
- (j) The question submitted by Councillor Alan Macro on the subject of detailed traffic modelling in the Theale area was answered by the Portfolio Holder for Planning and Transport.
- (k) The question submitted by Councillor Erik Pattenden on the subject of the Astroturf proposal at the Newbury Rugby Club would receive a written response from the Portfolio Holder for Internal Governance, Leisure and Culture.
- (l) The question submitted by Councillor Erik Pattenden on the subject of the number of local children living in poverty in the area would receive a written response from the Portfolio Holder for Children, Young People and Education.
- (m) The question submitted by Councillor Tony Vickers on the subject of landowners remaining in control of the public domain forming part of major new housing developments was answered by the Portfolio Holder for Planning and Transport.

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- (n) The question submitted by Councillor Tony Vickers on the subject of progress on the LRIE Master Plan was answered by the Portfolio Holder for Finance and Economic Development.
- (o) The question submitted by Councillor Erik Pattenden on the subject of the replacement of a grass pitch at Faraday Road and how it accorded with Core Strategy policy CS18 would receive a written response from the Portfolio Holder for Planning and Transport.
- (p) The question submitted by Councillor Adrian Abbs on the subject of steps taken by the Council to perform a carbon audit to ensure net zero carbon by 2030 remained on target was answered by the Portfolio Holder for Environment and Waste.
- (q) The question submitted by Councillor Adrian Abbs on the subject of avoiding damage to ancient trees etc. in and around the Sandleford proposal was answered by the Portfolio Holder for Environment and Waste.
- (r) The question submitted by Councillor Adrian Abbs on the subject of supporting local taxi companies was answered by the Portfolio Holder for Housing, Strategic Partnerships and Transformation.

(The meeting commenced at 5.00pm and closed at 7.29pm)

CHAIRMAN

Date of Signature

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Executive – 15 July 2021

Item 3 – Declarations of Interest

Verbal Item

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Item 4:

Public Questions to be answered at the Executive meeting on 15 July 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 Planning and Transport:**

"Is the Executive certain that planning permission will be obtained to allow the building of residential units on the Faraday Road Football pitch?"

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

"Do you agree with Hugo Haig from Lochailort Investments, that the 11-storey block of flats proposed for the New Eagle Quarter, provides "a sense of place" and "wayfinding through the town centre" and will "do no harm" or that it will significantly affect the character of our town and lead it in the wrong direction?"

(c) **Question submitted by Ian Hall to the Portfolio Holder for Planning and Transport:**

"Given that the new sports ground/ football pitch is being dealt with by Delegated Officer Decisions and a firm has been appointed to oversee the management of construction, can the council please reveal the provisional cost of construction and the acquiring of land? is it true that the cost will be 5 million pounds? Where will the funds come from to pay for it?"

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

"Can the Council please confirm exactly what services (e.g. remote monitoring, physical patrols, spot checks, alarms etc.) are being provided from the security contract that it has in place for the football ground at Faraday Road, who is the contractor providing this service and what the contract end date is for this service/contract?"

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

"Is the regeneration of the Faraday Plaza site on the London Road Industrial Estate not possible at present, as all the planning permission has expired?"

(f) **Question submitted by Jackie Paynter to the Portfolio Holder for Environment and Waste:**

"In light of the fact that you declared a Climate Emergency following a petition I presented in 2019, are you going to roll out the successful wildflower verge project next year to more places than you have this year to encourage bio diversity?"

Item 4:

Public Questions to be answered at the Executive meeting on 15 July 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.

(g) Question submitted by Ian Hall to the Portfolio Holder for Planning and Transport:

"Are the councillors and council officials aware of the document issued by the Local Government Association on Probity In Planning and the requirement to balance the council's desire to be property developers and it's legal obligations in areas such as planning , flood relief or sports fields provision?"

(h) Question submitted by Paul Morgan to the Portfolio Holder for Finance and Economic Development:

"In terms of transparency and accountability is there a link where members of the public can view what tenders, with an estimated value of £10,000 or more, are or have been posted on In-tend portal?"

(i) Question submitted by Ian Hall to the Portfolio Holder for Planning and Transport:

"What measures are in force to ensure that the desire to act as property developers are balanced by an impartial decision making process?"

(j) Question submitted by Ian Hall to the Portfolio Holder for Finance and Economic Development:

"It is three years since the football ground was closed a) what income has been generated since then from this council asset? b) what sporting activities have been allowed on it?"

Executive – 15 July 2021

Item 5 – Petitions

Verbal Item

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Financial Year 2020/21 Annual Treasury Outturn

Committee considering report:	Executive
Date of Committee:	15 July 2021
Portfolio Member:	Councillor Ross Mackinnon
Date Portfolio Member sent/agreed report:	15.6.2021
Report Author:	Shannon Coleman-Slaughter
Forward Plan Ref:	EX4099

1 Purpose of the Report

The Chartered Institute of Public Finance and Accountancy’s Treasury Management in the Public Services: Code of Practice (the CIPFA Code) requires the Council to approve treasury management semi-annual and annual reports. This report provides an overview of the treasury management activity for financial year 2020/21 as at 31st March 2021.

2 Recommendation

There are no recommendations included within this report, it is for members to note only.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	The Treasury function is responsible for the daily cash flow management of the Council. Income from investments contributes to the Council’s annual budget. The Council has seen a reduction on returns on investments during the financial year but this has been offset from reduced borrowing costs, resulting in no negative impact on the revenue budget as at the end of March 2021.
Human Resource:	Not applicable

Legal:	The Council’s Investment & Borrowing Strategy for 2020/21 was approved at a meeting on 5th March 2020. Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy’s Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year and, as a minimum, a semi-annual and annual treasury outturn report. This report fulfils the Council’s legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.			
Risk Management:	All investments are undertaken with a view to minimising the risk of financial loss. The Investment and Borrowing Strategy approved by the Council sets parameters to ensure this.			
Property:	Not applicable			
Policy:	Not applicable			
	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		

Environmental Impact:		X		
Health Impact:		X		
ICT Impact:		X		
Digital Services Impact:		X		
Council Strategy Priorities:		X		Business as usual
Core Business:		X		
Data Impact:		X		
Consultation and Engagement:	Joseph Holmes – Executive Director for Resources, s151 Officer Treasury Management Group			

4 Executive Summary

- 4.1 The Council's Investment and Borrowing Strategy for 2020/21 was approved at a meeting on 5th March 2020. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates.
- 4.2 On 31st March 2020, the Council had a Capital Financing Requirement (CFR) of £260 million (i.e. the underlying need to borrow for capital purposes is measured by the CFR, while usable reserves and working capital are the underlying resources available for investment). The Council's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Council's long-term plans change being a secondary objective. In keeping with this objective, with short-term interest rates remaining much lower than long-term rates and temporary investments earning Bank Rate or lower, it was considered to be more cost effective in the near term to use borrowed rolling temporary / short-term loans. At 31st March 2021 the Council held £197.5 million of loans, (a decrease of £8.9 million compared to 31st March 2020, as part of its strategy for funding previous and current years' capital programmes. The Council's borrowing position is summarised in the table below.

Financial Year 2020/21 Annual Treasury Outturn

	Balance at 31.3.2020	Movement in Year	Balance at 31.3.2021	Weighted Average Rate	Weighted Average Maturity
	£m	£m	£m	%	(years)
Public Works Loan Board	202.4	-5.9	196.5	3.34	31.3
Local authorities (short-term)	4.0	-4.0	0.0	-	
Community Municipal Investment	-	1.0	1.0	1.2	4.5
Total Borrowing	206.4	-8.9	197.5	3.33	

- 4.3 As PWLB funding margins have fluctuated in year and new constraints around borrowing for yield, there remains a strong argument for diversifying funding sources. During the financial year West Berkshire became the first Council to successfully launch a community bond designed to fund green initiatives in support of the Council Strategy. £1 million of funding was generated through issue of the bond. Moving forward the Council will evaluate and pursue these lower cost solutions and opportunities with its external treasury advisor Arlingclose.
- 4.4 The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. During the year, the Council's investment balances ranged between £32.5 million as at 31st March 2020 to £35.1 million as at the end of March 2021 due to timing differences between income and expenditure. Cash flows into the Council during the financial year were higher than anticipated due to additional central government funding to support the pandemic response. The investment position is shown in the table below.

Investments Held	Balance as at 31.3.2020	Movement in Year	Balances as at 31.3.2021	Income Return at 31.3.2021	Weighted Average at 31.3.2021
	£m	£m	£m	%	Days
Bank & Building Society Deposits (unsecured)	26.6	-13.7	12.9	0.04	1
Government (incl. local authorities)	1.0	13.0	14.0	0.43	34.5
Money Market Funds	5.0	3.2	8.2	0.02	1
Total Investments	32.5	2.5	35.1	0.19	14.4

- 4.5 In respect of the economic outlook moving forward the corporate world is still adjusting to the economic shock of the coronavirus pandemic, as a result investment income is set against a very different economic backdrop. Interest earned from short-dated money market investments is expected to be significantly lower by the end of March 2021. During 2020/21 shortfalls in investment income were offset through cheaper than budgeted borrowing costs. Reduced borrowing costs were achieved through a strategy of undertaking short term borrowing in place of long term financing. Investment income budgets for financial year 2021/22 have been adjusted as part of the budget build process to mitigate the impacts of reduced investment returns.

5 Supporting Information

Introduction

- 5.2 The Council's Investment & Borrowing Strategy for 2020/21 was approved at a meeting on 5th March 2020. Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code)

which requires the Council to approve a treasury management strategy before the start of each financial year and, as a minimum, a semi-annual and annual treasury outturn report. This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.

- 5.3 The 2017 Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Council's 2020/21 Capital Strategy, complying with CIPFA's requirement, was approved by full Council on 5th March 2020. The capital Strategy is one of the main drivers of the Council's treasury management strategy.
- 5.4 The Council has borrowed and invested substantial sums of money during the financial year and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Council's Investment & Borrowing Strategy.

Background

- 5.5 **Economic background:** The coronavirus pandemic dominated 2020/21. The start of the financial year saw many central banks cutting interest rates as lockdowns caused economic activity to grind to a halt. The Bank of England cut Bank Rate to 0.1% and the UK government provided a range of fiscal stimulus measures, the size of which has not been seen in peacetime.
- 5.6 The Bank of England (BoE) held Bank Rate at 0.1% throughout the year but extended its Quantitative Easing programme by £150 billion to £895 billion at its November 2020 meeting. In its March 2021 interest rate announcement, the BoE noted that while GDP would remain low in the near-term due to COVID-19 lockdown restrictions, the easing of these measures means growth is expected to recover strongly later in the year. Inflation is forecast to increase in the near-term and while the economic outlook has improved there are downside risks to the forecast, including from unemployment which is still predicted to rise when the furlough scheme is eventually withdrawn. A full appraisal of the economic position from the Council's external treasury advisors Arlingclose is contained in appendix A.
- 5.7 **Local Context: Investments** - On 31st March 2020, the Council had net investments of £32.2m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The CFR is finalised as part of the production of the draft financial statements due for release by the end of July 2021; further information on investment and borrowing levels are included throughout this report and the in the table below in paragraph 5.8.
- 5.8 Lower official interest rates have lowered the cost of short-term, temporary loans and investment returns from cash assets that can be used in lieu of borrowing. During 2020/21 the Council pursued its strategy of keeping borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low. The treasury management position at 31st March 2021 and the change during the year is shown in the table below.

Financial Year 2020/21 Annual Treasury Outturn

Treasury Management Activity Summary	Balance at 31.3.2020	Movement in Year	Balance at 31.3.2021	Rate at 31.3.2021
	£m	£m	£m	%
Long-term borrowing	196.5	-4.6	191.8	3.34
Short-term borrowing	9.9	-4.3	5.6	2.95
Total borrowing	206.4	-8.9	197.5	3.33
Long-term investments	-	-	-	-
Short-term investments	10.0	-8.0	2.0	0.18
Cash and cash equivalents	22.2	10.9	33.1	0.19
Total investments	32.2	2.9	35.1	0.19
Net borrowing	174.2	-11.8	162.4	

5.9 **Local Context: Treasury Activity** – During 2020/21 the Council received central government funding to support small and medium businesses during the coronavirus pandemic through grant schemes. £29.3 million was received, temporarily held in short-dated, liquid instruments such as call accounts and Money Market Funds whilst awaiting distribution. £28.8 million was disbursed by the end of March 2021 and £502k repaid to Central Government.

5.10 The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. During the year, the Council's investment balances ranged between £28.8 million and £71.9 million due to timing differences between income and expenditure. The investment position is shown in the table below.

Investments Held	Balance as at 31.3.2020	Movement in Year	Balances as at 31.3.2021	Income Return at 31.3.2021	Weighted Average at 31.3.2021
	£m	£m	£m	%	Days
Bank & Building Society Deposits (unsecured)	26.6	-13.7	12.9	0.04	1
Government (incl. local authorities)	1.0	13.0	14.0	0.43	34.5
Money Market Funds	5.0	3.2	8.2	0.02	1
Total Investments	32.5	2.5	35.1	0.19	14.4

5.11 Both the CIPFA Code and government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

5.12 During 2020/21 deposit rates with the Debt Management Account Deposit Facility (DMADF) have continued to fall and are now largely around zero. The net return on Money Market Funds net of fees, which had fallen after Bank Rate was cut to 0.1% in March, are now at or very close to zero. The Council achieved an average rate of return of 0.19% during the year. As the Council maintains a strategy of investing for periods of less than 12 months, a high proportion of investments have matured and are/will be reinvested at substantially lower yield levels in 2021/22, the treasury budgets have been adjusted accordingly in 2021/22 to reflect the anticipated downward pressure on returns from treasury management activity.

5.13 **Local Context: Non Treasury Investments** - The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the Council as well as other non-financial assets which the Council holds primarily for financial return. This is replicated in the Investment Guidance issued by Ministry of Housing, Communities and Local Government's (MHCLG), in which the definition of investments is further broadened to also include all such assets held partially for financial return. As at 31.3.2021, the Council held £65.7m of such investments in as follows:

- (a) Directly owned property (commercial property) £62.5 million, details in appendix B.
- (b) Directly owned property (investment property) £3.2 million, details included in appendix B.

5.14 The above investments generated £555k of investment income for the Council after taking account of direct costs and minimum revenue provision requirements, representing a rate of return of 0.85%

5.15 **Local Context: Borrowing** - in November 2020 the Public Works Loan Board (PWLB) published its response to the consultation on 'Future Lending Terms'. From 26th November the margin on PWLB loans above gilt yields was reduced from 1.8% to 0.8% providing that the Council can confirm that it is not planning to purchase 'investment assets primarily for yield' in the current or next two financial years. It should be noted that Councils that are purchasing or intending to purchase investment assets primarily for yield will not be able to access the PWLB except to refinance existing loans or externalise internal borrowing. As part of the borrowing process the Council will now be required to submit more detailed capital expenditure plans with confirmation of the purpose of capital expenditure from the Section 151 Officer. The PWLB can now also restrict Councils from borrowing in unusual or large amounts. Acceptable use of PWLB borrowing includes service delivery, housing, regeneration, preventative action, and refinancing / treasury management. Misuse of PWLB borrowing could result in the PWLB requesting that a Council unwinds problematic transactions, suspending access to the PWLB and repayment of loans with penalties. The current capital programme for 2021/22 – 2023/24 does not propose borrowing from the PWLB for the purposes of generating yield and is therefore able to take advantage of the reduced rates.

5.16 At 31st March 2021 the Council held £197.5m of loans, a decrease of £8.9m from 31st March 2020, as part of its strategy for funding previous and current years' capital programmes. Outstanding loans on 31st March are summarised in the table below.

	Balance at 31.3.2020	Movement in Year	Balance at 31.3.2021	Weighted Average Rate	Weighted Average Maturity
	£m	£m	£m	%	(years)
Public Works Loan Board	202.4	-5.9	196.5	3.34	31.3
Local authorities (short-term)	4.0	-4.0	0.0	-	
Community Municipal Investment	-	1.0	1.0	1.2	4.5
Total Borrowing	206.4	-8.9	197.5	3.33	

5.17 The Council's objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the

period for which funds are required, with flexibility to renegotiate loans being a secondary objective. In keeping with these objectives, new borrowing was kept to a minimum of £1m. With short-term interest rates remaining much lower than long-term rates, it was considered more cost effective in the near term to use internal resources or borrowed short-term loans as opposed to long term financing. Furthermore, the expenditure incurred against the approved capital programme was lower than forecast. £17.2 million of proposed expenditure has been re-profiled from 2020/21 into financial year 2021/22 resulting in a temporary lower funding requirement.

Proposals

No proposal are contained within this report. Report is to note only.

6 Other options considered

No other options considered, report is to note only.

7 Conclusion

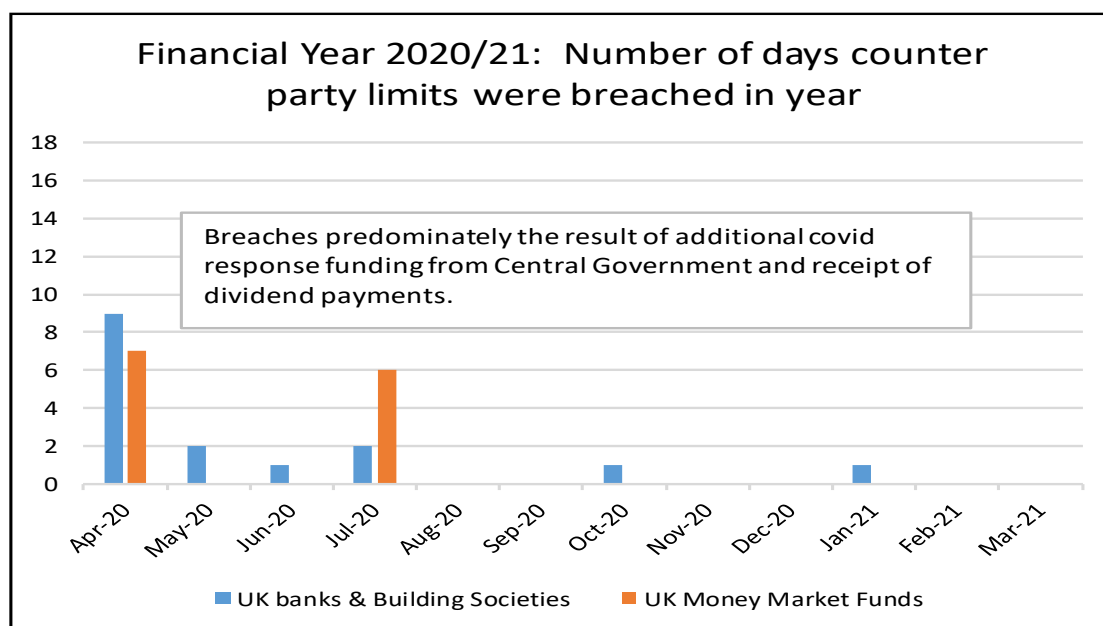
- 7.1 The Executive Director for Resources, Section 151 Officer reports that all treasury management activities undertaken during the year complied fully with the CIPFA Code of Practice and the Council’s approved Investment & Borrowing Strategy. Compliance with specific investment limits is demonstrated below.
- 7.2 Compliance with the authorised limit and operational boundary for external debt. The table below demonstrates that at the yearend borrowing remained within the levels set within the Council’s approved Investment & Borrowing Strategy during 2020/21. During the course of the year only £1 million of long term borrowing was undertaken. On this basis the Section 151 Officer can provide assurance that during the course of the financial year borrowing remained within both the approved operational and authorised boundaries.

Debt Details	Actuals Levels as at 31.3.2021	2020/21 Operational Boundary	2020/21 Authorised Limit	Complied
	£m	£m	£m	Yes/No
Borrowing	197.5	280.0	290.0	Yes
PFI and Finance Leases	12.2	13.0	13.0	Yes
Total Council Debt	209.7	293.0	303.0	

- 7.3 The table and the graph below detail the individual institutional counterparty limits and the Council’s compliance during 2020/21. The individual counter party limits (as adopted in the Council’s approved Investment & Borrowing Strategy) were breached for a total of 29 (16 days in respect of UK deposit accounts and 13 days in respect of money market funds) days during 2020/21. The breaches incurred in year were primarily the result of unanticipated covid response funding received during the year.

Financial Year 2020/21 Annual Treasury Outturn

Counter Party Detail	2020/21 Limit	No of Days on which Limit Exceeded
Debt Management Office (UK Govt)	Unlimited	None
UK Local Authorities (including Police and Fire Authorities and similar bodies)	£5m	None
UK Building Societies ranked 1 - 11	£5m	None
UK Building Societies ranked 12 - 21	£4m	None
UK Building Societies ranked 22 - 25	£3m	None
UK Banks and other financial institutions rated Prime 1 by Moody's or equivalent	£5m	16
UK Banks and other financial institutions rated Prime 2 by Moody's or equivalent	£4m	None
UK Banks and other financial institutions rated Prime 3 by Moody's or equivalent	£3m	None
UK based money market funds rated AAA by Moody's or equivalent (per individuals fund)	£5m	13
Registered Charities, public sector bodies and Council owned companies / joint	£5m	None

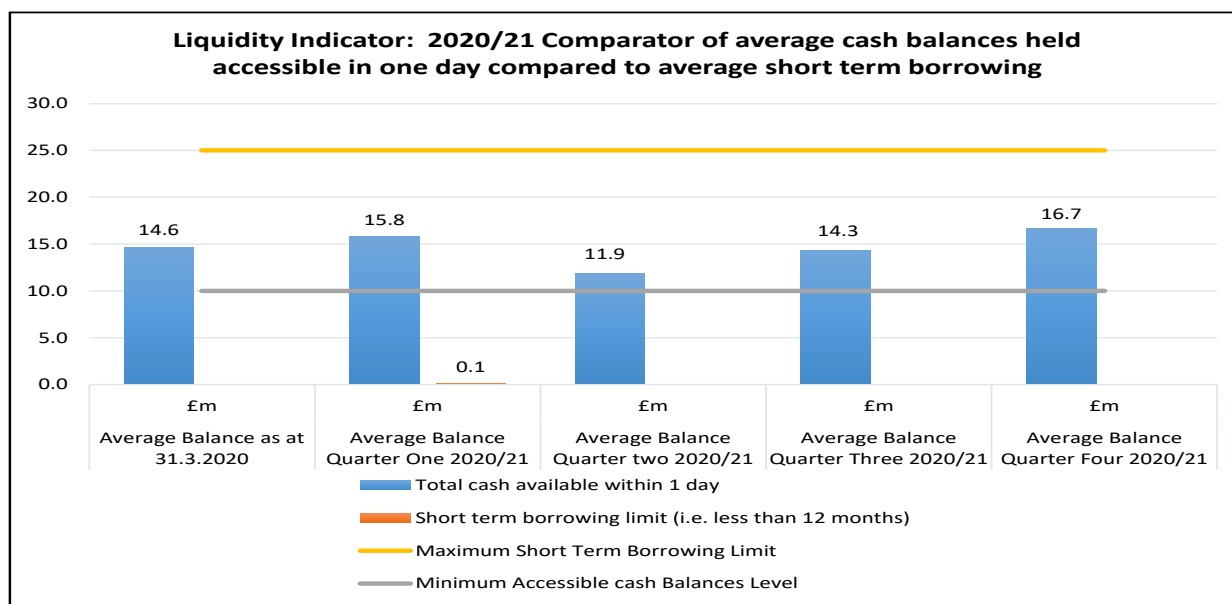


7.4 The Council measures and manages its exposures to treasury management risks using the following voluntary indicators:

- (a) **Liquidity:** The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing (i.e. short term borrowing to support cash flow as opposed to financing delivery of the capital program). During 2020/21 the Council set a minimum cash balances level of £10

Financial Year 2020/21 Annual Treasury Outturn

million for balances that were accessible within one day. On average throughout the financial year balances were in excess of the £10 million minimum threshold as a result of substantial Covid payments received from Central Government. The Council also set a £15 million maximum short term borrowing level as part of its operational boundary and authorised limit. Average short term borrowing was significantly lower than the maximum threshold set throughout the financial year. The graph below details performance against thresholds set per quarter throughout 2020/21.



7.5 Interest Rate Exposures: This indicator is set to control the Council's exposure to interest rate risk. During 2020/21 through the economic impacts of the Covid pandemic, interest rates reduced, reducing returns on investments creating a £17k pressure against the investment income budget. For 2021/22 the investment income budgets have been reduced significantly from £274k to £120k.

Return on Investments	Actual £'000	Budget £'000	Over/ (under)	Actual % Return
Deposit Accounts and Money Market Funds	-16	-66	50	0.11
Fixed Term Deposits	-241	-208	-33	0.69
Total Treasury Investments	-257	-274	17	0.51

7.6 Maturity Structure of Borrowing: This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing as set in the Council's approved Investment & Borrowing Strategy for financial year 2020/21. The table below details performance against the indicator. When excluding long term maturity loans utilised to fund Commercial Property purchases the Council is within the set maturity structure. However when taking into consideration the financing of commercial property the Council exceeds the 50% upper limited on debt in excess of ten years. It should be noted that the loan periods of debt financing commercial property are 45 – 50 years at low financing rates, the financing risk of these properties due to the life span of the financing and the expectation of selling assets to support refinancing, means the debt is still at comparatively low risk.

Financial Year 2020/21 Annual Treasury Outturn

Maturity Structure in accordance with the Investment & Borrowing Strategy	31.3.21 Actual	Upper Limit	Lower Limit	Complied?
Under 12 months	2.85%	0%	50%	Yes
12 months and within 24 months	2.51%	0%	50%	Yes
24 months and within 5 years	7.17%	0%	50%	Yes
5 years and within 10 years	10.89%	0%	50%	Yes
10 years and above	76.58%	0%	50%	See sub table

Analysis of 10 years and above:

10 years and within 15 years	19.35%			
15 years and within 20 years	6.46%			
20 years and within 25 years	6.96%			
25 years and within 30 years	5.64%			
30 years and within 35 years	4.12%			
35 years and within 40 years	1.34%			
40 years and within 45 years	1.11%			
Total 10 years and above excluding Commercial Property	44.98%	0%	50%	Yes
Commercial Property financing - 45 years and within 50 years	31.99%			
Total 10 years and above including Commercial Property	76.97%	0%	50%	No

- 7.7 Principal Sums Invested for Periods Longer than a year:** The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The Council recognises the increasing risk and low returns from short-term unsecured bank investments, however, the period for which funds are invested is determined by the cash flow needs of the Council. Funds are invested for as long as possible, in order to maximise the rate of return, while still ensuring that sufficient funds are available to meet the Council's outgoings. The normal maximum period for which funds may prudently be committed is 12 months. If sufficient funds become available, and market conditions are favourable enough to permit secure longer term investment, funds may, from time to time be invested for longer periods which will offer a better rate of return. However, in order to minimise risk and ensure liquidity, no more than 40% of the Council's funds will be held at any one time in investments longer than 12 months. At 31.3.2021 £14 million of funds were invested beyond the yearend, all of the invested funds will mature before the end of financial year 2021/22.
- 7.8** In respect of changes anticipated in financial year 2021/22, in February 2021 CIPFA launched two consultations on changes to its Prudential Code and Treasury Management Code of Practice. These follow the Public Accounts Committee's recommendation that the prudential framework should be further tightened following continued borrowing by some authorities for investment purposes. These are principles-based consultations and will be followed by more specific proposals later in the year.
- 7.9** In the Prudential Code the key area being addressed is the statement that "local authorities must not borrow more than or in advance of their needs purely in order to profit from the investment of the extra sums borrowed". Other proposed changes

include the sustainability of capital expenditure in accordance with an authority's corporate objectives, i.e. recognising climate, diversity and innovation, commercial investment being proportionate to budgets, expanding the capital strategy section on commercial activities, replacing the "gross debt and the CFR" with the liability benchmark as a graphical prudential indicator.

7.10 Proposed changes to the Treasury Management Code include requiring job specifications and "knowledge and skills" schedules for treasury management roles to be included in the Treasury Management Practices (TMP) document and formally reviewed, a specific treasury management committee for professional clients and a new Treasury Management Procedure 13 on Environmental, Social and Governance Risk Management.

7.11 In conclusion the Section 151 Officer is satisfied that treasury management practices in year have been compliant with the regulatory guidance during financial year 2020/21. The Council has operated in accordance with its approved performance management criteria with the exception of key exceptional events related to the coronavirus pandemic.

8 Appendices

8.1 Appendix A – Full economic outlook from Arlingclose (Council's external Treasury Advisors).

8.2 Appendix B – Details of Commercial and Investment Properties held

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 checked="" type="checkbox"/> |

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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

Economic Outlook Position – Arlingclose

Economic background: The coronavirus pandemic dominated 2020/21, leading to almost the entire planet being in some form of lockdown during the year. The start of the financial year saw many central banks cutting interest rates as lockdowns caused economic activity to grind to a halt. The Bank of England cut Bank Rate to 0.1% and the UK government provided a range of fiscal stimulus measures, the size of which has not been seen in peacetime.

Some good news came in December 2020 as two COVID-19 vaccines were given approval by the UK Medicines and Healthcare products Regulatory Agency (MHRA). The UK vaccine rollout started in earnest; over 31 million people had received their first dose by 31st March.

A Brexit trade deal was agreed with only days to spare before the 11pm 31st December 2020 deadline having been agreed with the European Union on Christmas Eve.

The Bank of England (BoE) held Bank Rate at 0.1% throughout the year but extended its Quantitative Easing programme by £150 billion to £895 billion at its November 2020 meeting. In its March 2021 interest rate announcement, the BoE noted that while GDP would remain low in the near-term due to COVID-19 lockdown restrictions, the easing of these measures means growth is expected to recover strongly later in the year. Inflation is forecast to increase in the near-term and while the economic outlook has improved there are downside risks to the forecast, including from unemployment which is still predicted to rise when the furlough scheme is eventually withdrawn.

Government initiatives supported the economy and the Chancellor announced in the 2021 Budget a further extension to the furlough (Coronavirus Job Retention) scheme until September 2021. Access to support grants was also widened, enabling more self-employed people to be eligible for government help. Since March 2020, the government schemes have helped protect more than 11 million jobs.

Despite the furlough scheme, unemployment still rose. Labour market data showed that in the three months to January 2021 the unemployment rate was 5.0%, in contrast to 3.9% recorded for the same period 12 months ago. Wages rose 4.8% for total pay in nominal terms (4.2% for regular pay) and was up 3.9% in real terms (3.4% for regular pay). Unemployment is still expected to increase once the various government job support schemes come to an end.

Inflation has remained low over the 12 month period. Latest figures showed the annual headline rate of UK Consumer Price Inflation (CPI) fell to 0.4% year/year in February, below expectations (0.8%) and still well below the Bank of England's 2% target. The ONS' preferred measure of CPIH which includes owner-occupied housing was 0.7% year/year (1.0% expected).

After contracting sharply in Q2 (Apr-Jun) 2020 by 19.8% q/q, growth in Q3 and Q4 bounced back by 15.5% and 1.3% respectively. The easing of some lockdown measures in the last quarter of the calendar year enabled construction output to continue, albeit at a much slower pace than the 41.7% rise in the prior quarter. When released, figures for Q1 (Jan-Mar) 2021 are expected to show a decline given the national lockdown.

Financial Year 2020/21 Annual Treasury Outturn

After collapsing at an annualised rate of 31.4% in Q2, the US economy rebounded by 33.4% in Q3 and then a further 4.1% in Q4. The US recovery has been fuelled by three major pandemic relief stimulus packages totalling over \$5 trillion. The Federal Reserve cut its main interest rate to between 0% and 0.25% in March 2020 in response to the pandemic and it has remained at the same level since. Joe Biden became the 46th US president after defeating Donald Trump.

The European Central Bank maintained its base rate at 0% and deposit rate at -0.5% but in December 2020 increased the size of its asset purchase scheme to €1.85 trillion and extended it until March 2022.

Financial markets: Monetary and fiscal stimulus helped provide support for equity markets which rose over the period, with the Dow Jones beating its pre-crisis peak on the back of outperformance by a small number of technology stocks. The FTSE indices performed reasonably well during the period April to November, before being buoyed in December by both the vaccine approval and Brexit deal, which helped give a boost to both the more internationally focused FTSE 100 and the more UK-focused FTSE 250, however they remain lower than their pre-pandemic levels.

Ultra-low interest rates prevailed throughout most of the period, with yields generally falling between April and December 2020. From early in 2021 the improved economic outlook due to the new various stimulus packages (particularly in the US), together with the approval and successful rollout of vaccines, caused government bonds to sell off sharply on the back of expected higher inflation and increased uncertainty, pushing yields higher more quickly than had been anticipated.

The 5-year UK benchmark gilt yield began the financial year at 0.18% before declining to -0.03% at the end of 2020 and then rising strongly to 0.39% by the end of the financial year. Over the same period the 10-year gilt yield fell from 0.31% to 0.19% before rising to 0.84%. The 20-year declined slightly from 0.70% to 0.68% before increasing to 1.36%.

1-month, 3-month and 12-month SONIA bid rates averaged 0.01%, 0.10% and 0.23% respectively over the financial year.

The yield on 2-year US treasuries was 0.16% at the end of the period, up from 0.12% at the beginning of January but down from 0.21% at the start of the financial year. For 10-year treasuries the end of period yield was 1.75%, up from both the beginning of 2021 (0.91%) and the start of the financial year (0.58%).

German bund yields continue to remain negative across most maturities.

Credit review: After spiking in March 2020, credit default swap spreads declined over the remaining period of the year to broadly pre-pandemic levels. The gap in spreads between UK ring-fenced and non-ring-fenced entities remained, albeit Santander UK is still an outlier compared to the other ring-fenced/retail banks. At the end of the period Santander UK was trading the highest at 57bps and Standard Chartered the lowest at 32bps. The other ringfenced banks were trading around 33 and 34bps while Nationwide Building Society was 43bps.

Credit rating actions to the period ending September 2020 have been covered in previous outturn reports. Subsequent credit developments include Moody's downgrading the UK

sovereign rating to Aa3 with a stable outlook which then impacted a number of other UK institutions, banks and local government. In the last quarter of the financial year S&P upgraded Clydesdale Bank to A- and revised Barclay's outlook to stable (from negative) while Moody's downgraded HSBC's Baseline Credit Assessment to baa3 whilst affirming the long-term rating at A1.

The vaccine approval and subsequent rollout programme are both credit positive for the financial services sector in general, but there remains much uncertainty around the extent of the losses banks and building societies will suffer due to the economic slowdown which has resulted due to pandemic-related lockdowns and restrictions. The institutions and durations on the Authority's counterparty list recommended by treasury management advisors Arlingclose remain under constant review, but at the end of the period no changes had been made to the names on the list or the recommended maximum duration of 35 days.

Appendix B

Listing of Commercial and Investment Property held by the Council as at 31.3.2021

Commercial Property Held at 31 March 2021

Name and Address of Property	Property Type	Value at 31.3.2021 £000
Dudley Port Petrol Filling Station, Tipton	Petrol Filling Station	3,700
79 Bath Road, Chippenham	Retail Warehouse	9,200
Lloyds Bank 104 Terminus Road, Eastbourne	Retail	1,800
Aldi/Iceland, Cleveland Gate Retail Park, Gainsborough	Retail Warehouse	5,725
Units 1 to 7, Kennet Enterprise Centre, Hungerford	Industrial	500
303 High Street and 2 Waterside South, Lincoln	Retail	2,850
3&4 The Sector, Newbury Business Park	Office	17,260
London Road Industrial Estate, Newbury	Industrial	7,800
Sainsbury's, High Street, North Allerton	Retail	7,050
Ruddington Fields Business Park, Mere Way, Nottingham	Office	6,600
Total Value of Investments Held		62,485

Investment Property Held at 31 March 2021

Name and Address of Property	Property Type	Value at 31.3.2021 £000
The Stone Building, The Wharf, Newbury, RG14 5AS	Café	25
Pelican Lane Crèche, Pelican Lane,	Children's Nursery	0
Rainbow Nursery, Priory Road, Hungerford, RG17 0AR	Children's Nursery	35
Clappers Farm/Beech Hill Farm, Grazeley, RG7 1JS	Tenanted Smallholding	1,700
Bloomfield Hatch Farm, Grazeley, RG7 3AD	Tenanted Smallholding	1,000
Shaw Social Club, Almond Avenue, Shaw, RG14 1LU	Community Centre	70
Swings n Smiles, Lower Way, Thatcham, RG19 3RR	Children's Day Centre	375
Total Value of Investments Held		3,205

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Environment Strategy Delivery Plan

Committee considering report:	Executive
Date of Committee:	15 th July 2021
Portfolio Member:	Councillor Steve Ardagh-Walter
Date Portfolio Member agreed report:	28 th June 2021
Report Author:	Environment Delivery Team
Forward Plan Ref:	EX4053

1 Purpose of the Report

The purpose of this report is twofold:

- (a) to present the Environment Strategy Delivery Plan for approval and
- (b) to seek agreement of the process for monitoring, updating and reporting progress in relation to the Delivery Plan.

2 Recommendations

2.1 It is recommended that the Executive:

- (a) Approve the Environment Strategy Delivery Plan as included in Appendix C as a first version of the Plan.
- (b) Agree the proposed process for monitoring, updating and reporting on the progress of the plan as detailed in section 5 of this report.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	<p>The Delivery Plan is made up of many projects and actions. Most will require funding of some description (capital, revenue, grant, staff resource etc.). Funding is already in place in existing budgets for a number of the work streams.</p> <p>The Council’s Project Management Methodology (PMM) process will be used for relevant projects and forward planning will seek the required additional funding through the budget setting process. The Environment Board provides the</p>

	<p>governance for this area of work and will have an overview of any financial implications as delivery progresses.</p> <p>There are a number of opportunities to bid for funding from external sources. These will be maximised wherever possible and the correct approval sought from the Section 151 Officer where required.</p>
<p>Human Resource:</p>	<p>There are no direct HR implications as a result of this report.</p> <p>The Environment Delivery Team has had additional resource approved in order to help deliver the projects within the Environment Strategy Delivery Plan.</p> <p>Individual projects may identify HR implications, all of which will be dealt with through the PMM process with governance through Environment Board.</p>
<p>Legal:</p>	<p>There are no direct Legal implications as a result of this report.</p> <p>The Delivery Plan includes projects which may have legal implications. These will be dealt with on a project by project basis through the PMM process. Governance will be provided through Environment Board.</p>
<p>Risk Management:</p>	<p>Where relevant each project included in the Delivery Plan will assess and manage its own risk.</p> <p>A commitment has been made to consider the risks associated with achieving what is set out in the Environment Strategy.</p> <p>A high-level risk register has therefore been developed and is included as an appendix to this report (Appendix E). It will be kept up to date to coincide with reporting to the Environment Board.</p>
<p>Property:</p>	<p>There are no direct property implications as a result of this report.</p> <p>The Delivery Plan includes projects, some of which will have property implications. These will be dealt with through the PMM process with governance through Environment Board.</p>
<p>Policy:</p>	<p>The Delivery Plan includes actions to ensure that the Environment Strategy informs and shapes relevant Council</p>

	policies and plans across the organisation. This is already happening and with relevant training of staff and Members this influence and understanding will become more effective.			
	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		This will need to be dealt with on a project by project basis through the PMM process to ensure delivery does not have a negative impact on equalities.
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		This will need to be dealt with on a project by project basis through the PMM process to ensure delivery does not have a negative impact on equalities.
Environmental Impact:	X			The purpose of the Delivery Plan is to have a positive impact on the environment in numerous ways. It seeks to deliver the Environment Strategy which has a primary target of achieving carbon neutrality by 2030 and has a vision which can be found in section 4 of the Environment Strategy . As the projects within the Delivery Plan are implemented there will be consideration in the detailed planning stages as to whether there are unintended negative environmental impacts that require mitigation.

Environment Strategy Delivery Plan

Health Impact:	X			The projects and activities within the Delivery Plan that are focused on carbon reduction will have health benefits from a reduction in air pollution. The actions within the plan are not purely focused on outcomes that reduce carbon and many seek to improve health and wellbeing as a key benefit.
ICT Impact:		X		There is not a significant ICT impact from the Environment Strategy and its Delivery Plan. If certain projects have a significant ICT requirement this will be highlighted to the relevant Boards and managed through the PMM process.
Digital Services Impact:		X		There is not a significant impact on Digital Services from the Environment Strategy and its Delivery Plan. If certain projects have a requirement that involves Digital Services this will be highlighted to the relevant Boards and managed through the PMM process.

<p>Council Strategy Priorities:</p>	<p>X</p>			<p>The main Council Priority to which the projects and actions within the Delivery Plan contribute is maintain a green district. They will do this in so many ways but will have a key focus on reducing carbon.</p> <p>Other priorities from the Council Strategy that the work helps to deliver are:</p> <p>Support businesses to start, develop and thrive in West Berkshire. The plan seeks to support businesses to be more efficient (especially impacting on energy and waste) and to develop in a green and sustainable way.</p> <p>Develop local infrastructure, including housing, to support and grow the local economy. The plan includes delivering active travel infrastructure, green and blue infrastructure and influencing the environmental standards of other infrastructure, including housing.</p>
<p>Core Business:</p>	<p>X</p>			<p>Through projects set out in the Delivery Plan, the Council will see some of its core business processes improved as the Environment Strategy starts to have an impact.</p> <p>For example, the development of a Social Value Policy that includes environmental factors will impact positively on our procurement outcomes and how they can align with the Environment Strategy and bring environmental benefits.</p>
<p>Data Impact:</p>		<p>X</p>		<p>At this stage it is not envisaged that there will be any data impact by approving the Environment Strategy Delivery Plan. Some projects within the plan may do, but this will be governed through PMM and the monitoring arrangements put in place and described in this report.</p>

<p>Consultation and Engagement:</p>	<p>The Environment Advisory Group have been involved in the development of the Delivery Plan.</p> <p>A period of engagement around the plan took place as described in section 5 of this report. The public and various groups have therefore had the opportunity to comment on the draft delivery plan.</p> <p>Various teams have been consulted within the Council and discussions held at some Senior Management Team meetings. A presentation was given to Service Directors / Heads of Service.</p> <p>All Members have had the opportunity to attend a development session focused around the Environment Strategy and its draft Delivery Plan.</p> <p>Comments on this report specifically have been sought from:</p> <p>Cllr Steve Ardagh-Walter, Cllr Richard Somner, Jon Winstanley, Sue Halliwell,</p> <p>Officers of the Environment Delivery Project Board have also received the report.</p>
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4 Executive Summary

- 4.1 The purpose of this report is to present the Environment Strategy Delivery Plan which incorporates proposed changes in response to feedback recently received. It also sets out the way in which the Delivery Plan will be monitored, updated and reported so our progress in delivering projects and the 2030 target of Carbon Neutrality can be tracked.
- 4.2 Whilst this work to put the right structures in place has been developing, action on delivery against the strategy’s objectives has been progressing. Highlights of projects and actions are included in the report in Section 5 and Figure 2.
- 4.3 As a key part of our wider engagement process on the Delivery Plan, people were encouraged to take part in a survey over a 6 week period. The survey included a range of questions on the content and layout of the Delivery Plan (113 respondents completed the survey in full). Feedback was also sought from key service areas internally, and general responses were received from relevant local organisations and political groups.
- 4.4 96% percent of respondents to the online survey agreed that it was important that West Berkshire Council (WBC) is acting to reduce negative environmental impacts across West Berkshire and they recognised the urgency and rationale behind it. This is really encouraging and shows that there is local support for this work.
- 4.5 The feedback was analysed and the following additional actions have been proposed for inclusion in the Delivery Plan:

Environment Strategy Delivery Plan

- Further develop strategic partnerships and affiliations with stakeholders and organisations including (for example) the Countryside Climate Network and BBOWT;
- Work in conjunction with Thames Water and The Environment Agency to protect the quality of our blue spaces and their banks;
- Work to reduce litter around West Berkshire and promote education and communication on the harmful impacts of dropping litter;
- Work in conjunction with Public Health and Emergency Planning to use new opportunities to publicise information around Heatwaves;
- Develop mandatory WBC staff training on carbon reduction and climate change, as well as specific training where needs are identified (for example, for planners and local developers on how to ensure new developments are resilient to climate change);

4.6 Comments and responses to further suggestions from the feedback are included in the table in section 5.27 of this report.

4.7 The proposed revised version of the Delivery Plan is included in Appendix C. New or amended actions are highlighted in yellow. It will remain a 'live' document with progress monitored through a newly formed Environment Delivery Project Board and reported to the Environment Advisory Group, Environment Board and annually to the Executive.

5 Supporting Information

Introduction

5.1 The purpose of this report is to highlight how the Environment Strategy Delivery Plan has been developed, the feedback that has been received and to present the Plan for approval. The report also seeks agreement of the process for monitoring, updating and reporting progress in relation to the Delivery Plan.

Background

5.2 Figure 1 below summarises the journey so far from the declaration of the Climate Emergency in July 2019 through to the proposal of the Delivery Plan to the Executive via this report.

5.3 The Council unanimously declared a Climate Emergency on 2nd July 2019. As a fundamental part of the response, the Council set a target to achieve Carbon Neutrality for its own operations and for the District as a whole by 2030. This highlighted the fact that the Council, its partners and local communities all need to co-operate to achieve this ambitious and vital target.

5.4 The Local Government Association reports that around 230 Councils have now declared climate emergencies and are working through local partnerships to tackle the impacts of climate change on their local areas. A range of dates have been set across the country for achieving carbon neutrality generally between 2030 and 2050 which is also the national target.

Figure 1: The journey from Declaration to Delivery Plan



5.5 Following the declaration, work to develop an Environment Strategy took place. This was overseen by the Environment Board and influenced by the Environment Advisory Group (EAG). After an extensive period of consultation, the Environment Strategy was finalised and approved by the Executive on 16th July 2020. The Environment Strategy describes the vision for West Berkshire’s environment and specifically how the District needs to respond to climate change. To assist in this response a dedicated Environment Delivery Team was established within the Environment Department to help support the work of the Council in achieving the 2030 target and delivering the objectives of the strategy.

Highlights of delivery to date

5.6 Figure 1 and the commentary so far focuses on putting the structures in place to support delivery. It highlights the strategy development and the work to produce the Delivery Plan as well as the establishment of a new team. It is important to acknowledge that delivery of projects and actions against the strategic objectives of the Environment Strategy has been ongoing during this period. There has been significant activity and momentum is growing all the time in this important area of work.

5.7 Figure 2 lists some highlights of this activity. A full report detailing the progress with delivering the Environment Strategy will be brought to the Executive in the autumn. This will be the first strategy progress report and update on the Council’s carbon footprint. This reporting will then happen on an annual basis.

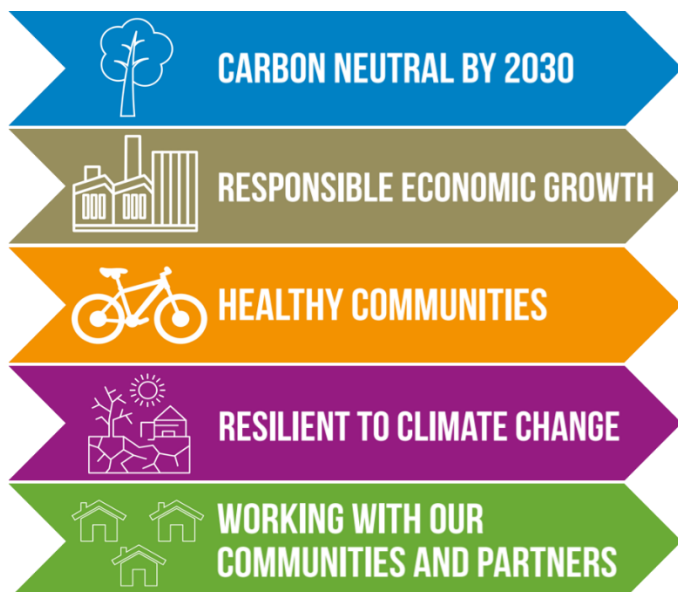
Figure 2: Highlights of delivery to date



Development of the Environment Strategy Delivery Plan

- 5.8 A comprehensive Environment Strategy Delivery Plan has been developed to facilitate the aspirations set out in the Environment Strategy. It provides a framework which includes broad timescales, responsibilities and indicative levels of carbon savings (where relevant) for each action.
- 5.9 In order to reflect the Environment Strategy, the actions are divided into the Strategic Objectives contained in the Strategy. These 5 objectives are shown in Figure 3.

Figure 3: Strategic Objectives of the Environment Strategy



5.10 It's important to note that Appendix C is an Environment Strategy Delivery Plan, as opposed to a Carbon Reduction Delivery Plan, and although there is an overarching target to achieve carbon neutrality for West Berkshire by 2030, there are also other actions which won't necessarily result in a carbon reduction. These are important for other reasons such as improving health and wellbeing or increasing people's understanding and appreciation of nature which, in turn, will be a vital part of encouraging people to take action.

5.11 The Environment Delivery Team completed a cross referencing exercise to ensure that all the commitments and 'we will' statements within the Environment Strategy were captured and linked to an action or project in the Delivery Plan.

5.12 The development of the Delivery Plan has involved lots of cross – team working in order to ensure that the actions and projects included are an accurate representation of the work taking place and planned across the Council. This will remain evolving work as the Council's journey continues and new opportunities are taken by various teams to contribute to improving our environment.

Engagement

5.13 In addition to seeking input from teams across the organisation, engagement included holding a development session open to all Elected Members. This was held on 22nd March and covered an extensive range of subjects relevant to the Environment Strategy and its delivery.

5.14 The ways in which we have sought to engage with the public in relation to the Delivery Plan are as described below:

- Publishing the draft Delivery Plan in 2 different formats, along with a summary version, on the Council's website (a full PDF version and an excel version with a tab

per theme) so people could read the detail as well as decide which version they found most user- friendly.

- Publicising the Draft Environment Strategy Delivery plan in the Environment Newsletter.
- Hosting a 'Facebook live' event where residents could interact with the Executive Member for the Environment and the Service Director for the Environment Department to ask questions and voice their views. The questions asked and answers provided are available to view on the on the [Environment Strategy Delivery Plan page](#) on the Council's website.
- The Environment Delivery Team were invited to attend a meeting hosted by WBGE (West Berkshire Green Exchange), where the Draft Delivery Plan was discussed and participants had the chance to voice their views and ask questions.
- Hosting a 6-week online survey (paper copies were also made available) which ran from 15/03/2021 to 26/04/2021. The survey included a range of questions on the content and layout of the Delivery Plan and provided the public with ample opportunity to state their views on the actions they found most effective and/ or important as well as a platform to suggest new ideas.

5.15 Further details regarding the responses to the survey questions can be found in Appendix D. Overall there were 189 responses to the survey and, during the data cleansing process 13 were removed because respondents had only answered the first 'who are you' question. There were also 63 respondents who abandoned the survey after question 2. Therefore there were 113 respondents who completed all questions in the survey. The percentages given in Appendix D are based on the answers from these 113 respondents.

5.16 Various additional responses to the survey were received separately via email from individuals, environmental groups and political parties. These have been looked at separately and appropriate responses to comments and suggestions considered.

5.17 Further follow-up meetings with key internal staff were held to discuss some of the feedback and the inaugural Environment Delivery Project Board Meeting was held where further feedback was received.

5.18 The feedback has been collated and officers have read through all the responses and recommendations received. Common themes have been identified, and appropriate and viable changes have been taken into account.

Key Findings from the feedback

5.19 The vast majority of respondents categorised themselves as 'individual residents' and although we captured some residents who were part of existing community groups, we would like to conduct some other surveys specifically aimed at the local school and business communities so that we have a full complement of views. This additional engagement can take place as the delivery of the plan progresses through planned wider interaction with these specific communities.

5.20 96% percent of respondents to the online survey agreed that it was important that the Council is acting to reduce negative environmental impacts across West Berkshire and they recognised the urgency and rationale behind it.

- 5.21 The survey asked residents to select their 'top 5' actions that they believed would be most effective, '*CN010 - Investigate a joined up approach to natural regeneration including comprehensive mapping of the District to identify opportunities for rewilding, tree planting, carbon capture and habitat conservation and creation across West Berkshire*' was selected most frequently as the first choice.
- 5.22 Although not all respondents selected specific actions from the Delivery Plan the most important themes were clear. Biodiversity and Tree Planting was selected as the most effective (in particular, action CN010), this was followed by Renewable Energy and Waste Reduction and Recycling.
- 5.23 It's also worth noting that although it didn't make it into the most frequently chosen, action, '*REG008 - Lobby for high environmental standards to be reflected in national Building Control standards and engage with consultations*' and similar themes were selected a significant number of times.
- 5.24 Respondents were asked for suggestions on additional actions to include in the Delivery Plan, the top 5 most frequent answers were as follows:
- Quantify the carbon reduction targets;
 - Improve recycling and access to recycling banks/bins;
 - Provide specific communications with residents and set up a resident committee;
 - Increase the numbers of Electric Vehicle charge points;
 - Commitment to only build on brown-field sites.
- 5.25 A question was also asked in relation to how the layout/ presentation of the Delivery Plan could be improved. The top 5 most frequent answers to this were as follows:
- Better quantification of the carbon savings
 - Cost estimates of the action
 - Hyperlinks to relevant information
 - Simpler language/more commitment to the actions through wording e.g ('we will build a solar farm' as opposed to 'we will investigate building a solar farm')
 - More accurate timescales.
- 5.26 It is also worth noting that 42% of respondents claimed they never used the website to search for environmental information and, of those that do, the most frequently searched topic is recycling and waste collection.
- 5.27 The survey asked how we could best support residents to be more sustainable. The top 5 most frequent answers to this were as follows:
- Supporting and encouraging residents to recycle more, provide more sites for recycling that don't require driving to access;
 - Improve communications and make them more often:
 - make use of council tax bills to communicate key messages/schemes/resident action;
 - weekly column in the Newbury Weekly News/radio about climate action
 - Invest in local sustainable transport and EV infrastructure;

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- Address litter problem – increase fines for it, teach about it in schools, more frequent bin collections to reduce need to litter;
- Communicate grants and schemes that residents can take advantage of, e.g. insulation.

5.28 In terms of capturing the environmental work that is already taking place within the communities of West Berkshire, the use of social media as well as suggestions for a weekly column in the Newbury Weekly News featured heavily.

5.29 It is clear from the answers received that a lot of residents are already participating in a wide range of actions to reduce their own carbon footprint and there is a real appetite for further action on climate change.

Next steps informed by feedback

5.30 The engagement undertaken has proved to be really valuable, not only in providing some new ideas but also reinforcing the importance of several actions we have already committed to, such as the quantification of carbon savings for the relevant actions in the Delivery Plan.

5.31 Table 1 below summarises some of the ideas that occurred most often, as well as new ideas that are viable for inclusion within the plan. These results incorporate the feedback received via the survey as well as the additional feedback received separately from community groups, political parties and individuals. Please note, this table is not an exhaustive list and some suggestions require further investigation – this reflects the fact that the Delivery Plan will remain a ‘live’ document and be updated regularly. The process for review and updating is described in the next section ‘Monitoring, Review and Progress Reporting’.

Table 1: Key themes to be taken forward within the Delivery Plan	
Themes/suggestions from the various forms of engagement	Response / proposed action
Energy efficient buildings – high standards for new builds	The Local Plan Review process is where the Council can set policies around having high standards for new development in terms of energy efficiency, incorporating renewable energy, etc. Feedback on a proposed policy is being listened to and a revised version will be included in the Regulation 19 consultation.
WBC’s Environment Delivery Team with the Planners to incorporate climate change into the design of buildings, e.g. taking advantage of	An action on mandatory staff training on climate change and carbon reduction has been included in the latest version of the Delivery Plan. This includes general

<p>natural light/ using ventilation/ placement of buildings etc and add this as an action</p>	<p>training for staff, as well as more specific training where a need or opportunity is identified such as looking with planners at building design and engineers at the impact of carbon in infrastructure planning and delivery</p>
<p>Commitment to only build on brown-field sites</p>	<p>The Local Plan review process works through options for locations of new development. A significant proportion of the new development is guided by the numbers of new homes required to be provided in West Berkshire. Given the scale of the task, whilst previously developed land (brownfield sites) is preferred, there is not the scope to limit sites to brownfield only. Extending existing urban areas is necessary to plan for the right level of housing provision. In doing this, connection to and enhancement of the existing infrastructure and facilities is sought.</p>
<p>Increase the number of electric vehicle charging points</p>	<p>This will be happening as set out in the ULEV strategy and advertised in the Environment Newsletter. We will work with Parish and Town Councils to identify possible locations for future charging points following a pilot phase. We will consider the best ways of communicating the presence of these charging points and how to use them. A dedicated email address has been set up for all queries relating to EVs and charging infrastructure EV@westberks.gov.uk</p>
<p>Under RC008 the target to reuse, recycle and compost at least 60% of waste was referred to as 'unambitious'.</p>	<p>This target is in line with Government targets and given the high level of waste generated in West Berkshire this does represent an ambitious aim. Further consideration will be given to how best to communicate the rationale of this target to residents.</p>
<p>Improvement of kerbside recycling (i.e. increased variety of items accepted, particularly plastics) and provide greater access to recycling banks.</p>	<p>The specific comments will be considered by the Waste Management Team. Comments relating to the recent plastic recycling trial will be considered as part of the review of that trial. (These comments</p>

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<p>Supporting residents to recycle more, encourage it, provide more sites to recycle at that don't require driving.</p> <p>Address litter problem – increase fines for it, teach about it in schools, more frequent bin collections to reduce need to litter</p>	<p>were that it was not sustainable to drive long distances in order to recycle specific plastics and the trial would be affected by some locations being at the HWRCs that require booking slots in advance.)</p> <p>This is something we can investigate and the Eco Schools Programme includes a litter topic.</p>
<p>Communicate relevant grants and schemes that residents can take advantage of, e.g. insulation</p>	<p>This already occurs but we can investigate how we can be more proactive in our approach and use our website more fully to provide relevant information. This could be linked to the increased social media / weekly column requests.</p>
<p>Add in an action about Heat Wave Planning.</p>	<p>An action on Heat Wave Planning has been drafted and included in the latest version of the Delivery Plan.</p>
<p>Less frequent mowing of hedgerows</p>	<p>This has already happened in some locations and is linked with the increase in development of wildflower verges through the Council's project being delivered by BBOWT. Further opportunities to reduce mowing regimes for appropriate locations to improve biodiversity can be considered.</p>
<p>Investigate the possibility of introducing new species as a result of the change in temperature due to climate change</p>	<p>An action on investigating the introduction of new species has been considered for inclusion in the Delivery Plan. However, the introduction of new species is complex and is a process governed by Natural England. It is understood that it would take a lot of time to work through the process. It is not considered worthwhile if a specific or significant need or benefit has not been identified for West Berkshire. This has therefore not been included as an action in the Delivery Plan.</p>
<p>Relevant actions should have an estimated carbon saving associated with them. There was also reference to breaking CO₂ down per resident</p>	<p>The Environment Delivery Team are engaging with consultants to assist in calculating carbon savings for each relevant action for inclusion in the Delivery</p>

Environment Strategy Delivery Plan

<p>(quoting the 5.8 tonnes pp per annum figure from the Environment Strategy).</p>	<p>Plan. The figures quoted in the strategy are likely to be referred to in this work.</p>
<p>Actions should have estimated costs associated with them.</p>	<p>It is recognised that the cost of the actions and projects is something that is of interest and it is an important element of the planning for delivery. As specific projects become more developed there will be links included in the Delivery Plan to further information pages on the Council's website. Costs of projects will be included in this further information. In the meantime in order to further enhance the information provided in the Delivery Plan indicative levels of investment represented by one, two or three '£' symbols will be included against actions. This will be included as one of the first monthly plan updates.</p>
<p>Actions should have more definitive timescales associated with them</p>	<p>It is recognised that this is desirable detail to include. As above, for those projects where there are links to further information pages, the timescales will be provided in more detail. However, at this stage, this is not feasible for all entries due to the high number and complexity of the individual projects that make up the Delivery Plan.</p>
<p>Archaeology should be added as a consultee on relevant actions in the Delivery Plan</p>	<p>The Environment Delivery Team will ensure that Archaeology are consulted where relevant.</p>
<p>Improving water quality and enforcement around water quality was suggested as an action.</p>	<p>As this is the remit of Thames Water and The Environment Agency, the Delivery Plan has been reworded to encompass them as partners and a separate action has been proposed.</p>
<p>Specific communications with residents & resident committee</p>	<p>We have a comprehensive communications plan and there is already a resident forum. A recent initiative as a result of a request to the Council has been to set up a Climate forum for Parish and Town Councils. Residents are therefore encouraged to engage with their local Parish or Town Council over environmental matters and any questions or suggestions can be raised at this forum.</p>

Weekly column in the 'Newbury Weekly News'	Positive discussions have started as a result of this suggestion as we explore media partnerships to support our environmental objectives
Use simpler 'jargon- free language'	We will provide a glossary on our webpage to help provide a better understanding of some of the more technical terms.
Provide hyperlinks to relevant information	Where relevant, hyperlinks will be provided in the Delivery Plan, to link to further information for each activity/ project. Starting with a link to the 'School Streets' Initiative.
There is currently no means of allowing Councillors or members of the public to examine the metrics by which WBC classifies the Actions as "In Progress" or "on track". We would like this addressed and made more transparent."	Due to the high number and complex nature of the individual projects, it would be too time consuming and complex to devise a 'one size fits all' methodology to update on progress. We chose language that we thought would be self- explanatory in terms of updating on progress. Also, the hyperlinks to information will give a more detailed view should residents require that.

Monitoring, Review and Progress Reporting

- 5.32 In order to monitor progress against the Delivery Plan and provide the opportunity for regular review, an Environment Delivery Project Board (EDPB) has been established comprising relevant Officers. The Board meets on a monthly basis and progress is recorded via a monitoring spreadsheet.
- 5.33 Any significant changes, such as additions, deletions or significant changes to actions will be referred from the EDPB to the Environment Board for approval.
- 5.34 A log of changes will be regularly updated by the Environment Delivery Team to keep a record of what has been changed and the rationale behind it. This log can be included as part of the annual reporting process.
- 5.35 The Delivery Plan on the website will be updated on a monthly basis, according to the information received via the monitoring spreadsheet and EDPB meetings. The date will be noted on the website of the last update to ensure transparency.
- 5.36 An annual progress report will be compiled and reported to the Executive each year. The first of these progress reports will be published this autumn. This will include progress towards the Council becoming carbon neutral and also actions and activities across the wider West Berkshire community.

- 5.37 We have a comprehensive communications plan and will be engaging with residents, community groups, schools, local businesses and the farming community going forward. This will provide the opportunity for ongoing liaison regarding the Delivery Plan and help with reporting progress. The communications plan covers how we will provide information to the various communities identified and what will be put in place or is already in place to improve engagement rather than just one-way information sharing. Examples of new initiatives started as a result of the communications plan and engagement work are the monthly Environment newsletter and the establishment of the West Berkshire Parish Climate Forum which meets every 5-6 weeks.
- 5.38 The Environment Delivery Team will regularly liaise with and update The Environment Board on progress made, as well as the Environment Advisory Group. Formal updates will be provided to these groups twice a year in addition to more regular specific project updates as and when appropriate.

6 Other options considered

- 6.1 It's acknowledged that there were different methods that could have been used to gather feedback and update the Draft Delivery Plan but these were considered to be the most practical and effective methods, given the resource and time scales available.
- 6.2 The desire to have carbon savings set out clearly for each action (where relevant) and to provide a 'route map' showing how these actions collectively contribute to the achievement of the overall 2030 net zero target comes through clearly in the feedback received. Achievement of this is complex and would have added unacceptable delay to the communication of the Delivery Plan. It is therefore not an option that was chosen to deliver at this stage. It is work that has been started and will be communicated as the Delivery Plan progresses and is updated. It is helpful that feedback has highlighted the importance of this work. Alongside this it is planned to develop a simple, visual way of demonstrating progress in delivering the plan and moving towards our 2030 target.

7 Conclusion

- 7.1 It's clear that residents recognise that action needs to be taken to reduce West Berkshire's carbon emissions, and the majority of residents who completed the survey are keen to offer ideas and get involved, which is really positive.
- 7.2 This report includes the proposed actions to be taken and updates to be made as a result of the feedback received. It also includes the rationale behind suggestions which cannot be taken forward for practical reasons, as well as details on the actions that are already being progressed.
- 7.3 In addition to the extensive engagement that took place when the Environment Strategy was developed, there has been further engagement on this Delivery Plan. This engagement is wholly appropriate given the importance of this work and the need for the whole West Berkshire Community to work together to achieve the goal of carbon neutrality. The helpful range of feedback received has highlighted gaps in the plan, endorsed areas that had already been identified as work still to do, and raised some further suggestions for consideration. New or amended entries in the Delivery Plan as a result of feedback are highlighted in yellow in Appendix C.

Environment Strategy Delivery Plan

- 7.4 It is recognised that this Delivery Plan will be subject to change, as and when required, in order to keep up to date with the various projects included within it. Further carbon reduction activities and projects which will arise in the future and will be added to the Plan making it a 'live' document which requires regular monitoring. This monitoring process has been described and the EDPB will be a key group in ensuring the plan remains up to date and issues and highlights with progress are reported to the relevant groups.
- 7.5 The approval that is sought through the recommendation in section 2 is the agreement of a 'first version' of the plan (Appendix C), recognising that it will remain 'live' and the agreement of the monitoring, updating and reporting processes. Executive approval of these matters will then enable the publishing of this first version on the [website](#) and progress will continue with the various actions and projects.

8 Appendices

- 8.1 Appendix A – Equalities Impact Assessment
- 8.2 Appendix B – Data Protection Impact Assessment
- 8.3 Appendix C – Environment Strategy Delivery Plan
- 8.4 Appendix D - Environment Strategy Draft Delivery Plan Survey Results Summary
- 8.5 Appendix E – Environment Strategy Delivery Plan Risk Register

Background Papers:

The Environment Strategy was approved by the Executive in July 2020 – the papers relating to that decision can be found [here](#) and the [published strategy](#) is on the website.

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: The Environment Strategy Delivery Plan will have impacts across the District

Officer details:

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Document Control

Document Ref:	EX4053 ES Delivery Plan	Date Created:	07.06.2021
Version:	2.0	Date Modified:	09.06.2021
Author:	Helen Ramsey / Jenny Graham		
Owning Service	Environment Department		

Change History

Version	Date	Description	Change ID
1	07.06.2021	Version for circulation for comments	
2	09.06.2021	Version for Corporate Board incorporating senior officer feedback	HR / JG
3	21.06.2021	CB comments taken on board and changes made	HR / JG
4	24.06.2021	Further changes reflecting CB and senior officer feedback	JG

Appendix A

Equality Impact Assessment (EqIA) - Stage One

What is the proposed decision that you are asking the Executive to make:	To approve the Environment Strategy Delivery Plan and the process for keeping it up to date.
Summary of relevant legislation:	N/A
Does the proposed decision conflict with any of the Council’s priorities for improvement? <ul style="list-style-type: none"> • Ensure our vulnerable children and adults achieve better outcomes • Support everyone to reach their full potential • Support businesses to start develop and thrive in West Berkshire • Develop local infrastructure including housing to support and grow the local economy Maintain a green district • Ensure sustainable services through innovation and partnerships 	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Name of Budget Holder:	There are a number of budget holders relating to various actions and projects within the Delivery Plan.
Name of Service/Directorate:	Environment Department, Place Directorate
Name of assessor:	Jenny Graham
Date of assessment:	08/06 2021
Version and release date (if applicable):	

Is this a ?		Is this policy, strategy, function or service ... ?	
Policy	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	New or proposed	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Strategy	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Already exists and is being reviewed	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Function	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Is changing	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Service	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		

(1) What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To approve a first version of the Environment Strategy Delivery Plan
Objectives:	The overall objective is to have a framework of actions for delivery that will contribute to achieving net zero carbon across the District.
Outcomes:	Carbon reduction is linked into the Council strategy framework and influences plans, policies and decisions across the organisation. Local communities, businesses, schools and other organisations across West Berkshire are engaged in climate action and contributing to the district target of carbon neutrality by 2030.
Benefits:	Reduced carbon emissions and the associated environmental and public health benefits.

(2) Which groups might be affected and how? Is it positively or negatively and what sources of information have been used to determine this?		
Group Affected	What might be the effect?	Information to support this
Age	None	The Environment Strategy Delivery Plan for West Berkshire would be unlikely to have any more impact on a person with a protected characteristic than on anyone else.
Disability	None	The Environment Strategy Delivery Plan for West Berkshire would be unlikely to have any more impact on a person with a protected characteristic than on anyone else.
Gender Reassignment	None	The Environment Strategy Delivery Plan for West Berkshire would be unlikely to have any more impact on a person with a protected characteristic than on anyone else.

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Marriage and Civil Partnership	None	The Environment Strategy Delivery Plan for West Berkshire would be unlikely to have any more impact on a person with a protected characteristic than on anyone else.
Pregnancy and Maternity	None	The Environment Strategy Delivery Plan for West Berkshire would be unlikely to have any more impact on a person with a protected characteristic than on anyone else.
Race	None	The Environment Strategy Delivery Plan for West Berkshire would be unlikely to have any more impact on a person with a protected characteristic than on anyone else.
Religion or Belief	None	The Environment Strategy Delivery Plan for West Berkshire would be unlikely to have any more impact on a person with a protected characteristic than on anyone else.
Sex	None	The Environment Strategy Delivery Plan for West Berkshire would be unlikely to have any more impact on a person with a protected characteristic than on anyone else.
Sexual Orientation	None	The Environment Strategy Delivery Plan for West Berkshire would be unlikely to have any more impact on a person with a protected characteristic than on anyone else.
Further Comments:		
The Delivery Plan contains a wide range of projects and actions. It is considered appropriate that a review of equalities takes place as part of the project development		

and project management stages of relevant actions and projects. This will ensure that, at a more detailed level, individual actions are in line with equalities legislation.

(3) Result	
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<p>As projects included in the Delivery Plan evolve there will need to be careful assessment on where investment goes to ensure that actions benefit as many people in the district as possible e.g. rural/urban compromise on infrastructure, sustainable transport solutions, environmental enhancements etc. This can be picked up through the Project Management Methodology associated with these projects individually and oversight through the Environment Board will be key.</p>	
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"/>
<p>In general the answer is no but this is difficult to predict. As above there will need to be careful consideration about the projects that are progressed to deliver the Environment Strategy. There are views expressed in the original consultation on the strategy that would suggest some solutions to climate change are unpopular and may cause some adverse impact. This will need to be evaluated against the gains the majority may experience e.g. infrastructure will be desirable to some but not all, reducing car travel is difficult for some rural communities, businesses may not want to see green initiatives push up the cost of trading etc.</p>	

(4) Identify next steps as appropriate:	
EqlA Stage 2 required	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Not for the Delivery Plan generally but need to be mindful of impacts of individual projects as they are progressed.
Owner of EqlA Stage Two:	
Timescale for EqlA Stage Two:	

Name: Jenny Graham

Date: 08.06.2021

Appendix B

Data Protection Impact Assessment – Stage One

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

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

Directorate:	Place
Service:	Environment Department
Team:	Environment Delivery Team
Lead Officer:	Jenny Graham
Title of Project/System:	Environment Strategy Delivery Plan
Date of Assessment:	08.06.2021

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

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

	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"/>
<p>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</p>		

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.

Environment Strategy Delivery Plan

STRATEGIC OBJECTIVE: CARBON NEUTRAL BY 2030								
Ref	Actions	Performance Measures	Timescale		Responsibility	Comment / Progress	Predicted Carbon Saving Impact	Links to the Environment Strategy: Statements of Commitment
			Start	Complete				
CN001	Undertake an assessment of West Berkshire Council's current assets and building portfolio in order to establish the opportunity and technical requirements / constraints for installing renewable energy technology	Assessments completed for all relevant Council assets	Short term	Short term	WBC Env Delivery	In progress, on track	Necessary pre-delivery work	Foreword: Installing more solar panels across our estate 6.1.2 Buildings: Review of our own services and support functions in relation to use of buildings and reducing carbon
CN002	Use the results of the assessment created (ref CN001) to develop a rolling programme for the installation of renewable energy technology across the Council's assets and building portfolio	2 Megawatts of solar panels installed	Short term	Medium term	WBC Env Delivery	In progress, on track	High	Foreword: Installing more solar panels across our estate 5.1 Carbon neutral by 2030: Increasing the deployment of renewable energy technology across the Council's estate. Renewable energy infrastructure will be installed on all Council sites where it is feasible to do so
CN003	Using the principles of GHG protocol, establish a carbon footprint baseline for West Berkshire Council, and a robust methodology that is repeatable on an annual basis, in order to monitor progress towards carbon neutrality in 2030	An agreed Carbon Management System has been established	Short term	Short term	WBC Env Delivery	Complete	Medium	Foreword: Conduct council carbon audit 6.2.2 Managing our own carbon budget: In managing our own carbon budget we will: - Define the types of emissions that should be included; - Understand these emissions by our operations. - Provide greater certainty on how emission levels will change in a business as usual scenario; and - Develop a series of options and actions for delivery of a carbon neutral Council by 2030
CN004	Deliver the actions as identified within the Council's ULEV Strategy, to include: Installation of Electric Vehicle Chargepoints and ensure 25% of the Council's fleet uses ULEV by 2022	All actions in the ULEV strategy are met	Short term	Medium term	WBC Env Delivery / WBC Network Management	In progress, on track	High	5.1 Carbon neutral by 2030: Replacing existing ICE vehicles on the Council's fleet with ULEV
CN005	Work with stakeholders and central energy contract electricity suppliers to ensure that the Council's electricity supply is from confirmed 'green' / renewable sources	100% of the Council's electricity supply comes from renewable sources	Short term	Short term	WBC Env Delivery	In progress, on track	High	6.1.3 Energy: Work with local suppliers, community energy co-operatives and similar groups to invest in renewable energy in the district
CN006	Assess the requirements and criteria for West Berkshire Council obtaining the PAS 2060 Carbon Neutrality quality standard for its own operations. Report findings to Environment Board	The PAS 2060 carbon neutrality quality standard has been researched and presented	Short term	Short term	WBC Env Delivery	In progress, on track	TBC	Not mentioned
CN007	Design and undertake a programme of robust standardised audits of the Council's building portfolio to identify key criteria such as energy consumption profiles, thermal efficiency, levels of insulation, heating system condition and efficiency etc	Audits of Council buildings have been conducted and potential improvements have been identified	Short term	Medium term	WBC Env Delivery/WBC Property Team	Not started	High	6.1.2 Buildings: Review of our own services and support functions in relation to use of buildings and reducing carbon. 6.1.2 Buildings: All Council new build or refurbishment projects will take into consideration their carbon impacts 6.1.2 Buildings: Explore ways to make retrofitting insulation and energy efficient heating systems more economically viable
CN008	Liaising with key stakeholders, undertake to complete a Local Area Energy Plan (including mapping exercise) for the district so that current and future energy requirements, the potential impact on carbon neutrality ambitions, and potential opportunities are all better understood	Completion of Local Area Energy Plan	Short term	Medium term	WBC Env Delivery	In progress, on track	TBC	5.1 Carbon neutral by 2030: Energy mapping and master planning 6.1.2 Buildings: Advise residents and businesses of best practice where possible 6.1.3 Energy: Undertake energy mapping and master planning for the district (in order to better understand what opportunities and limitations there are for district heating schemes with existing buildings and future developments)

CN009	Ensure that the Council actively monitors and participates in relevant national / regional strategic and policy consultations to represent West Berkshire and 'green' interests. Cross service coordination will provide effective response	A comprehensive log is kept to ensure participation takes place	Short term	Ongoing	Various WBC Teams	In progress, on track	Low	Not mentioned
CN010	Investigate a joined up approach to natural regeneration including comprehensive mapping of the District to identify opportunities for rewilding, tree planting, carbon capture and habitat conservation and creation across West Berkshire	Agree an approach and implement the necessary actions	Short term	Ongoing	WBC Env Delivery/WBC Countryside /WBC Planning	In progress, on track	High	5.1 Carbon neutral by 2030:Carbon sequestration such as large scale tree planting e.g. through schemes such as the Woodland Carbon Code and Associated Funds 6.1.5 Protecting and Enhancing our Natural Environment: Expand our tree planting programme in suitable locations across the district to enhance the natural environment and help reduce greenhouse gases and impurities in the atmosphere 6.1.5 Protecting and Enhancing our Natural Environment: 'Green' our towns by supporting the creation of more green zones and planting more urban trees
CN011	Explore the opportunity for procuring new land assets with the aim of supporting the Council's renewable and carbon offsetting objectives	Potential new land assets are sourced to accommodate renewables and/or carbon offsetting activities	Short term	Medium term	WBC Env Delivery	Not started	Medium/High	Not mentioned
CN012	Research accredited carbon offsetting schemes for potential Council participation	Carbon offsetting options are identified	Short term	Short term	WBC Env Delivery	Not started	Medium/High	Foreword: There are also other projects that we intend to explore in the coming years which, alongside mitigation and offsetting activities, will help us along the path to a greener and carbon neutral West Berkshire by 2030
CN013	Undertake a scheme of urban tree planting	Urban tree planting has taken place and the impact is recorded quantitatively such as percentage increase in canopy cover per area	Short term	Medium term	WBC Countryside	In progress, on track	Low	5.1 Carbon neutral by 2030:Carbon sequestration such as large scale tree planting e.g. through schemes such as the Woodland Carbon Code and Associated Fund 6.1.5 Protecting and Enhancing our Natural Environment: Expand our tree planting programme in suitable locations across the district to enhance the natural environment and help reduce greenhouse gases and impurities in the atmosphere 6.1.5 Protecting and Enhancing our Natural Environment: 'Green' our towns by supporting the creation of more green zones and planting more urban trees
CN014	Assess Council land assets for the potential for a solar farm and, subject to identifying suitable sites, engage with specialist contractors and the LPA to develop a detailed feasibility and business case for each identified site	Energy is generated from renewable sources	Short term	Medium term	WBC Env Delivery	In progress, on track	High	6.1.3 Energy: Work with local suppliers, community energy co-operatives and similar groups to invest in renewable energy in the district
CN015	Subject to any necessary planning consents and the outcomes of CN014, install new solar farms on council land assets	Delivery of solar farms to contribute to the target of 21.5 megawatts.	Short term	Medium term	WBC Env Delivery	In progress, on track	High	5.1 Carbon neutral by 2030 : Renewable energy infrastructure will be installed on all Council sites where it is feasible to do so
CN016	Work with stakeholders and support community groups to develop community proposals for the installation of renewable technology	Proposals for renewable energy are developed.	Short term	Ongoing	WBC Env Delivery	In progress, on track	Low/Medium/High	6.1.2 Buildings: Advise residents and businesses of best practice where possible
CN017	Using data from the Council's carbon footprint and other relevant sources, establish a methodology to assign annual carbon budgets to Council Directorates and operations	Carbon budgets are established within the Council	Short term	Medium term	WBC Env Delivery	In progress, on track	Low/Medium	5.1 Carbon neutral by 2030: Setting individual 'carbon budgets' for Council based operations 6.2.2 Managing our own carbon budget: Introduce a series of 'Carbon Budgets' for Council activities and our estate
CN018	Adapt Committee Report templates to include a requirement to identify the potential environmental / carbon impact assessment. Put in place guidance and training to ensure that officers are able to make this assessment	Ensure that there is an assessment of the environmental impact of every Committee decision taken by the Council	Short term	Short term	WBC Env Delivery	In progress, on track	Medium	Not mentioned
CN019	Work closely with landowners and farming/ agricultural communities to explore opportunities for natural sequestration through environmental land management techniques	Contacts are created within these communities and work has been conducted together to find opportunities	Short term	Ongoing	WBC Env Delivery	Not started	Medium/High	5.1 Carbon neutral by 2030:Carbon sequestration such as large scale tree planting e.g. through schemes such as the Woodland Carbon Code and Associated Fund 5.5 Working with our communities: Work closely with landowners and farming / agricultural communities to explore opportunities for natural sequestration through environmental and land management techniques

CN020	Work with public transport operators to support the recovery of passenger numbers following COVID	Passenger numbers return to pre-COVID levels	Short term	Medium term	Transport Services Team/WBC Env Delivery	Not started	Low	6.1.1 Sustainable transport: Working with public transport operators to improve the use of public transport
CN021	Subject to the achievement of CN020 and the receipt of further information on post - COVID travel patterns, work with public transport operators to increase the use of public transport.	Increased numbers of passengers on public transport	Medium Term	Ongoing	Transport Services Team/WBC Env Delivery	Not started	Medium	6.1.1 Sustainable transport: Working with public transport operators to improve the use of public transport 6.1.1 Sustainable Transport: Working with the Government, regional and local partners to enhance rail infrastructure
CN022	Develop climate change bond scheme (community municipal investment)	climate change bond scheme (community municipal investment) launched	Short term	Short term	Finance	Complete	Low/Medium	5.1 Carbon neutral by 2030: Exploring the use of 'Climate Change Bonds' to help deliver a wide variety of infrastructure projects
CN023	Identify and develop other opportunities for further Community Municipal Investment (CMI) bonds to deliver efficient environmental benefits	Additional climate change bond scheme (community municipal investment) launched	Medium Term	Medium term	Finance	Not started	Low/Medium	5.1 Carbon neutral by 2030: Exploring the use of 'Climate Change Bonds' to help deliver a wide variety of infrastructure projects
CN024	Develop and implement a social value policy for the Council to ensure environmental benefits are achieved through the procurement process as well as economic and social benefits	The adoption and implementation of a social value policy	Short term	Short term	Commissioning Service / Env Delivery / Economic Development / Adult Social Care / Communities and Wellbeing	In progress, on track	Medium / High	Not mentioned
CN025	Develop and publish West Berkshire's Tree Strategy	Publish Tree Strategy for West Berkshire	Short term	Short term	WBC Countryside	In progress, on track	Medium/ High	6.1.5 Protecting and Enhancing our Natural Environment: ...a programme of tree and wildflower planting in our open spaces and on our urban highways, which will also add to the character and the biodiversity of our district. This will include: • Schools tree planting; • Woodland creation; • Street tree planting and management; • Orchard planting; • Role of tree wardens; • Role of volunteers; and • Links with the North Wessex Downs AONB organisation 6.1.5: Protecting and Enhancing our Natural Environment: Expand our tree planting programme in suitable locations across the district to enhance the natural environment and help reduce greenhouse gases and impurities in the atmosphere
CN026	Deliver the actions within the Tree Strategy	All actions in the Tree Strategy are completed	Short Term	Ongoing	WBC Countryside	In progress, on track	Medium/High	6.1.5 Protecting and Enhancing our Natural Environment: ...a programme of tree and wildflower planting in our open spaces and on our urban highways, which will also add to the character and the biodiversity of our district. This will include: • Schools tree planting; • Woodland creation; • Street tree planting and management; • Orchard planting; • Role of tree wardens; • Role of volunteers; and • Links with the North Wessex Downs AONB organisation 6.1.5: Protecting and Enhancing our Natural Environment: Expand our tree planting programme in suitable locations across the district to enhance the natural environment and help reduce greenhouse gases and impurities in the atmosphere
CN027	Replace the Council's remaining high intensity traffic lights with LED technology	All remaining high intensity traffic lights replaced with LEDs	Short Term	Medium term	WBC Network Management	In progress, on track	Low	Not mentioned

STRATEGIC OBJECTIVE: RESPONSIBLE ECONOMIC GROWTH

Ref	Actions	Performance Measures	Timescale		Responsibility	Comment / Progress	Predicted Carbon Saving Impact	Links to the Environment Strategy: Statements of Commitment
			Start	Complete				
REG001	Ensure aims and objectives of Environment Strategy are reflected in the Local Plan to include such things as high environmental standards for new residential and commercial developments	Local Plan policies drive high environmental standards in new developments	Short term	Short term	WBC Env Delivery / Planning Policy	In progress, on track	High	5.2 Responsible Economic Growth: Use our planning system to ensure that all commercial developments meet a minimum environmental standard so that any adverse impacts associated with new buildings are minimised 6.1.5 Protecting and Enhancing our Natural Environment: Safeguard and enhance the beauty of our distinctive landscape and improving its environmental value while being sensitive to considerations of its heritage 6.1.5 Protecting and Enhancing our Natural Environment: Apply emerging Government requirements for environmental protection and improved biodiversity through the planning process.
REG002	Develop and deliver action plan from Local Area Energy Plan (CN008)	Existing activities and growth in the district is supported by sustainable / green energy options	Short term	Long term	WBC Env Delivery	Not started	Medium/ High	5.1 Carbon neutral by 2030: Implementation of Council and district wide energy efficiency schemes 6.1.2 Buildings: All Council new build or refurbishment projects will take into consideration their carbon impacts 6.1.2 Buildings: Explore ways to make retrofitting insulation and energy efficient heating systems more economically viable 6.1.3 Energy: Use the results of the mapping and master planning to inform any relevant future policy for the district
REG003	Investigate the potential for district heat networks	Suitable areas identified to inform options for delivery projects.	Short term	Medium term	WBC Env Delivery	Not started	Medium/High	5.1 Carbon neutral by 2030: Implementation of Council and district wide energy efficiency schemes
REG004	Develop the next Local Transport Plan for the district	Adoption of the Local Transport Plan	Short term	Short term	WBC Env Delivery	In progress, on track	High	6.1.1 Sustainable transport: We will review our Local Transport Plan in order to build on the progress we have made
REG005	Studying the viability of Implementing Smart Cities initiatives to collect and share sensors and other data/information. Install the necessary infrastructure to be able to suggest alternative routes by using intelligent transport systems and real time air quality information	Assist residents to make smart and sustainable transport choices resulting in improved traffic flow and air quality.	Short term	Medium term	WBC Economic Development / Network Management	Not started	Medium	5.2 Responsible Economic Growth: Invest in digital infrastructure and Smart Cities initiatives 6.1.1 Sustainable Transport: Establishing greater connections between sustainable travel options
REG006	Lobby for high environmental standards to be reflected in national Building Control standards and engage with consultations. Cross service input likely to be required	Participate in relevant opportunities to help increase environmental standards in building control standards	Short term	Ongoing	WBC Various Teams	In progress, on track	Low/Medium	Foreword: Lobby for changes to national planning policies and building regulations 5.2: Responsible Economic Growth: We will lobby Government to enforce higher standards and encourage the adoption of modern building techniques e.g. factory built eco housing, where possible
REG007	Work with local Education providers to develop relevant skills programmes and materials to enhance the learning of our children and young people in the area of climate change and carbon reduction	Establishment of an education package available for schools to include Eco Schools. Progress towards developing a well-informed generation and work force able to carry out the green jobs of the future.	Short term	Ongoing	WBC Env Delivery / Economic Development / Local Education Providers	In progress, on track	Medium/High	5.2: Responsible Economic Growth: Work with local Education providers to develop relevant skills programmes and materials to enhance the learning of our children and young people in the area of climate change and carbon reduction 6.2.4 Working with Young People: Through our schools, communicate with young people to seek their views and work with them to bring about the greener district they deserve. Embedding an understanding of climate change in their studies from a very early age will be key to this as they will be equipped to become custodians of our natural environment in the future
REG008	Design effective communications to help grow new and existing local green businesses and provide them with effective business advice. General business advice is included on the WBC website	Create an environmental communications plan for businesses	Short term	Ongoing	WBC Env Delivery / Economic Development	Not started	Low/Medium	5.2: Responsible Economic Growth: Design effective communications to help grow new and existing local green business and provide them with effective business advice 6.1.2 Buildings: Advise residents and businesses of best practice where possible 6.2.3 Communicating with and influencing our stakeholders: Improving access to greener options (e.g. waste and recycling, technology and infrastructure)

REG009	Improve signposting on website and social media channels so that businesses have the information they need to make environmentally conscious choices	Website includes relevant information and links specifically for businesses	Short term	Ongoing	WBC Env Delivery / Economic Development	Not started	Low/Medium	5.2 Responsible Economic Growth: Improve signposting on website and social media channels so that businesses have the info they need to make environmentally conscious choices. 6.1.2 Buildings: Advise residents and businesses of best practice where possible.
REG010	Explore initiatives to incentivise good practice amongst our businesses and seek to incorporate into the Economic Development Strategy	Find incentives for the business community to become more sustainable	Short term	Medium term	WBC Env Delivery / Economic Development	Not started	Medium	5.2 Responsible Economic Growth: Explore initiatives to incentivise good practice amongst our businesses – see strategy for examples. 5.2 Responsible Economic Growth: Investigate how 'Green Incentives' for business could be incorporated into the Economic Development Strategy 6.1.2 Buildings: Advise residents and businesses of best practice where possible. 6.2.3 Communicating with and influencing our stakeholders: Improving access to greener options (e.g. waste and recycling, technology and infrastructure)
REG011	Lead by example and work to significantly reduce the presence of single use plastic for Council activities and work with the waste industry to improve recycling options	Improved recycling options. To be considered along with the refresh of the Waste Strategy and other Waste minimisation initiatives.	Short term	Ongoing	WBC Waste Mangement/ Veolia	Not started	Low/Medium	5.1: Carbon neutral by 2030: Waste reduction activities . 6.1.4 Waste: Look at how we can tackle plastic waste locally. 6.1.4 Waste: Work with local businesses to improve resource efficiency in the commercial sector
REG012	Explore ways to emphasise and support the role that farming and agriculture has in our local economy and the ways in which they can contribute to addressing climate change	To be confirmed	Short term	Ongoing	WBC Env Delivery with Partners	Not started	Medium	Context: We will have to find better ways to engage with our many landowners, farmers and wider agricultural businesses to ensure a joined up approach 5.2 Responsible Economic Growth: Emphasise farming and agriculture in the local economy
REG013	Re-fresh the Highways Asset Management Plan (HAMP) taking into consideration the Environment Strategy	The new HAMP reflects the objectives of the Environment Strategy	Short term	Short term	WBC Asset Management	In progress, on track	Medium	6.1 Key Themes: Develop and maintain resilient highway infrastructure

STRATEGIC OBJECTIVE: HEALTHY COMMUNITIES

Ref	Actions	Performance Measures	Timescale		Responsibility	Comment / Progress	Predicted Carbon Saving Impact	Links to the Environment Strategy: Statements of Commitment
			Start	Complete				
HC001	Development of the Local Cycle and Walking Infrastructure Plan (LCWIP)	Adoption of the Plan	Short term	Short term	WBC Network Management	In progress, on track	Necessary pre-delivery work	5.3 Healthy Communities: Use available LCWIP funding to further expand the provision of cycling infrastructure 5.3: Healthy Communities: Maximise active travel opportunity/delivery projects which encourage active travel 6.1.1 Sustainable Transport: supporting active travel especially for shorter journeys
HC002	Delivery of the priority routes identified in the Local Cycle and Walking Infrastructure Plan	Delivery of the LCWIP action plan. Increase in cycling across West Berkshire.	Short term	Medium term	WBC Network Management	Not started	Low/Medium	5.3 Healthy Communities: Use available LCWIP funding to further expand the provision of cycling infrastructure 5.3: Healthy Communities: Maximise active travel opportunity/delivery projects which encourage active travel 6.1.1 Sustainable Transport: supporting active travel especially for shorter journeys
HC003	Work with partners to encourage people to use local green and blue spaces, increasing access to the countryside in partnership with wellbeing and mental health services	Improved visitor numbers at key WBC countryside sites, with a focus on sustainable travel.	Short term	Ongoing	WBC Countryside	Not started	N/A	6.1.5 Protecting and Enhancing our Natural Environment: Encourage our residents to explore the natural environment, to become active partners in the protection and enhancement of biodiversity and to take ownership of the management of the natural environment 6.1.5 Protecting and Enhancing our Natural Environment: Continue working with volunteers and partners to take care of the natural environment
HC004	Install a network of permanent automatic active travel monitoring sites at key locations on the LCWIP primary network	Implementation of sites	Short term	Short term	WBC Network Management	Not started	N/A	5.2 Responsible Economic Growth: Invest in digital infrastructure and Smart Cities initiatives
HC005	Work with partners and the Council's Public Health and Education Services to encourage children to be closer to nature	Increased numbers of children accessing green spaces	Short term	Ongoing	WBC Env Delivery/ Education/ Public Health	Not started	N/A	5.3 Healthy Communities: Encourage children to be closer to nature in and out of school 6.1.5 Protecting and Enhancing our Natural Environment: Encourage our residents to explore the natural environment, to become active partners in the protection and enhancement of biodiversity and to take ownership of the management of the natural environment
HC006	Deliver Cycle Hubs in Theale and Newbury	Delivery of programmed work in partnership with the LEP and Network Rail. Cycle hubs are built	Short term	Medium term	WBC Env Delivery/GWR	In progress, on track	Low/Medium	5.3: Healthy Communities: Maximise active travel opportunity/delivery projects which encourage active travel 6.1.1 Sustainable Transport: supporting active travel especially for shorter journeys
HC007	Investigate the feasibility of further cycle hubs at strategic locations	Investigation complete. This action will be followed by delivery of additional cycle hubs once additional locations are identified	Short term	Medium term	WBC Env Delivery	Not started	Necessary pre delivery work	5.3: Healthy Communities: Maximise active travel opportunity/delivery projects which encourage active travel. 6.1.1 Sustainable Transport: supporting active travel especially for shorter journeys.
HC008	Continue to provide cycle training for children	Increased cycling competency and increased numbers of pupils cycling to school.	Ongoing	Ongoing	WBC Network Management	In progress, on track	Low	5.3 Healthy Communities: Continue to provide active travel training to school children 5.3: Healthy Communities: Maximise active travel opportunity/delivery projects which encourage active travel. 6.1.1 Sustainable Transport: supporting active travel especially for shorter journeys
HC009	Investigate the potential for adult and family cycle training courses	Marketing and feasibility undertaken.	Medium Term	Medium term	WBC Network Management	Not started	Low	5.3 Healthy Communities: Maximise active travel opportunity/delivery projects which encourage active travel 6.1.1 Sustainable Transport: supporting active travel especially for shorter journeys
HC010	Pilot a 'School Streets' initiative	Implementation of scheme and learning outcomes captured for future initiatives	Short term	Short term	WBC Network Management	In progress, on track	Low	Not mentioned

HC011	Invest in walking and cycling routes and provide road safety education and safety training	Increase the number of residents walking and cycling, and the % of pupils walking and cycling to school	Ongoing	Ongoing	WBC Network Management	In progress, on track	Low	5.3: Healthy Communities: Maximise active travel opportunity/delivery projects which encourage active travel 6.1.1 Sustainable Transport: Establishing greater connections between sustainable travel options 6.1.1 Sustainable Transport: supporting active travel especially for shorter journeys
HC012	Implement a new travel policy for staff to incentivise more sustainable patterns of travel to/from work and on site visits	Reduction in carbon as a result of new travel policy and reduced mileage claims.	Short term	Short term	WBC Env Delivery/ HR	In progress, on track	Medium	5.3: Healthy Communities: Maximise active travel opportunity/delivery projects which encourage active travel 6.1.1 Sustainable Transport: supporting active travel especially for shorter journeys
HC013	Ensure our communities are aware of options to travel sustainably and work to encourage take up of these options	Promotional material created and community engaged	Short term	Ongoing	WBC Env Delivery	In progress, on track	Low	5.3: Healthy Communities: Maximise active travel opportunity/delivery projects which encourage active travel. 6.1.1 Sustainable Transport: Encouraging more sustainable car travel options where use of public transport and active travel is not practical 6.1.1 Sustainable Transport: supporting active travel especially for shorter journeys.
HC014	Work with local businesses to promote sustainable travel by staff	Improved cycling and walking numbers	Short term	Ongoing	WBC Env Delivery/ Economic Development	In progress, on track	Low	6.1.1 Sustainable Transport: Working with local businesses to promote sustainable travel by staff
HC015	Encourage and promote the take up of emerging sustainable transport technologies through collaboration with tech companies and government trials	Increased use of e-bikes and other emerging sustainable travel technologies (i.e. e-scooters).	Medium Term	Ongoing	Various WBC Teams	In progress, on track	Low	6.1.1 Sustainable Transport: Working with our stakeholders and partners to develop and adopt sustainable transport innovations
HC016	Increase the cycle storage capacity at all secondary schools	Increased cycle storage capacity at all secondary schools	Short term	Short term	WBC Network Management	In progress, on track	Low	5.3: Healthy Communities: Maximise active travel opportunity/delivery projects which encourage active travel. 6.1.1 Sustainable Transport: supporting active travel especially for shorter journeys
HC017	Ensure all primary schools have covered and secure cycle storage of an appropriate capacity	Covered and secure cycle storage available at all primary schools	Medium Term	Ongoing	WBC Env Delivery	Not started	Medium	5.3: Healthy Communities: Maximise active travel opportunity/delivery projects which encourage active travel. 6.1.1 Sustainable Transport: supporting active travel especially for shorter journeys
HC018	Work in conjunction with Thames Water and The Environment Agency to protect the quality of our blue spaces and their banks	Water quality in our blue spaces is of a high standard and river banks are maintained	Medium term	Ongoing	WBC Environment Delivery Team, WBC Countryside Team, Thames Water & The Environment Agency	Not started	Low	6.1.5 Protecting and Enhancing our Natural Environment: As with all of the measures contained in this strategy, this is not something the council can do alone. We must work with our partners to protect and enhance our natural environment. We must also use land and soils sustainably to ensure that they are preserved for future generations, deliver cleaner air and water in our towns and rural landscapes and protect threatened species and provide richer wildlife habitats.

STRATEGIC OBJECTIVE: RESILIENT TO CLIMATE CHANGE

Ref	Actions	Performance Measures	Timescale		Responsibility	Comment / Progress	Predicted Carbon Saving Impact	Links to the Environment Strategy: Statements of Commitment
			Start	Complete				
RC001	Review and update the Council's Flood Risk Management Strategy in light of the aims of the Environment Strategy	Strategy updated, consulted and adopted.	Short term	Short term	WBC Asset Management	In progress, on track	Necessary pre-delivery work	5.4 Resilient to Climate Change: Maintain high quality flood management strategies and sustainable drainage for new and existing infrastructure which improve community resilience 5.4 Resilient to Climate Change: Explore adaptation measures to reduce vulnerability to climate change
RC002	Assessment of all highway verges to establish the feasibility of Wild Flower growth	Survey complete and % of the highway network identified for wild flower coverage.	Short term	Short term	WBC Countryside	In progress, on track	Necessary pre-delivery work	5.4 Resilient to Climate Change: Explore adaptation measures to reduce vulnerability to climate change 6.1.5 Protecting and enhancing our natural environment: Programme of tree and wildflower planting in our open spaces and on our urban highways
RC003	Implement a maintenance regime to encourage wild flower growth on verges identified as having potential. Cultivate wild flower growth throughout the Highway network	Wild flower coverage throughout the highway network	Short term	Medium term	WBC Countryside	Not started	Low	5.4 Resilient to Climate Change: Explore adaptation measures to reduce vulnerability to climate change 6.1.5 Protecting and enhancing our natural environment: Programme of tree and wildflower planting in our open spaces and on our urban highways
RC004	Work with partners to develop Natural Flood Management (NFM) projects to allow catchment wide adaptation to flooding	Increased number of properties protected from flooding.	Short term	Long term	WBC Asset Management/ Environment Agency	In progress, on track	N/A	5.4 Resilient to Climate Change: Maintain high quality flood management strategies and sustainable drainage for new and existing infrastructure which improve community resilience. 5.4 Resilient to Climate Change: Explore adaptation measures to reduce vulnerability to climate change 6.1.5 Protecting and Enhancing our Natural Environment: Continue working with volunteers and partners to take care of the natural environment
RC005	Work with Thames Water to deliver higher resilience to droughts	More prepared to deal with droughts. Reduced economic and social impacts from droughts	Short term	Long term	WBC Emergency Planning/ Thames Water	Not started	N/A	5.4 Resilient to Climate Change: Explore adaptation measures to reduce vulnerability to climate change
RC006	Build on the success of the Pang and Lambourn Valley Flood Forums to make communities more resilient to flood risk and to improve communication on flood risk	Increased number of properties protected from flooding.	Short term	Medium term	WBC Asset Management/ Emergency Planning	Not started	N/A	5.4 Resilient to Climate Change: Maintain high quality flood management strategies and sustainable drainage for new and existing infrastructure which improve community resilience. 5.4 Resilient to Climate Change: Explore adaptation measures to reduce vulnerability to climate change 6.1.5 Protecting and Enhancing our Natural Environment: Continue working with volunteers and partners to take care of the natural environment
RC007	Raising awareness within the Council to ensure our activities align with the aims of the Environment Strategy	Effective internal communications plan produced and delivered	Short term	Ongoing	WBC Env Delivery	In progress, on track	Medium	5.4 Resilient to Climate Change: Explore adaptation measures to reduce vulnerability to climate change
RC008	Reuse, recycle and compost at least 60% of municipal waste we handle by 2030	60% recycling rate by 2030	Short term	Long term	WBC Waste Mangement	In progress, on track	Medium	5.1: Carbon neutral by 2030: Waste reduction activities 5.4 Resilient to Climate Change: Explore adaptation measures to reduce vulnerability to climate change 6.1.4 Waste: Reuse, recycle and compost at least 60% of municipal waste we handle by 2030 6.1.4 Waste: Increase our reuse figures by 2030 (current rate is 0.16%)
RC009	Review the Council's Sustainable Drainage policy to ensure it reflects the aims of the Environment Strategy	Document reviewed and adopted.	Short term	Short term	WBC Asset Management	In progress, on track	Low	5.4 Resilient to Climate Change: Maintain high quality flood management strategies and sustainable drainage for new and existing infrastructure which improve community resilience 5.4 Resilient to Climate Change: Explore adaptation measures to reduce vulnerability to climate change
RC010	Investigate the feasibility of a rewilding scheme on Council owned land and where suitable implement a pilot project	Investigation complete and pilot project delivered	Short term	Ongoing	WBC Countryside	Not started	Low	6.1.5 Protecting and Enhancing our Natural Environment: Develop a Nature Recovery Plan which will further improve biodiversity and wildlife in the district

RC011	Work in conjunction with Public Health and Emergency Planning to use new opportunities to publicise information around Heatwaves	West Berkshire Residents are better informed about Heatwaves and action they can take to protect themselves from their effects	Short term	Ongoing	WBC Environment Delivery Team, Emergency Planning & Public Health	Not started	N/A	Not mentioned
RC012	Develop mandatory WBC staff training on carbon reduction and climate change, as well as specific training where needs are identified (for example, for planners and local developers on how to ensure new developments are resilient to climate change)	WBC staff have the relevant information to reduce their own carbon footprint as well as influence positive changes in their work remit	Medium term	Ongoing	WBC Environment Delivery Team	Not started	Low/Medium	Not mentioned
RC013	Further reduce the frequency of hedgerow cutting in areas where this does not affect safety	Hedgerows have increased biodiversity	Short term	Ongoing	WBC Environment Team and WBC Countryside Team	In progress, on track	Low	6.1.5 Protecting and Enhancing our Natural Environment: Develop a Nature Recovery Plan which will further improve biodiversity and wildlife in the district 6.2.6 Nature Recovery Network :We have recently reduced our grass and verges cutting frequency to aid wildlife establishment. The current regime is to cut the urban highway 8 times a years, which is already down from 10 in 2017 in most urban areas, this appears to be acceptable to the residents and keeps the majority of the grassed areas under control. In more rural locations and in areas of open spaces, across the district there are opportunities to reduce this cutting regime and introduce space for a mix of wildflower and natural regeneration .

STRATEGIC OBJECTIVE: WORKING WITH OUR COMMUNITIES

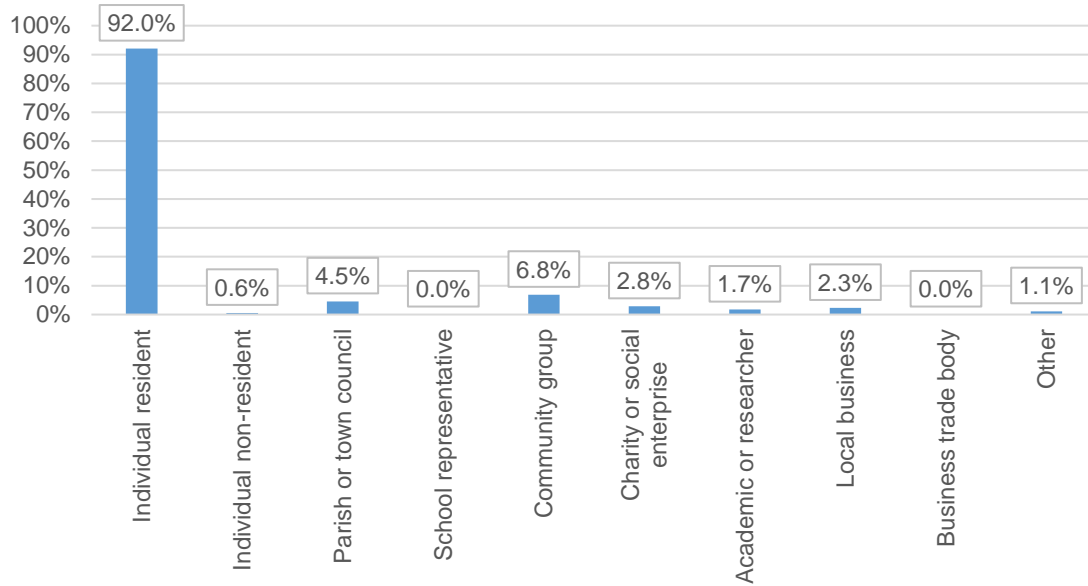
Ref	Actions	Performance Measures	Timescale		Responsibility	Comment / Progress	Predicted Carbon Saving Impact	Links to the Environment Strategy: Statements of Commitment
			Start	Complete				
WC001	Develop and deliver good communications processes to ensure our communities have the information they need to: i) make good environmental decisions ii) feel engaged and informed relating to the wider work relating to the Environment Strategy	Communities are well-informed about the Environment Strategy and the part they can play	Short term	Ongoing	WBC Env Delivery	In progress, on track	Low/ Medium	5.5 Working with our communities: Improve the overall communications process to ensure our communities have the information they need to make good environmental decisions (strategic communications strategy) 6.1.2 Buildings: Review and assess emerging technology and share our knowledge with stakeholders and communities. 6.2.3 Communicating with and influencing our stakeholders: Improving access to greener options (e.g. waste and recycling, technology and infrastructure) 6.2.3 Communicating with and influencing our stakeholders: Actively encourage residents, businesses and our partners to engage in carbon audits, footprint assessments and ongoing carbon budgeting
WC002	Improve our use of technology to increase accessibility to environmental information, events and debate	Effective delivery and access to information to assist with working towards carbon reduction target	Short term	Ongoing	WBC Env Delivery	Not started	Low	5.5 Working with our communities: Improve our use of technology to improve accessibility to environmental information, events and debate 6.1.2 Buildings: Advise residents and businesses of best practice where possible
WC003	Use the Council website effectively to provide relevant and up to date information for the community to access	Website is publicised effectively and kept up to date	Short term	Ongoing	WBC Env Delivery	In progress, on track	Low	6.1.2 Buildings: Advise residents and businesses of best practice where possible
WC004	Production of an annual progress report and update of the delivery plan	Annual progress report is produced as well as an update of the delivery plan	Short term	Ongoing	WBC Env Delivery	Not started	N/A	Introduction: Review progress annually
WC005	Develop strategic partnerships and affiliations with stakeholders and organisations including (for example) the Countryside Climate Network and BBOWT	Effective partnerships are created in order to work together to achieve the aims of the Environment Strategy	Short term	Ongoing	WBC Env Delivery	In progress, on track	Low/Medium	6.1.2 Buildings: Review and assess emerging technology and share our knowledge with stakeholders and communities 6.1.2 Buildings: Advise residents and businesses of best practice where possible 6.1.3 Energy: Work with local suppliers, community energy co-operatives and similar groups to invest in renewable energy in the district
WC006	Encourage residents to consider how changes might be made to their own recycling habits so that the amount of waste unnecessarily sent to landfill is minimised	Residents taking greater responsibility for their waste reduction, thus waste sent to landfill is reduced	Short term	Long term	WBC Waste Management	Not started	Low/Medium	5.1: Carbon neutral by 2030: Waste reduction activities 6.1.4 Waste: Encourage residents to consider how changes might be made to their own recycling habits so that the amount of waste unnecessarily sent to landfill is minimised
WC007	Implement a kerbside collection system that is fully compliant with the minimum service standards required by the UK Government by 2025	Fully compliant collection system in place by 2025, i.e. consistent with new Government Standards TBA	Short term	Medium term	WBC Waste Management	Not started	Medium	5.1: Carbon neutral by 2030: Waste reduction activities. 6.1.4 Waste: Ensure that our waste collections and recycling approach is compliant with emerging government requirements, which are expected to apply from April 2023 6.1.4 Waste: Implement a kerbside collection system that is fully compliant with the minimum service standards required by the UK Government by 2025
WC008	Separate food waste collections to all eligible households by 2025, subject to approval of detailed proposals by the Council	Food waste collection in place by 2025	Short term	Medium term	WBC Waste Management	In progress, on track	High	5.1: Carbon neutral by 2030: Waste reduction activities 6.1.4 Waste: Separate food waste collections to all eligible households by 2025, subject to the availability of funding from the Government.
WC009	The continuation of the provision of separate garden waste collections from households.	Garden waste collection remains in place	Ongoing	Ongoing	WBC Waste Management	In progress, on track	Low	5.1 Carbon neutral by 2030: Waste reduction activities 6.1.4 Waste: The continuation of the provision of separate garden waste collections from households
WC010	Collection of at least the core set of dry recyclable materials by April 2025	Dry recyclable system in place by 2025	Short term	Medium term	WBC Waste Management	Not started	Medium	5.1 Carbon neutral by 2030: Waste reduction activities 6.1.4 Waste: Collection of at least the core set of dry recyclable materials by April 2025

WC011	Work with partners to maximise the benefits of infrastructure investment through the Community Infrastructure Levy (CIL)	Enhance the benefits of infrastructure investment	Short term	Ongoing	WBC Planning & Infrastructure and Env Delivery Teams	Not started	Low/Medium	6.2.3 Communicating with and influencing our stakeholders: we will also explore how to use our existing financial models to encourage grant funding sensible environmental projects through, for example, the Community Infrastructure Levy, Elected Member grant bids and third party grants 6.2.5 Planning and Development: We will also explore the possibility of including 'allowable solutions' which seeks to use financial measures e.g. Community Infrastructure Levy where on-site measures are not considered viable and instead contribute to a carbon sequestration /offset funds such as re-forestation
WC012	Providing landlords and home owners with advice on funding to improve energy efficiency and affordability, with a particular focus on PRS (Private Rental Sector) properties where EPC (Energy Performance Certificates) are E or below	The number of PRS properties with EPCs of D or above are significantly increased	Short term	Ongoing	WBC Environment Delivery Team/Housing Service	Not started	Low/ Medium	6.1.2 Buildings: As the enforcing agency for the Energy Performance of Buildings Regulations 2012, for instance, we are well-placed to communicate with local landlords (residential and commercial) and owner occupiers of public buildings to ensure that they are aware of their obligations, affect changes in behaviour, and improve the energy efficiency of the district's building stock
WC013	Support residents to assist with energy switching to ensure they have the most affordable tariffs and linking these to green energy initiatives	Run at least one energy switching initiative per year	Short term	Ongoing	WBC Environment Delivery Team/Housing Service	In progress, on track	Low/Medium	Not mentioned

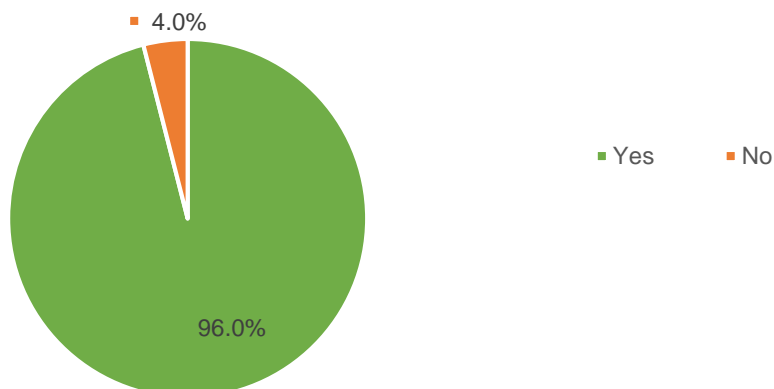
Environment Strategy Draft Delivery Plan Survey Results Summary

Appendix D: Environment Strategy Draft Delivery Plan Survey Results Summary

1. Which best describes you (tick all that apply)



2.1 Do you think it is important that West Berkshire Council (WBC) is taking action to reduce its impact on the environment?



2.2 What are the reasons for your response? (i.e. why is it important to take action?)

Sample responses:

yes but these need to be community driven practical ventures ,not expensive vanity projects
The Council can set the tone for local residents and businesses to act on the most important challenge humanity faces.
There is no planet B, We are all responsible individually and collectively.
Every public body should do this
We have a global climate crisis which demands emergency action.
Yes, this is in all likelihood the biggest issue facing all of humanity over the coming decades/years. There needs to be radical action and lots of effort from everyone, but especially Governments locally and nationally
We are in a climate and biodiversity emergency and we all need to act and we need to act now, taking actions that reflect the emergency we are in. Whilst groups such as Hungerford Environmental Action Team can encourage individual and community action, we need change to come from every angle. Support from the council is imperative to facilitate and enable the whole community as a whole, individuals, partners, businesses, suppliers, etc to take essential action and tackle this together, or else we won't succeed in time.
Yes, it is the most important issue facing humanity
Yes, scientists tell us that worldwide we need to reach net zero by 2050 in order to have a 50:50 chance of keeping global warming to below 1.5 deg C. That doesn't take account of all tipping points also so we need to act faster in order to prevent runaway climate change. We also need to act faster because the developed world needs to show leadership in order for the whole world to reach net zero by 2050.
I think it is essential to act faster. Scientists tell us we need to reduce to net zero by 2050, but because of climate justice if we can go faster we should go faster. We in the global north have been responsible for the most emissions so now we need to lead the decarbonisation of the world. The council need to show leadership and do all they can to protect our children future.
It is no longer something which is a "tree hugger" issue. It is something which reflects our health, our jobs, our families. We risk missing our targets. I am personally (disgusted!) at the amount of focus into non-sustainable transport.
We have until 2030 to dramatically reduce our CO2 emissions in order to have a chance of keeping to 1.5 degrees of warming. So far, over the last 20 years WBCs approach to tackling Climate Change has been timid with key Councillors denying the impact of man made climate change. This has to stop immediately.
The Council quite correctly declared a Climate Emergency with a target of Net Zero greenhouse gas emissions by 2030. This is one of the most important things the Council needs to deal with and it needs to be a very big priority. Moreover, the Council has a leading role in encouraging, incentivising and requiring that local residents, businesses and landowners play their part in ensuring West Berks as a whole, and not just the Council, meets the target.
I am going to say this right up front. If I get further into this Survey and find I cannot 'Save & Return' and I get to the end and cannot 'Press to Receive A Copy' I will be really annoyed. I have been giving you this feedback for over 2 years now and its still not happening so hurry up and get better Survey/Consultation Software? I wish you would be stronger and Call it A Climate Emergency Action Plan. And its not just the Council that needs to take action, its every individual and organisation and business in West Berkshire
globally, all steps to reduce human impact on the environment is important
Fall in line with everything that is happening in the World
The science is now without question - the planet is warming. The environment is not the issue anymore - it is the welfare of human beings. We must reduce global warming and keep the temperature down on the planet - the science has spoken - therefore we must take drastic action now to do this - and have some amazing leadership on the part of the Government and local councils to take these steps.

**3. Which action/s in the draft Delivery Plan do you think will be the most effective, and why?
Please rank your top five actions.**

For ease, responses were grouped into topic areas. The table below provides a summary of the top responses. It shows the rank given to the actions within topic areas and then how frequently these topic areas were ranked at this position. The sections below the table expand on the responses in more detail.

	Ranked 1 st	Ranked 2 nd	Ranked 3 rd	Ranked 4 th	Ranked 5 th
Most frequently mentioned per ranking	Biodiversity & Tree Planting (16)	Sustainable Transport (20)	Waste Reduction/Recycling (11)	Sustainable Transport (10)	Biodiversity/Tree Planting (9)
2 nd most frequently mentioned per ranking	Renewables (14)	Renewables /Biodiversity and Tree Planting (9)	Biodiversity/Tree Planting (10)	Biodiversity/Tree Planting (9)	Waste Reduction/Recycling (7)
3 rd most frequently mentioned per ranking	Waste Reduction/Recycling (10)	Waste Reduction/Recycling (4)	Sustainable Transport (8)	Renewables (7)	Renewables (6)

RANKED AS MOST IMPORTANT (NUMBER 1)

BIODIVERSITY & TREE PLANTING (16 mentions)

Selected by 7 respondents:

CN010 - Investigate a joined up approach to natural regeneration including comprehensive mapping of the District to identify opportunities for rewilding, tree planting, carbon capture and habitat conservation and creation across West Berkshire

Other relevant actions which were ranked as most important:

Selected once:

CN024 - Develop and publish West Berkshire's Tree Strategy

RC010 - Investigate the feasibility of a rewilding scheme on Council owned land and where suitable implement a pilot project

Biodiversity /Tree Planting comments:

- Protect and enhance our natural environment, improve biodiversity and encourage wildlife.
- Planting More Trees
- Creation of wildflower areas on verges - should be easily achievable and effective.
- Tree planting to improve environment, health and wellbeing
- Wildlife
- Greening
- Tree planting

Biodiversity and Tree Planting were mentioned 16 times.

RENEWABLE ENERGY (14 mentions)

Selected by 4 respondents:

CN002 - Use the results of the assessment created (ref CN001) to develop a rolling programme for the installation of renewable energy technology across the Council's assets and building portfolio

Other relevant actions which were ranked as most important:

Selected once:

CN016 - Work with stakeholders and support community groups to develop community proposals for the installation of renewable technology

CN001 - Undertake an assessment of West Berkshire Council's current assets and building portfolio in order to establish the opportunity and technical requirements / constraints for installing renewable energy technology

Solar comments:

- More solar panels across the estate
- Encourage solar power on all areas including conservation areas. Planning dept to be 100% to encourage its implementation
- Solar energy
- Looking at solar energy
- Solar panels installation
- Solar panel farm
- Installation of solar panels and co-use of land for clean energy
- Solar panels on WBC assets

Renewables/solar panels are mentioned 14 times.

WASTE REDUCTION/RECYCLING (10 mentions)

Selected once:

WC008 - Implement a kerbside collection system that is fully compliant with the minimum service standards required by the UK Government by 2025

WC007 - Encourage residents to consider how changes might be made to their own recycling habits so that the amount of waste unnecessarily sent to landfill is minimised

Waste/recycling comments:

- Recycling, Recycling, Recycling
- Improved waste collection with improved amount that is genuinely recycled
- Certainly I'd like to see more plastic being recycled in domestic bins. At the moment, I will have to save it up to take to the tip.
- Anything that impacts how the general public views environmental matters so recycling
- Reduction of single use plastic - we have to stop using this and encourage companies to find alternatives
- Increase recycling options - include everything which can be recycled
- Tackle plastic recycling
- Waste recycling

Waste reduction/ recycling is mentioned 10 times

SUSTAINABLE TRANSPORT (9 mentions)

Selected by 2 respondents:

CN021 - Work with public transport operators to increase the use of public transport

Selected once:

HC013 - Ensure our communities are aware of options to travel sustainably and work to encourage take up of these options

REG015 - Re-fresh the Highways Asset Management Plan (HAMP) taking into consideration the Environment Strategy

Sustainable Transport comments:

- Developing dedicated, completely traffic free, cycle and walking paths in and around Newbury - particularly traffic free or dedicated to cycles and walkers to keep them free from harm. Helping to reduce traffic in the centre of Newbury.
- Carbon neutral public transport
- Transportation strategies - reducing car usage, improving walking/cycling and making public transport a viable and attractive proposition.
- Travel - the reduction of motor vehicles / move to electric vehicles / greater uptake of public transport
- switching from the ICE to electric vehicles is major

Sustainable Transport was mentioned 9 times.

OTHERS

High Environmental Standards for Buildings

Selected by 5 respondents:

REG008 - Lobby for high environmental standards to be reflected in national Building Control standards and engage with consultations. Cross service input likely to be required

Energy Strategy /Energy Mapping

Selected by 1 respondent:

REG001 - Ensure aims and objectives of Environment Strategy are reflected in the Local Plan to include such things as high environmental standards for new residential and commercial developments

- Improve environmental standards for construction

Selected by 2 respondents:

CN008 - Liaising with key stakeholders, undertake to complete a Local Area Energy Plan (mapping exercise) for the district so that current and future energy requirements, the potential impact on carbon neutrality ambitions, and potential opportunities are all better understood

- Energy Policy

Carbon Offsetting

CN012 - Research accredited carbon offsetting schemes for potential Council participation

GHG Baseline

CN003 - Using the principles of GHG protocol, establish a carbon footprint baseline for West Berkshire Council, and a robust methodology that is repeatable on an annual basis, in order to monitor progress towards carbon neutrality in 2030

Flood Prevention

- Resilience to Flooding across all of West Berkshire including lower reaches of all the Bournes, INCLUDING Modelling for GROUND WATER RISINGS & impact of developments on

these as well as Surface Water and Drainage. A whole new SFRA using most up to date tools and modelling

- Flooding prevention - the area has large flood plains

Others:

- water management--- improve quality of rivers and their banks
- CO2 footprint reduction
- Reduction of CO2 emissions
- Collaboration with local residents and sustainability groups
- Engaging with farmers and landowners to improve their methods

RANKED AS NUMBER 2

SUSTAINABLE TRANSPORT (20 Mentions)

Selected by 3 respondents:

CN004 - Deliver the actions as identified within the Council's ULEV Strategy, to include: Installation of Electric Vehicle Charge points and ensure 25% of the Council's fleet uses ULEV by 2022

Selected by 2 respondents:

HC011 – Invest in walking and cycling routes and provide road safety education and safety training

Selected once:

CN020- Work with public transport operators to support the recovery of passenger numbers following COVID

HC001 - Development of the Local Cycle and Walking Infrastructure Plan (LCWIP)

CN021 - Work with public transport operators to increase the use of public transport

REG007 - Studying the viability of implementing Smart Cities initiatives to collect and share sensors and other data/information. Install the necessary infrastructure to be able to suggest alternative routes by using intelligent transport systems and real time air quality information

Transport comments:

- improving public transport and reducing the cost
- Electric council vehicles
- Improved public transport.
- Invest in walking and cycling routes.
- use of green transportation
- Electric car infrastructure improvements
- Improvements in public transport actions
- Improved transport to encourage use of green transport rather than cars
- Public Transport strategy
- Electrification of transport
- Moving of the council fleet to electric vehicles - we've fundamentally got to stop burning things, including fuel

Transport is mentioned 20 times.

RENEWABLE ENERGY (9 mentions)

Selected once:

CN005 - Work with stakeholders and central energy contract electricity suppliers to ensure that the Council's electricity supply is from confirmed 'green' / renewable sources

CN002 - Use the results of the assessment created (ref CN001) to develop a rolling programme for the installation of renewable energy technology across the Council's assets and building portfolio

Renewables

- Developing wind and solar farms in the area - that can be owned and operated by Newbury for the benefit of Newbury residents.
- Alternative Energy Sources
- renewable energy
- switch to fully renewable energy sources.
- 100% renewable energy - Reduce reliance on fossil fuels
- 100% renewable energy for WBC
- Solar Panels on WBC buildings

Renewables are mentioned 9 times.

BIODIVERSITY & TREE PLANTING (9 Mentions)

Selected by 2 respondents:

CN010 – Investigate a joined up approach to natural regeneration including comprehensive mapping of the District to identify opportunities for rewilding, tree planting, carbon capture and habitat conservation and creation across West Berkshire

Selected once:

CN024 - Develop and publish West Berkshire's Tree Strategy

Biodiversity/ tree planting comments

- Develop a Nature Recovery Plan which will further improve biodiversity and wildlife in the district.
- Huge increase in the focus of managing all your lands and buildings for greater Bio-diversity. the NW AONB is NOT a wildlife haven and nor are your towns. The AONB is full of unclean rivers and intensively farmed agricultural land on which glyphates are still used. The State of Nature Report should be absorbed in depth and your in house Ecologist used to survey every piece of land you manage and every building to try and achieve AT LEAST A 15% INCREASE IN BIO-DIVERSITY.
- I'd also like to see the re-wilding of verges and other green spaces in order to preserve out native flora and fauna and to help precious bees find pollen
- Planting more trees. I feel more could be done by stopping people taking out hedges small act to protect our birds and stop Wooden fences taking green areas away. I feel more hedges should be encouraged.
- tree planting
- wildflower planting

Biodiversity/tree planting is mentioned 9 times

WASTE REDUCTION/RECYCLING (4 mentions)

Selected once:

WC009 - Separate food waste collections to all eligible households by 2025, subject to approval of detailed proposals by the Council

Waste/ Recycling comments:

- Waste strategies - waste minimisation and ensuring adherence to the waste hierarchy is achievable and viable for residents and businesses.
- Reduce size of black bins
- Enhanced recycling

Waste Reduction/ Recycling was mentioned 4 times.

OTHERS

Selected by 3 respondents:

CN019 - Work closely with landowners and farming/ agricultural communities to explore opportunities for natural sequestration through environmental land management techniques

Selected by 2 respondents:

REG010 – Design effective communications to help grow new and existing local green businesses and provide them with effective business advice. General business advice is included on the WBC website

REG002 - Undertake a district heat mapping project to support the planning and deployment of local low carbon energy projects

Selected once:

HC003 - Work with partners to encourage people to use green and blue spaces, increasing access to the countryside in partnership with wellbeing and mental health services

REG004 - Deliver action plan from Energy Strategy (REG003)

WC001 - Develop and deliver good communications processes to ensure our communities have the information they need to: i) make good environmental decisions ii) feel engaged and informed relating to the wider work relating to the Environment Strategy

Other comments

- High Specs for new homes.
- Flooding - ensure villages are well equipped to deal with flooding from intense rainfall
- Working closely with landowners and farmers to deploy environmental land management techniques
- Education in schools - vital that a new generation have the knowledge and know how to protect our world
- Working with Thames Water to ensure supply - not just in droughts but also to cope with increased housing.
- Footpaths and cycle ways--- this need some serious attention as the best the council can deliver is white lines on a busy road and those ridiculous cycle lanes in Thatcham with annoying sticks.

RANKED AS NUMBER 3

WASTE REDUCTION/RECYCLING (11 mentions)

Selected by 4 respondents:

RC008 – Reuse, recycle and compost at least 60% of municipal waste we handle by 2030

Selected once:

WC011 - Collection of at least the core set of dry recyclable materials by April 2025

Waste Reduction/ Recycling comments:

- Plastic Reduction - reduce unnecessary single use plastic on all consumer items
- Recycling improvement at kerbside - the amount that goes into landfill is not good compared with other local authorities e.g. Oxford Wider recycling offer at recycling site - such a limited choice, so much wasted opportunity. Locals are travelling to Calcot to recycle - does not make sense to me
- better use of recycling
- Increasing the level of recycling - increasing the use of resources is not only better for the environment
- Reward good practice (vouchers/discounts and other incentives) NB all other comments referred to waste/ recycling so am assuming this one does.
- Improve kerbside collections

Waste Reduction/Recycling was mentioned 11 times.

BIODIVERSITY & TREE PLANTING (10 mentions)

Selected by 3 respondents:

CN010 - Investigate a joined up approach to natural regeneration including comprehensive mapping of the District to identify opportunities for rewilding, tree planting, carbon capture and habitat conservation and creation across West Berkshire

Selected once:

RC002 – Assessment of all highway verges to establish the feasibility of Wild Flower growth

CN024- Develop and publish West Berkshire's Tree Strategy

CN013 - Undertake a scheme of urban tree planting

Biodiversity/ tree planting comments:

- Tree planting
- Tree planting (same as other comment)
- planting more trees
- Maintenance regime to encourage greater diversity of wild plants on green spaces

Biodiversity/ tree planting was mentioned 10 times.

SUSTAINABLE TRANSPORT (8 mentions)

Selected by 2 respondents:

CN004 - Deliver the actions as identified within the Council's ULEV Strategy, to include: Installation of Electric Vehicle Charge points and ensure 25% of the Council's fleet uses ULEV by 2022

Selected once:

CN020- Work with public transport operators to support the recovery of passenger numbers following COVID

Transport

- Increasing cycling and walking provisions
- Improved access for cycling and walking
- More walking & cycle routes
- Introduction/improvement of cycling/pedestrian paths to promote physical and mental health
- Cycle provision routes

Sustainable Transport was mentioned 8 times.

ENERGY EFFICIENT BUILDINGS (7 mentions)

Selected by 2 respondents:

REG008 – Lobby for high environmental standards to be reflected in national Building Control standards and engage with consultations. Cross service input likely to be required

Energy Efficient Buildings Comments:

- The Highest possible level of Green Building Quality for all New Developments by 2023. If you get your Community Involvement right no one is going to want to buy a new property or rent an office that is not Carbon Neutral
- District heating - easier to improve efficiency of DH heating provided than every household making its own changes.
- Building/planning strategies - ensuring as much as possible that buildings are built/maintained to the highest specifications in terms of sustainability and energy conservation etc.
- Developing efficient insulation/energy production in council properties the council must lead the way to encourage others to follow. The same applies to their vehicles.
- Home insulation

Energy efficient buildings were mentioned 7 times

OTHERS

Education

- Encourage children to be closer to nature in and out of school.
- education of young people

Flood prevention

- flood defence awareness and maintenance
- Flood plan management

WC005 - Production of an annual progress report and update of the delivery plan

CN019 – Work closely with landowners and farming/ agricultural communities to explore opportunities for natural sequestration through environmental land management techniques

CN002 - Use the results of the assessment created (ref CN001) to develop a rolling programme for the installation of renewable energy technology across the Council's assets and building portfolio

REG003 - With key stakeholders develop an Energy Strategy for the District (based on information from CN008 and REG002) to ensure that there is proper planning for energy requirements into the future

- Use of funds properly--- not reliant on CIL and the like inn fact avoid development any further in the area.
- Establish CO2 baseline. If you don't know the baseline you can never assess performance

RANKED AS NUMBER 4

SUSTAINABLE TRANSPORT (10 mentions)

Selected by 4 respondents:

CN021 – Work with public transport operators to increase the use of public transport

Selected once:

HC001 - Development of the Local Cycle and Walking Infrastructure Plan (LCWIP)

HC013 - Ensure our communities are aware of options to travel sustainably and work to encourage take up of these options

Sustainable Transport comments:

- Better use of public transport - I would use it willingly if it was a reasonable option
- Cycle provision for school children's bikes
- safe cycle lanes
- Cycle paths

Sustainable Transport was mentioned 10 times.

BIODIVERSITY (9 mentions)

Selected by 1 respondent:

RC010 – Investigate the feasibility of a rewilding scheme on Council owned land and where suitable implement a pilot project

CN013 - Undertake a scheme of urban tree planting

CN024- Develop and publish West Berkshire's Tree Strategy

RC002 - Assessment of all highway verges to establish the feasibility of Wild Flower growth

Biodiversity/ tree planting comments:

- Biodiversity / Habitats - creation of new spaces to help wildlife thrive and increase our biodiversity

- Ensuring Green spaces are maintained and are not allowed to be used for building more houses to ensure well-being is maintained and the infrastructure can cope with the growing population.
- purchase of woodland, or of land such as lower way field and plant it up with trees to reduce flooding and create habitat
- Tree planting
- Tree planting - carbon sequestration.

Biodiversity/tree planting was mentioned 9 times.

RENEWABLE ENERGY (7 mentions)

Selected once:

WC014 - Support residents to assist with energy switching to ensure they have the most affordable tariffs and linking these to green energy initiatives

Renewables/ solar comments:

- 100% Renewable energy for WBC
- Rapid increase in renewable energy use
- Use of solar energy;
- Power to come from renewable green energy sources
- 4. Conversion of all Existing Housing Stock to Green Energy Sources, especially Rental Sector with poor existing EPC 5. Net Zero Measurement to include THE WHOLE PHASING OF ALL NEW DEVELOPMENT -residential and commercial - INCLUDING SOIL REMOVAL AND COMPLETE BUILD PHASE giving No of Years to achieve Carbon Neutrality & a separate measure for Vegetation with Removal of vegetation being measured in Years Growth Lost, not just Numbers removed.
- Energy usage - deliver strategies that encourage, incentivise and best use sustainable energy sources whether referring to buildings/vehicles etc this relating to Council stock and also residential/commercial.

Renewables were mentioned 7 times.

WASTE REDUCTION/RECYCLING (4 mentions)

Selected once:

WC011- Collection of at least the core set of dry recyclable materials by April 2025 but should be doing this already

Waste Reduction/ Recycling comments:

- All recycling actions
- Reduce, recycle and compost
- Improving the kerb side collection to increase levels of recycling. - Reduces raw carbon usage making virgin materials

Waste Reduction/ Recycling was mentioned 4 times.

OTHERS

Selected by 2 respondents:

REG001- Ensure aims and objectives of Environment Strategy are reflected in the Local Plan to include such things as high environmental standards for new residential and commercial developments

Selected once:

CN008 – Liaising with key stakeholders, undertake to complete a Local Area Energy Plan (mapping exercise) for the district so that current and future energy requirements, the potential impact on carbon neutrality ambitions, and potential opportunities are all better understood

REG014 - Explore ways to emphasise and support the role that farming and agriculture has in our local economy and the ways in which they can contribute to addressing climate change

WC006 - Seek to develop strategic partnerships with stakeholders and organisations

CN019 - Work closely with landowners and farming/ agricultural communities to explore opportunities for natural sequestration through environmental land management techniques

REG012 - Explore initiatives to incentivise good practice amongst our businesses and seek to incorporate into the Economic Development Strategy

REG010 - Design effective communications to help grow new and existing local green businesses and provide them with effective business advice. General business advice is included on the WBC website

Other

- Make littering illegal and take action to reduce it
- Environment Impact generally---- implement well researched studies asap
- Flood and sewage improvements
- More LED street lighting
- Responsible economic growth.
- Education - so many people know little to nothing about how to reduce their impact on the environment
- Engagement with the public.
- Working with agriculture to help them become organic.

RANKED AS NUMBER 5

BIODIVERSITY AND TREE PLANTING (9 mentions)

Selected once:

CN010 – Investigate a joined up approach to natural regeneration including comprehensive mapping of the District to identify opportunities for rewilding, tree planting, carbon capture and habitat conservation and creation across West Berkshire

Biodiversity/ Tree planting comments:

- Opportunities for rewilding, tree planting, carbon capture and habitat conservation and creation across West Berkshire
- Rewilding
- Planting of trees - would make a change from cutting them down
- Green energy sites
- Rewilding- good for pollinators
- Working with local landowners to improve agricultural practice and land regeneration
- Verge planting and urban trees
- And definitely promoting a lot more trees in the centre of Newbury - greening up areas as much as possible.

Biodiversity/tree planting was mentioned 9 times.

WASTE REDUCTION/RECYCLING (7 mentions)

Chosen by 2 respondents:

RC008 – Reuse, recycle and compost at least 60% of municipal waste we handle by 2030

REG013 - Lead by example and work to significantly reduce the presence of single use plastic for Council activities and work with the waste industry to improve recycling options

Selected once:

WC010 - The continuation of the provision of separate garden waste collections from households

Waste reduction/ recycling comments:

- All plastics to be reusable, recyclable or compostable by 2025
- Drive down use of plastic and disposables. If these actions are successfully implemented, we will see a significant improvement in our local environment - less ugliness, more beauty and will simultaneously be addressing the wider issues associated with biodiversity loss and climate change. A more diverse landscape is a more resilient one too.

Waste reduction/ recycling was mentioned 7 times.

RENEWABLE ENERGY (6 mentions)

Chosen once:

CN005 - Work with stakeholders and central energy contract electricity suppliers to ensure that the Council's electricity supply is from confirmed 'green' / renewable sources

CN016 - Work with stakeholders and support community groups to develop community proposals for the installation of renewable technology

REG004 - Deliver action plan from Energy Strategy (REG003)

Renewables comments:

- WBC solar farm(s) - increases clean energy supply and, if done correctly, provides income for other green projects
- Solar panels on new builds
- Green energy sites

Renewables were mentioned 6 times.

OTHERS

Chosen by 2 respondents:

REG001 – Ensure aims and objectives of Environment Strategy are reflected in the Local Plan to include such things as high environmental standards for new residential and commercial developments

Chosen once:

REG012 - Explore initiatives to incentivise good practice amongst our businesses and seek to incorporate into the Economic Development Strategy

WC001- Develop and deliver good communications processes to ensure our communities have the information they need to: i) make good environmental decisions ii) feel engaged and informed relating to the wider work relating to the Environment Strategy

RC004 - Work with partners to develop Natural Flood Management (NFM) projects to allow catchment wide adaptation to flooding

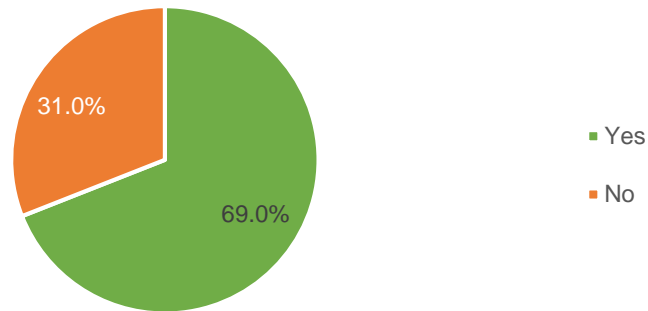
CN025 - Replace the Council's remaining high intensity traffic lights with LED technology

WC013 – Providing landlords and home owners with advice on funding to improve energy efficiency and affordability, with a particular focus on PRS (Private Rental Sector) properties where EPC (Energy Performance Certificates) are E or below

Other comments:

- Engagement with business.
- Lobby for better building regs, particularly with the additional housing planned for the area!
- Offsetting schemes - whether tree planting or other projects to offset environmental impacts
- Buildings - air source / ground source heat pumps / reduction of fossil fuel usage
Annual progress reporting
- Educate children on littering and the environment
- forcing proper debate--- the DDP must change the way in which West Berkshire approach this subject

4. Are there any other actions you think we should consider including in the Delivery Plan, that will assist us to meet our five strategic objectives?

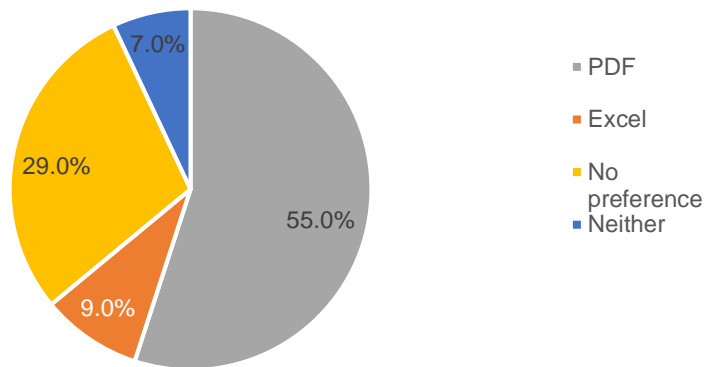


5. What other actions do you think we should consider including in the Delivery Plan?

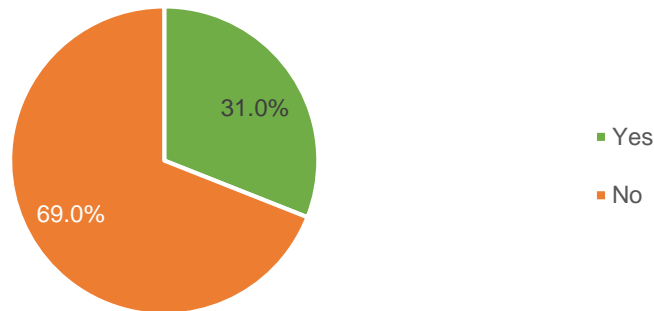
- Quantify carbon reduction targets** |||||
- Improve recycling and access to recycling banks/bins** |||||
- Specific communications with residents + resident committee** ||||
- Increase EV charge points** ||||
- Commitment to only build on brown-field sites** ||||
- Partnerships with local green groups |||
- Divestment from fossil fuels, e.g. assets, pensions |||
- Electric quick bus scheme |||
- Incentive scheme for green action |||
- Improve current roads to avoid building new ones |||
- More help for residents to improve their own homes |||
- Reduce hedge and verge cutting/mowing ||| - also suggested at a Parish Council Meeting 5
- Education for the public |||
- Encourage and support plastic-free local shopping |||
- More focus on air quality |||
- Partnerships with other Councils ||
- Partnerships with experts ||
- ULEZ/reduction of vehicles in town centre ||
- Waste-to-energy plant ||
- Expand solar PV project across all council-owned buildings ||
- Complete joined-up cycling network across district ||
- Improved active travel network ||
- Social value policies linked to environment ||
- More emphasis on sports and nutrition within schools ||
- Commitment to full transparency ||
- Insulation for all council-owned buildings |

- Local bus schemes |
- Show residents how council tax money is being spent |
- Glass bottle returns scheme |
- Lobby government for incentives |
- All Councillors must sign a climate pledge |
- Help for social housing |
- Carbon audits for WBC staff |
- Litter enforcement and collection including fly tipping |

6. Which draft Delivery Plan layout do you prefer?



7. Do you have any suggestions for how we can improve the layout/presentation of the Delivery Plan?



8. What improvements do you think we should make to the layout/presentation of the Delivery Plan?

Better quantification of the carbon savings |||||

Cost estimates of the action (e.g. low/medium/high) ||||

Hyperlinks to relevant info (e.g. strategy, news updates) ||

Simpler language/more commitment to the actions through wording ('we will investigate a solar farm' vs. 'we will build a solar farm') ||

More accurate timescales (not just short/medium/long) ||

More in-depth progress reporting |

Add a difficulty rating for each action |

Include risks |

Clear infographics to show progress (e.g. traffic light system) |

Include named staff under responsibilities |

Reduce number of actions |

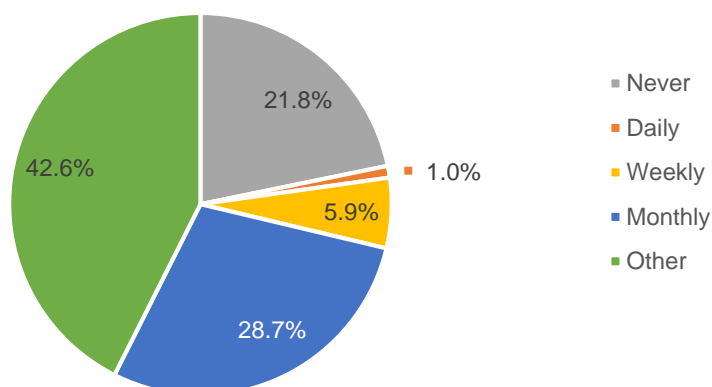
Say where money for each action will come from |

Summary sentence for each strategic objective at start so easier to understand |

Make summary document landscape instead of portrait |

Make additional Excel sheet with all actions so easy to filter through altogether |

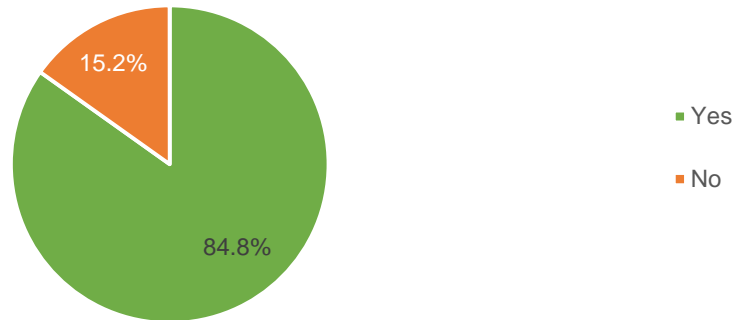
9. How often do you visit WBC's website for environmental information?



10. What types of environmental information do you look for on the WBC website?

- **Recycling and rubbish collection info (29 responses- almost half)**
- **Updates on general environmental work in West Berks** (including biodiversity, climate change, flooding, trees...)
- **Council plans, environment strategy, and action plan**
- **Statistics, reports and progress updates**
- **Planning applications**
- Environment protection and biodiversity information
- What is happening locally
- Community schemes and ways to get involved
- Cycle lanes

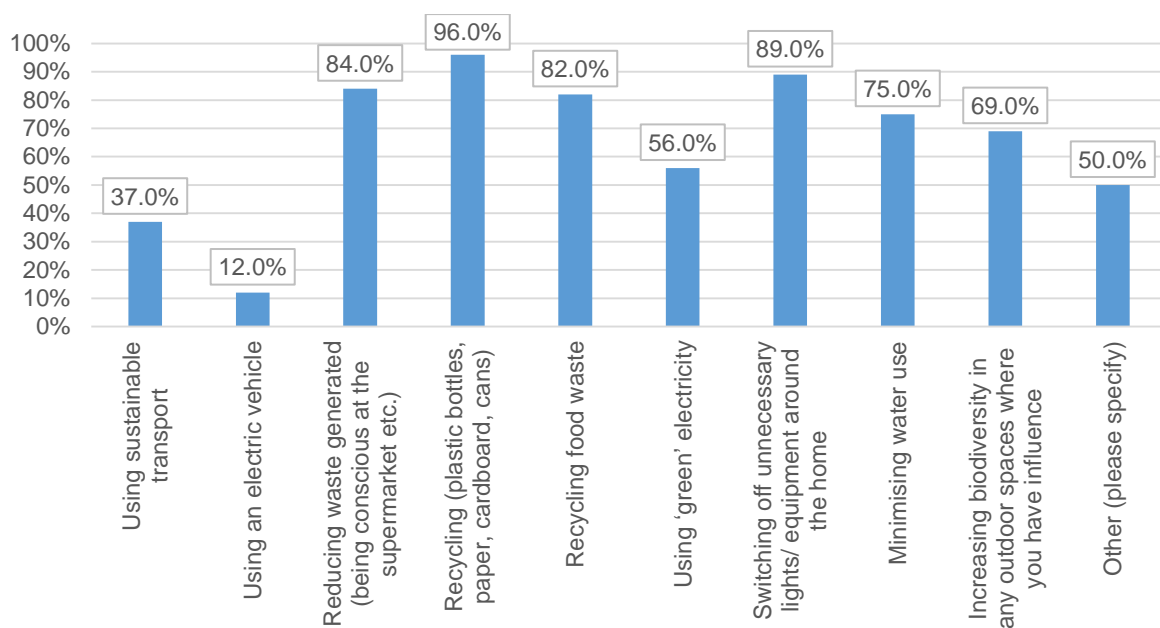
11. We are looking to make much better use of our webpages to provide information related to the delivery of the Environment Strategy. Would you find this helpful, and make use of the website for these purposes, if the appropriate information was available?



12. Please tell us why you wouldn't find this helpful, e.g. you feel well informed already, or you find information from other places.

- Waste of time changing website
- Already reasonably well-informed
- Find info other places
- Relying on websites too passive, find other options and make more use of social media

13. As an individual, what action/s do you take to help the environment? Please tick all that apply.



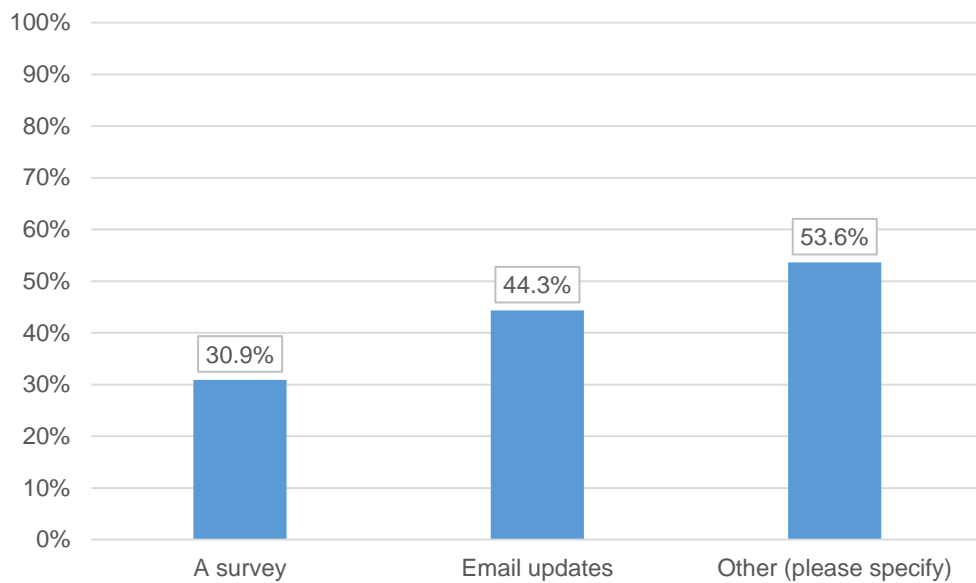
13. 'Other' sample responses:

- growing own food, limiting use of electric appliances, planting trees in spare time, grey water harvesting, focus on consuming less, spending time to sell or give away items rather than bin/ landfill them, regenerating green open spaces- public common land
- Reduce consumption of stuff
- I maintain a plant based diet, why isn't this even on the list, let alone being promoted? I imagine some dinosaur councillor thinks that is too radical and a step too far.
- Making my house more energy efficient, eg by installing double glazing and looking to change out my gas boiler.
- Plant based diet Conscious consumerism, as much as is possible/practicable, i.e. not buying things that I don't need, or buying second hand as much as possible
- organising environmental action meetings and events
- Minimising meat consumption
- Member of WBCAN, WBGE, Thatcham and Newbury recycling and zero waste facebook groups.
- Lobbying the government and the council to do more faster. Changed my bank account so I no longer bank with a bank that invests in fossil fuels. My whole family are vegan and we grow most of our vegetables.
- We bought a less polluting vehicle. We cannot afford an electric or hybrid one yet sadly. We walk or cycle where we can, including short visits to the shops. Try to reduce, reuse and recycle (make do and mend) as much as we can. Think about what we buy. We eat a mainly plant based (vegetarian) diet.
- Our house is heated by an Air source heat pump. In fact we burn no hydrocarbons at all.
- Gardening for birds and insects
- Increased replacement of LED lighting Installed NEST heating system Compost and reuse garden waste Installing an insulated garage door

14. How do you think WBC can best support its residents to be more sustainable?

- **supporting residents to recycle more, encourage it, provide more sites to recycle at that don't require driving**
- **improve communications and make them more often:**
 - make use of council tax bills to communicate key messages/schemes/resident action
 - weekly column in the Newbury Weekly News/radio about climate action
- **invest in local sustainable transport and EV infrastructure**
- **address litter problem – increase fines for it, teach about it in schools, more frequent bin collections to reduce need to litter**
- **communicate grants and schemes that residents can take advantage of, e.g. insulation**
- provide support to local environment groups
- lobby gov to provide more grants and support to households for low-carbon schemes
- provide better walking and cycling infrastructure
- financial incentives for sustainable practice, e.g. for driving EV/e-bikes, or having solar panels
- subsidise public transport, free bus passes for staff ('lead by example')
- education within schools
- free visits to tips to stop fly-tipping
- pedestrianise town centre

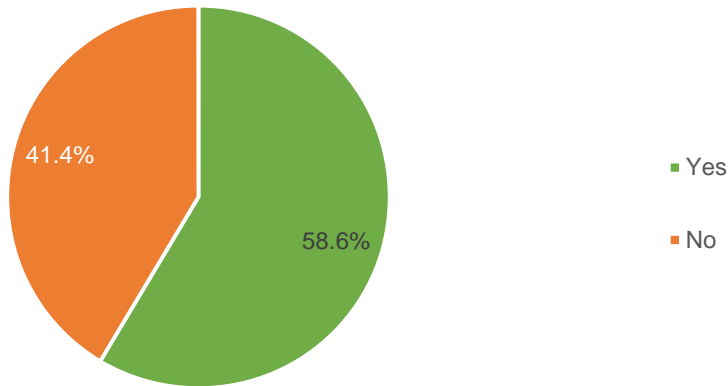
15. We know there is already a lot of really positive environmental activity taking place within West Berkshire. How do you think we can best capture these activities? Please tick all that apply.



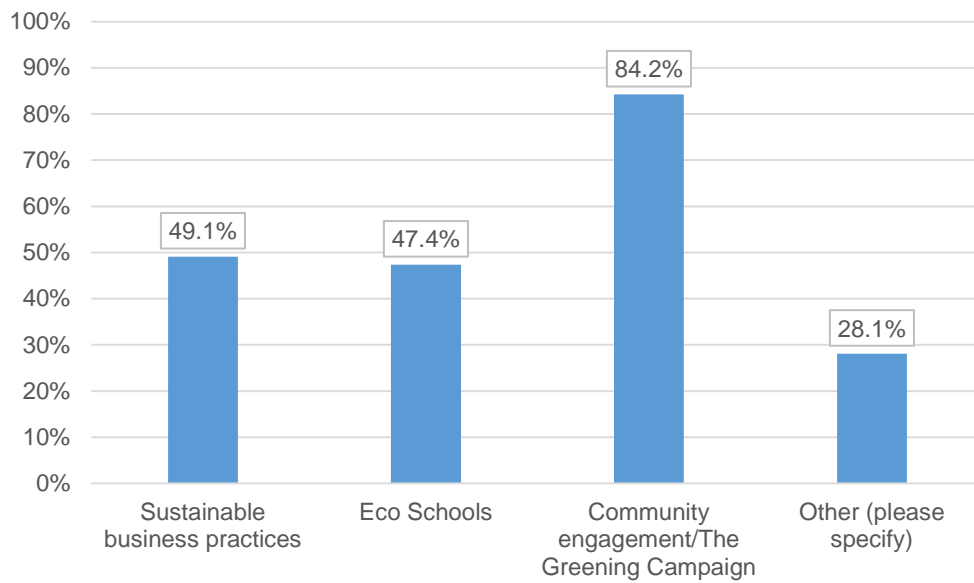
15. How do you think we can best capture these activities? 'Other' responses

- **Social Media** |||||
- **In person (e.g forums/ conference)** ||||
- **Website** |||
- **Survey** |||
- **Newbury Weekly News/ Press Releases** |||
- **Via Parish Councils** ||
- **Webinar** |
- **Advert in Council Tax Bill** |
- **Publication of data, e.g air quality** |
- **A slot on Radio Berkshire** |
- **Local TV** |

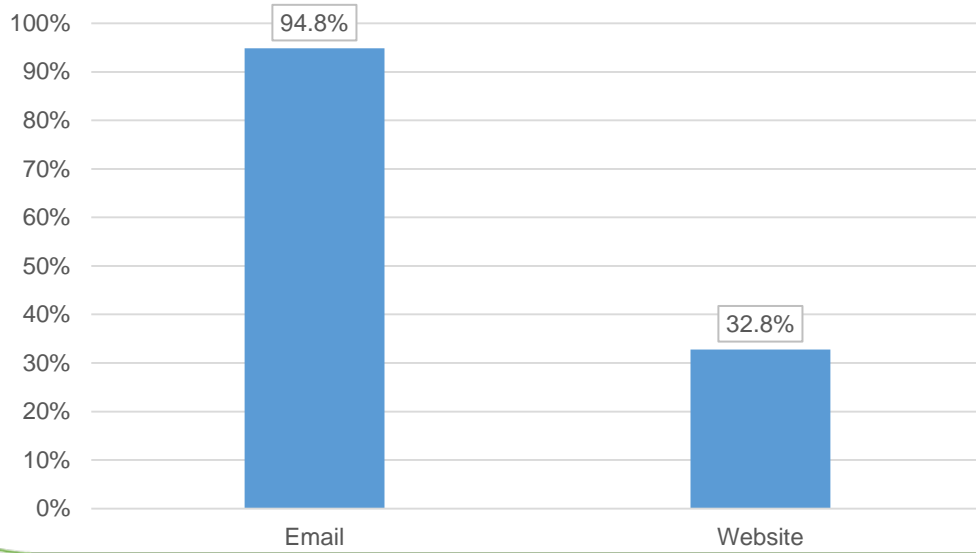
16. WBC's Environment Delivery Team is developing ways to support local businesses, schools and community groups. Would you be interested in receiving news on the support available?



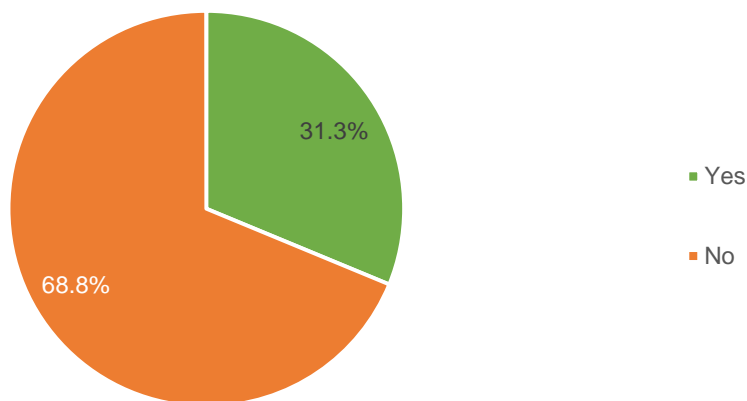
17. Which topics would you be interested in? Please tick all that apply.



18. Which method/s of communication would you prefer? Please tick all that apply



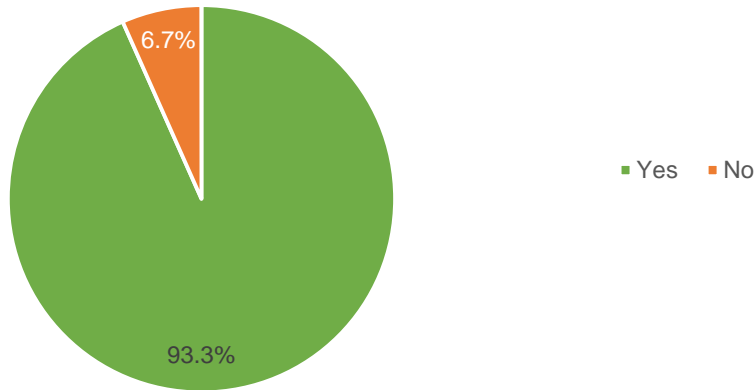
19. Are you part of a local organisation, school or business who is already contributing to achieving the strategic objectives of the Environment Strategy, and carrying out your own actions which may link to those in the draft Delivery Plan?



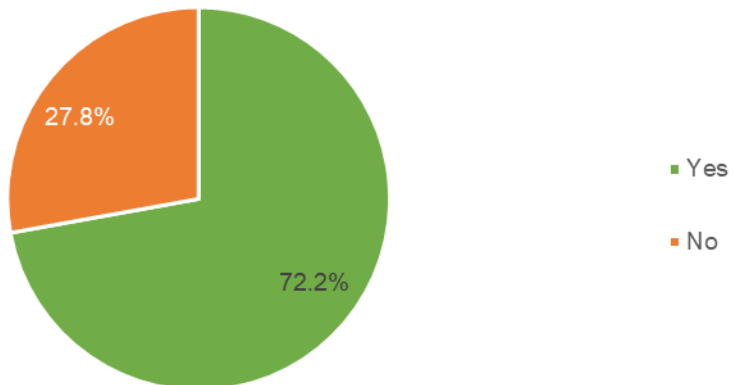
20. Please provide details of how your local organisation, school or business is contributing to achieve the strategic objectives of the Environment Strategy. Please include the name of your organisation, school or business in your response.

- Pangbourne and Whitchurch Sustainability Group
- West Berkshire Climate Action Network: organising community led schemes to decrease cost of solar panels and home insulation to residents and schools. Aims to raise awareness and educate residents on how they can reduce their individual carbon footprint. Spreads word of other organisations around the district. Run Solar Streets and Warmer Streets schemes.
- BioCap Limited: mapping, landowner engagement, vision for countryside landuse changes, engagement with public
- Bucklebury Parish Council: collecting bottle tops in the Parish and sending them for re-cycling.
- Cold Ash Greening Group: education, advice and local involvement in environmental issues
- Extinction Rebellion Newbury: we have worked hard to educate the public about the climate crisis and were instrumental in lobbying the council to get the climate emergency declared.
- Friends of the Earth (Newbury)
- Greener Greenham Group
- GreenFest: from Hampstead Norreys, sorting out and planting a community orchard in East Ilsley. About to start a Pond Project to increase the biodiversity of it, create an education sanctuary there and improve the flood alleviation.
- Growing2Gether
- Hungerford Environmental Action Team: tree planting, various local environmental initiatives and work with other community groups on their environmental projects
- Hungerford Town Council: Trees, HTC owned buildings LED lights, solar energy use, insulation / improved glazing - ie lead by example
- Lockdown Wood project
- Newbury Phoenix Rotary club: Encouraging local schools and charities to become as sustainable as possible. Engaging in local and international projects to combat climate change and environmental impact
- Purley Sustainability Group
- Scouts
- Thatcham Flood Forum
- Welford Parish Council: currently working to protect and restore Welford common which has fallen out of maintenance and use by residents
- West Berkshire Countryside Society: Practical habitat improvement throughout West Berks. Publication of books, leaflets and an on-line collection of maps and leaflets introducing people to the countryside.
- West Berks Green Exchange: A forum for local climate change activists and a communications channel into WBC.
- West Berkshire Natural Environment Meetup group

21. Would you be happy to be contacted by a member of the WBC's Environment Delivery Team about the work being carried out by your organisation?



22. Would you like to sign up to our online environment newsletter?



Environment Strategy Delivery Plan Risk Register

PROJECT RISK REGISTER

FORM 7



Project Name:	Environment Strategy Delivery Plan
Service:	Environment Department
Reference No:	
Project Sponsor:	Jenny Graham
Project Manager:	Helen Ramsey

No	Risk description	Date Identified	Cause/Trigger	Consequences	Gross Rating			Controls	Net Rating			Owner	Status	Date of last update
					Likelihood	Impact	Score		Likelihood	Impact	Score			
1	Lack of 'buy in' from WBC Staff/ Schools/Community Groups/Businesses	07.06.2021	Apathy/ other priorities e.g. COVID recovery	Lack of necessary behavioural change could impact ability to reach carbon neutrality target as some of the actions are reliant upon it.	3	3	9	WBC staff training, bespoke, regular communications for different groups. Developing relevant campaigns for change	2	3	6	WBC Environment Delivery Team	WBC training is yet to be designed, some communications are in progress and more are planned.	
2	Lack of budget or other resources for actions and projects in the Delivery Plan	07.06.2021	Inadequate planning/ unforeseen circumstances such as external funding sources ceasing to exist.	Depending on the action/s it impacts, this could delay the achievement of the carbon neutrality target	1	4	4	Keeping up to date with the criteria and deadlines for relevant external funding sources. Individual service areas are responsible for planning ahead and allocating funds for projects/ actions within their remits. Have a standing agenda item on the Environment Delivery Project Board Meeting each time to ensure there are no issues.	1	3	3	Various Service Areas	On agenda for each Environment Delivery Project Board Meeting.	
3	Lack of effective CO ₂ emissions monitoring	07.06.2021	It may be difficult to obtain baseline data/ or ongoing data for certain actions within the delivery plan and therefore it could be difficult to keep accurate records of carbon dioxide emissions and therefore accurately track the impact and progress towards the target.	This could impact on the ability to provide accurate reports / monitor progress. Feedback has requested more detailed information on the carbon impact of relevant actions, so this is crucial to get right both practically and reputationally.	2	4	8	WSP have been commissioned to complete work which will allocate CO ₂ impacts to each relevant action/ project and will provide a repeatable methodology to monitor CO ₂ emissions going forward	1	3	3	WBC Environment Delivery Team /WSP	WBC Environment Team are awaiting a quote/ further details from WSP.	
4	Staff turnover	07.06.2024	Key staff members could leave the organisation during the course of the carbon reduction target work	This could impact on the delivery of certain actions/ projects	3	2	6	WBC Environment Delivery Team will keep in contact with relevant service areas via the Environment Delivery Project Board and seek alternative representatives should someone leave. They will also ensure to the best of their ability that the staff member provides detailed handover notes where necessary.	3	2	6	WBC Environment Delivery Team	Not occurred as yet	
5	Change of political priorities	07.06.2021	A different political party could have alternative ideas on climate change	This could cause problems for the delivery of the strategy depending on the nature of any changes introduced.	2	2	4	WBC have fully committed to achieving carbon neutrality for the organisation and district by 2030, so any new political party will have to be informed of this. WBC Environment Delivery Team/ other relevant staff could provide briefings and /or background information to inform people of how vital this work is.	1	1	1	WBC Environment Delivery Team	Not occurred as yet	

No	Risk description	Date Identified	Cause/Trigger	Consequences	Gross Rating			Controls	Net Rating			Owner	Status	Date of last update
					Likelihood	Impact	Score		Likelihood	Impact	Score			
6	Introduction of new environmental legislation	07.06.2021	Depending on the nature of any new legislation, it could impact project plans	This could have a financial impact and/ or delay actions or projects whilst we ensure we are adhering to new legislation.	2	3	6	WBC Environment Delivery Team will keep up to date with relevant legislation and participate in relevant consultations / training to help ensure we are aware of any impending changes.	2	2	4	WBC Environment Delivery Team	Ongoing - current awareness of Environment Bill	
7	Data breaches	07.06.2021	Details of survey participants/ newsletter subscribers etc are accidentally shared with other parties.	WBC could receive complaints and experience reputational damage.	1	3	3	Personal information of residents/ participants is password protected. All WBC Environment Delivery staff have received GDPR training. Advice will be sought if necessary. Emails to multiple parties will use 'BCC' where appropriate.	1	2	2	WBC Environment Team	Checks and controls in place	
8	Availability of key supplies such as solar panels	07.06.2021	There could be potential problems with the supply of materials, particularly if they are coming from EU countries.	Projects and activities could be delayed whilst we wait for supplies.	2	4	8	Multiple suitable suppliers could be sought to spread the risk.	2	3	6	WBC Environment Team / Other relevant teams procuring goods for projects.	No current issues	
9	Planning Permission	07.06.2021	Sometimes it may be necessary to obtain planning permission for various projects e.g. large renewable energy projects	If planning permission is not granted, alternative/smaller sites may have to be sought and plans could be delayed.	2	4	8	Try and find suitable sites which are likely to be low risk in terms of planning permission being refused. Consideration of this built into feasibility work and pre-application advice sought for projects.	2	3	6	WBC Environment Team / Other relevant teams seeking planning permission for projects.	Pre-application advice sought and received for solar farm at Grazeley	
10	Changes of key dates /Government targets	07.06.2021	Central Government could bring key dates forward	We may have to try and reach various milestones sooner than expected.	2	4	8	Keep abreast of Government announcements and make full use of any funding opportunities associated with changes.	2	2	4	Environment Delivery Project Board	No current issues	
11	Lack of infrastructure to accommodate new 'green' technology/ transport/ initiatives etc	07.06.2021	New technology is emerging quickly and the Council/ District may not have the correct infrastructure to take advantage of it. E.g. lack of electric vehicle charging points/permeable pavements/ green buildings /roofs	We may be delayed in reducing carbon emissions from certain activities if we are not maximising opportunities	2	3	6	Keep up to date through training and learning from relevant experts. Seek funding opportunities to assist with delivering the right infrastructure and piloting new ideas. Learn from and join with others where this brings efficiencies	1	2	2	Various Service Areas	Some transport elements to be addressed through the Local Transport Plan refresh	
12	Unproductive partnerships with key stakeholders	07.06.2021	Partners could have a change in circumstance/funding and pull out of partnerships with WBC	Several of our actions/ projects rely on cooperating with partners such as BBWOT	2	3	6	Develop formal agreements with key partners with MoUs/ other relevant paperwork.	1	2	2	WBC Environment Delivery Team/ Countryside Team /other relevant staff	No current issues	

Timelord 2 – Final Report

Committee considering report:	Executive
Date of Committee:	15 July 2021
Portfolio Member:	Councillor Howard Woollaston
Date Portfolio Member agreed report:	18 th June 2021
Report Authors:	Nick Carter
Forward Plan Ref:	EX4011

1 Purpose of the Report

- 1.1 Since March 2020, the Council has moved a lot of its staff and activities online. Over the last 9 months alone the Council has conducted around 13,000 online, ‘virtual’ meetings (10,000 via Zoom and 3,000 via Teams). Council services are more digitally enabled, and the number of staff based in Council offices has dropped notably.
- 1.2 There is a desire to hold onto these new ways of working whilst at the same time addressing some of the challenges that they present. Successfully implemented, there is no reason why they cannot bring benefits to the Council, its staff, and most importantly to its customers and to local residents.
- 1.3 This report sets out how the Council proposes to do just that. This is the final draft of this report which has been developed following an extensive period of staff consultation earlier in the year.

2 Recommendations

- 2.1 To approve the Timelord 2 working model as set out in the covering report.
- 2.2 To approve an ongoing allocation of funding from within existing budgets for a staff home working allowance of £150,000 per annum.
- 2.3 To approve £50,000 of costs, from within existing budgets, to fund the ongoing additional costs of the internal booking system, staff development and support costs in respect of Timelord 2 and a doubling of the Reasonable Adjustments Budget.
- 2.4 To approve the sum of £691,130 to be borrowed to fund the capital works required to support the goals of Timelord 2.
- 2.5 To review the effectiveness of new proposals six months after the Timelord 2 Programme has been implemented.

2.6 Once this review has been completed to approve the disposal of the West Street House and West Point buildings if appropriate.

3 Implications and Impact Assessment

Implication	Commentary
<p>Financial:</p>	<p>The proposals set out in this report have a number of financial implications which can be summarised as follows:</p> <p>Revenue:</p> <ul style="list-style-type: none"> • Closing the offices at West Street House and West Point will generate an annual revenue saving of £400,000 per annum when the offices are fully closed and the sites disposed of. • Providing staff who are working from home with an allowance of £150 per annum will create a revenue budget pressure of circa £150,000. • £70,000 to fund additional training requirements for staff to use new ICT requirements and the Project Manager of Timelord 2. This will be requested from transformational funding internally but is part of the overall cost of the Timelord 2 project • Residual savings expected to be approximately £200,000 will be utilised to support the Council’s overall budget position. <p>Capital:</p> <ul style="list-style-type: none"> • In addition to this it is proposed that a further £53,000 of capital funding is retained for ongoing costs for the internal booking system and management development in support of Timelord 2. • The sale of the two properties will also yield a capital receipt that the Council have available to use to offset borrowing costs, invest in new schemes in the capital programme or use to support transformation projects. There are some historic borrowing costs associated with the purchase of these two buildings that will need to continue to be paid off until 2049. Depending on the final asset sale value, this will alter the overall receipt the Council achieves for what will become two empty properties. • The refurbishment of the Market Street Offices and IT costs to meet the requirements of Timelord 2 is estimated to be around £691,000. This is in addition to a provision of £210,000 in the capital budget 21/22 which is being used to support these works. • There is £1,000,000 in the capital strategy for West Point & West Street House for the next 5 years that now won’t be

	<p>required so this can be utilised to help fund the capital works required for Timelord 2.</p> <ul style="list-style-type: none"> • This is an invest-to-save project and the payback period of this capital investment will be 4.5 years. • The detail of capital and revenue costs is detailed in Appendix 4.
Human Resource:	<p>This report has significant human resource implications for the majority of the Council's staff. These include:</p> <ul style="list-style-type: none"> • The opportunity to spend more time working from home with the resulting benefits this will bring. • New digital investment to improve both efficiency and effectiveness. • Greater opportunities to utilise the facilities at Shaw House. • A new car parking policy which should bring greater equality and a greener approach to staff travel.
Legal:	<p>There are no immediate legal implications arising from this report. Staff have been consulted and no changes are proposed to existing terms and conditions of employment. Any procedural aspects of the implementation will be carried out in accordance with current legislative requirements.</p>
Risk Management:	<p>In the normal course of events the implementation of a project of this nature over such a short timescale would be seen as high risk.</p> <p>The Covid-19 Pandemic has however been an effective proving ground for the new workstyles outlined within Timelord 2 and the digital resources and skills needed to support them. We now know that with the right support they can work so the associated risks are notably lower.</p> <p>Timelord 2 unlike some of the workstyles operated during the Covid-19 Pandemic does not include an option that enables staff to work permanently from home. This thereby addresses some of the concerns regarding isolation, team building and management support that were highlighted in the Covid-19 staff survey in the summer of 2020.</p> <p>A Phase 1 Timelord 2 Survey was completed in November 2020 and this has provided much of the information on which this report is based most notably, the expected numbers within each of the three workstyles. These figures are broadly in line with earlier surveys and therefore provide some confidence that the Market Street Offices will be able to accommodate the number of staff working under Timelord 2.</p> <p>A final survey of staff will take place in July 2021 to determine what workstyle staff would like to select.</p>
Property:	<p>This report has significant property implications given that it proposes:</p>

	<ul style="list-style-type: none"> • The closure of the Council's West Street House and West Point Offices. • Limited refurbishment of the Market Street Offices. <p>Staff located at Turnhams Green will fall within Timelord 2. This office will remain open and no works to the building are being proposed.</p>			
Policy:	<p>This proposal does not relate to national policy. The proposals in this report do however reflect the direction that many organisations appear to be taking after working through the Covid-19 Pandemic.</p> <p>It has been made clear to staff that given the Covid-19 Pandemic Timelord 2 will only be implemented when it is safe to do so.</p> <p>HR policies and protocols will need to be amended / developed to support the Timelord 2 Programme. Some will be retained from Timelord 1 – others will be new.</p>			
	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?	X			<p>A detailed Equality Impact Assessment is set out at Appendix 3. The key inequality issues are around;</p> <ul style="list-style-type: none"> • potential barriers to staff with disability and mobility issues both in the office and working at home. • the impact of the new staff travel policy on low paid staff although the new policy does ameliorate this to a degree and is potentially less divisive than the existing one.
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		<p>No impact on service users has identified. Timelord 2 is seeking to create benefits for our customers as outlined elsewhere in the report. As stated in Appendix 3 the most significant impact is potentially on staff with a disability or mobility issue. A number of mitigating measures are being proposed and reassurances given. Other potential impacts on other staff with protected characteristics are outlined in Appendix 3</p>

Environmental Impact:	X			The proposals will reduce the Council's carbon footprint by an estimated 6.3% equating to 740 tonnes of CO2 per
Health Impact:	X			Policies and programmes will be put in place to support both managers and staff in working with the new workstyles. Learning gained from the Covid-19 Pandemic will be used to help shape this work. Previous staff surveys have shown that the proposals outlined in this report are likely to have a positive impact on staff health and wellbeing although it is clear that the Pandemic has had a negative impact on many staff which will need to be recognised.
ICT Impact:	X			Significant enhancements to the Council's ICT infrastructure have been made during the Covid-19 Pandemic. These will be further enhanced to support Timelord 2. The focus during the Covid-19 Pandemic has been on supporting staff with ICT. This will need to continue but an increased focus will need to be placed on using ICT to enable a more effective interface with our residents and customers.
Digital Services Impact:	X			As above. Digital solutions will be required to support Timelord 2 e.g. a booking system for desks and potentially car parking. Beyond that there is a much bigger programme of work focused around working more efficiently in a more digitally enabled environment which will bring benefits to staff, Members and our customers.
Council Strategy Priorities:	X		X	Timelord 2 will have a positive impact on the Council's environmental priorities and potentially on those activities that seek to support Council priorities through a more engaged workforce. A reduced number of employees working in Newbury may well have a negative impact on footfall in the Town Centre and more widely on economic activity although there is no data available to quantify this.
Core Business:	X			It has been assumed that the application of Timelord 2 will have a positive impact on the Council's productivity for reasons

				outlined in the report. This should have a knock on impact on the Council's core business although this has not been quantified.
Data Impact:		X		There will be a data impact as more data is held electronically rather than in hardcopy. The Digital Strategy's support for a greater move to Cloud based services should further support staff.
Consultation and Engagement:	The principles of Timelord 2 were explored in the Covid-19 staff survey that was conducted in June 2020. The proposed workstyles and other issues around the developing Timelord 2 Programme were then the subject of the Phase 1 Timelord 2 survey that was conducted in November 2020. These final proposals have been shaped by the results of a more expansive staff consultation exercise conducted during the Spring of 2021.			

4 Executive Summary

- 4.1 The Covid-19 Pandemic has had a profound impact on the world of work. National lockdowns have forced many staff to work at home and as a result become increasingly dependent on information communications technology (ICT). The proliferation of Zoom and Microsoft Teams meetings has perhaps been one of the defining symbols over the past year.
- 4.2 West Berkshire Council, along with others, appears to have adapted quickly and effectively to the new challenge. A change that might have taken years of planning, and undoubtedly would have raised a fair degree of scepticism in a more normal working environment, has been delivered in a matter of weeks, and with surprising ease, which is testament to the work undertaken by our staff to enable this change.
- 4.3 As this report is being written (June 2021) the Pandemic remains with us. The Council has prepared a further Covid-19 Recovery and Renewal Strategy and the potential to continue with the working arrangements that have characterised the Pandemic have been identified as a key priority. The results of the Covid-19 staff survey demonstrated that staff would like to explore this further and so the Timelord 2 project was borne.
- 4.4 This report is the result of nine months' work by the Council's Accommodation Group and has been the subject of extensive internal consultation.
- 4.5 As the title suggests Timelord 2 had a predecessor. Timelord 1 (simply entitled Timelord at the time) was developed jointly with Vodafone following the 2007 summer floods. Introduced in 2010, it rationalised the Council's office accommodation, introduced new working methods – including four new workstyles, and enabled staff with a range of ICT. Subsequent staff surveys have suggested that the increased flexibility that Timelord 1 brought to staff has had a positive impact on recruitment and retention.
- 4.6 In many ways Timelord 2 is an extension of Timelord 1. Similar principles are being explored. Greater flexibility through more home working, a further rationalisation in office accommodation, and a major ramping up in the use of ICT.
- 4.7 As stated already we remain in a Pandemic situation. There has been no return to normality let alone time to properly reflect on what the future working environment beyond Covid-19 might look like, and how the Council might respond to it. The underlying theme of the Recovery and Renewal Strategy has been to 'seize the moment' and coupled with the relatively positive results of the Covid-19 staff survey this report seeks to do just that. As this report is being written the view remains that we should seek to retain the good things from the past 12 months and not lose them through delay with the inherent risk of defaulting back on what went before.
- 4.8 In formulating the Timelord 2 proposals it is important to understand that there are a number of defining principles that need to underpin any revision to current working practices. These are particularly important since internally focused exercises such as this can sometimes become overly introspective. It is important to ensure that the primary focus remains on the Council's role in supporting local communities and their residents – residents who also pay for the services the Council provides and the salaries of its staff.

4.9 The Vision driving the Timelord 2 Programme is:

To establish a new lower carbon way of working at the Council by 2022 which is based on less commuting, and more flexible working facilitated by the greater use of ICT. A more flexible working environment should enhance recruitment, retention, staff engagement and wellbeing. Enhanced staff engagement and better utilisation of our office accommodation should then increase the effectiveness of the Council as an organisation with the potential to also reduce costs.

4.10 The following three objectives have been set for the Timelord 2 Programme:

- Through the introduction of more flexible working practices increase the Council's productivity by;
 - enhancing employee engagement and wellbeing, and recruitment and retention,
 - introducing new technologies to improve efficiency and customer experience and accessibility.
- Improve efficiency by making more effective use of the Council's office accommodation stock and putting all Council services 'under one roof' to enable better integration of services.
- Help reduce the Council's carbon footprint through reduction of office space and associated carbon generation, as well as reduced commuting by staff.

4.11 The key principles driving Timelord 2 are that:

- Council effectiveness should be enhanced.
- The new arrangements should provide on-going cost reductions.
- The new arrangements should be supported by the majority of staff.
- Staff need to be given the tools to do the job in this new working environment- notably effective ICT.
- Staff and managers need to accept that the new model will require commitment to proactive communication and management to make the new arrangements work.
- The new working model should support other Council policies notably the new Environment Strategy and the Recovery and Renewal Strategy.

Consultation

4.12 Initial Timelord 2 proposals were drafted during late 2020 following the Covid-19 staff survey with the intention of consulting staff in greater depth prior to preparing the final report. The consultation was launched on 15th February for 6 weeks. Staff were able to attend Executive Director led discussion groups or respond directly by e-mail.

4.13 The final Timelord 2 proposals are summarised below and these have been adapted where deemed appropriate to reflect the consultation comments. The main themes to emerge from the consultation were:

- The principle of having 'one corporate office' was supported.
- A desire for more flexibility around the home workstyle.
- A desire for teams to sit together when in the office.

- The need for space to enable confidential meetings and avoid disruption from those holding virtual meetings.
- Issues regarding allowances and the purchase of equipment for home use.
- Concerns regarding the proposed changes to staff travel notably fears that some staff would lose their entitlement to free car parking, and questions as to how active travel proposals would actually work.
- Concerns over staff safety and the need to address potential equality concerns.

In terms of Timelord 2 the following are being proposed:

- The adoption of three working styles – Community, Home and Office. Increased flexibility has been introduced into the Home workstyle following staff consultation.
- Staff will be given the opportunity to select which of the three workstyles they prefer. Managers will retain the right to amend this if they feel the role cannot be fulfilled through the chosen workstyle or if it does not fit the criteria. If staff choose an office workstyle this cannot be overridden by a manager.
- The centralisation of the Council's office accommodation in Newbury to the Market Street Offices (MSO). Staff from West Street House and West Point would be moved to the Market Street site. Further consideration needs to be given as to whether staff from Merchant House could also be transferred to the Market Street site although at this stage this falls outside the scope of this proposal. No changes are being proposed at this time to the office at Turnhams Green.
- A floor being allocated to each Directorate at the MSO site.
- The same size of desk available to staff irrespective of grade.
- No member of staff would be entitled to their own desk and all desks would need to be booked through the on-line booking system which is now live. Staff with a disability or a health condition who require an adjusted workstation may be given their own desk if they have adopted an office workstyle or priority over adapted workstations. The expectation is that staff will be able to sit alongside their own team and the booking system will facilitate that. A clear desk policy will be mandatory.
- Bookable 'Pods' will be introduced to enable smaller meetings, including 1-2-1's, in the MSO offices. Break out areas will remain where they can be facilitated.
- Shaw House will be made available to managers and staff, to hold larger meetings including team meetings and workshops etc. Staff will be encouraged to hold partner and external meetings at Shaw House. Some drop down desk area provision will also be provided for staff.
- Member meetings will primarily remain at the MSO and the current Member facilities will remain unchanged.
- A new staff travel policy is being introduced which supports the Council's new Environment Strategy and seeks to bring greater equality to future car parking allocations. Staff who commenced their employment with the Council prior to 2007 or who are Essential Car User Status will retain their existing right to staff car parking and others may also become eligible. Staff who have a disability will be eligible for free parking and will be given preference to the new multi-storey car park adjacent to the Market Street offices.

- The Council will actively seek to provide subsidised public transport for those who wish to use this means of transport to get to work.
- Savings made in reducing the operational costs of maintaining the Council's office stock will be used to support staff working from home for management training and for ICT training for all staff. The remaining savings will be used to support the Medium Term Financial Strategy. If this report is approved the implementation of Timelord 2 will follow later in the year and probably into 2022. The implementation will be phased with the People Directorate moving onto the second floor of Market Street first, followed by the Place Directorate moving to the first floor and finally the Resources Directorate to the ground floor.
- A review of the programme is undertaken six months after implementation has been completed.

5 Introduction

- 5.1 The Covid-19 Pandemic forced the Council, along with many other organisations, to adopt new working practices. These were required to ensure staff remained safe and were able to adhere to the various requirements the Government put in place to help manage the Pandemic. These new arrangements have protected the Council's service delivery, whilst at the same time providing for many, a better work life balance and reduced carbon footprint.
- 5.2 A staff survey, conducted in June 2020 following the first wave of the Pandemic, highlighted significant support for a continuation of these new working practices. Since then a project entitled 'Timelord 2' has been initiated. This has focused on determining how these new working practices could be made to work on a permanent basis once the Covid-19 Pandemic is over – essentially the new 'business as usual.'
- 5.3 Extensive staff consultation on an initial set of Timelord 2 proposals was conducted between the 15th February and the 26th March this year and the subsequent findings are reflected in this final draft and the recommendations that are now being made. This Final Report includes the results of the internal consultation along with details of what has been changed as a result of the comments that have been made.
- 5.4 The report provides a background to the Timelord 2 project. As the name suggests, the Council initiated a previous Timelord project. This introduced a range of new flexible working practices whilst at the same time facilitating a consolidation of the Council's offices. Since then various surveys have highlighted the fact that the Council's flexible approach to work has helped improve both recruitment and retention of staff.
- 5.5 The remainder of the report sets out the background to the Timelord 2 project including the results of the consultation exercise. A proposed vision, objectives and principles are outlined reflecting in part on the results of detailed survey work undertaken across all of the Council in 2020. From that, a Council wide approach to 'working differently' is set out based on three distinct working styles. The new approach encompasses not only the Council's physical office requirements, but also how those working from home and in an office environment will be supported and the resulting expectations sought from those with management responsibilities.

6 Background

Overview

- 6.1 The Council inherited a number of office buildings both from Berkshire County Council and Newbury District Council in 1998 when it became a unitary authority. It also built a temporary office on the London Road Industrial Estate, largely for the now Place Directorate.
- 6.2 Successive accommodation strategies sought to rationalise and improve this office stock and bring all of the office under freehold ownership. This has now largely been achieved with three corporate offices in Newbury (Market Street, West Street House and West Point) and an office in Calcot. (Turnham's Green).
- 6.3 The 2007 summer floods, which had a major impact on many communities in West Berkshire, were also the trigger for the Timelord 1 project. The Council's own offices were not affected by the floods but the relatively new Vodafone headquarters at Shaw were, with one building being badly affected. Rather than replace 'like for like' Vodafone decided to look at whether working life could be made more efficient through the deployment of additional ICT, more home working and a new approach to how the office was utilised. The study was named 'Project Tardis'. The close working between the Council and Vodafone in relation to flooding also led to the development of a joint approach around Project Tardis. The Doctor Who theme was extended and the Council named its own venture 'Project Timelord'. It is described here as Timelord 1 to distinguish it from the current work coming out of the Covid-19 Pandemic. This new project has imaginatively been entitled Timelord 2!
- 6.4 Timelord 1 did enable some further office rationalisation and left the Council with the office accommodation stock it has in place today. There was however a fundamentally new approach to the way work was organised most notably around the creation of three workstyles:
 - (a) Fixed.
 - (b) Home-flex.
 - (c) Free.
- 6.5 Table 1 shows the number of staff currently allocated to each workstyle by Department/Service in 2020. The total shown only includes office based staff based within the Corporate Offices since it is these that fall within the Timelord 2 Programme. To put this in context out of a total workforce of 1512, 1126 (74%) would be covered by Timelord 2.
- 6.6 Timelord 1 went beyond workstyles. With it came an enhanced ICT package each tailored to three specific workstyles. Office layouts were also standardised and additional break out areas created to enable more informal working.
- 6.7 Staff feedback in respect of Timelord 1 has generally been positive. Successive staff surveys have highlighted that most staff see the Council's flexible approach to work as a real positive in terms of recruitment and retention.

6.8 Minor changes have been introduced from time to time under the oversight of the Accommodation Group. It would probably be fair to say that some elements of the Timelord 1 regime have proved more difficult to implement than others. Whilst Timelord 1 reduced the office footprint, and introduced further flexibility in working practices, utilisation of the resulting office space has generally been low. Prior to Timelord 1, office occupancy levels stood at 40% (40% of desks occupied at any one time). Once Timelord 1 had been introduced they increased, but only to around 50% and this was despite moving away from a 'one employee to one desk' principle.

Table 1 – The distribution of workstyles across the 'Timelorded' Council workforce - October 2020

Service	Workstyle		
	Fixed	Free	Homeflex
Adult Social Care	15	123	8
CEO & Support	2	3	7
Children and Family Services	7	130	5
Commissioning	5	17	1
Customer Services and ICT	29	31	19
Development and Planning	20	68	18
Director & Support (People)	0	2	1
Director & Support (Place)	1	1	0
Director & Support (Resources)	0	1	0
Education Services	30	117	17
Environment	20	90	9
Finance and Property	17	80	21
Public Health and Wellbeing	0	11	0
Public Protection and Culture	5	55	7
Strategy and Governance	16	37	40
Grand Totals	167	766	153

6.9 Despite this, the overall conclusion from survey data would suggest that Timelord 1 has largely delivered on its stated objectives.

6.10 If Timelord 1 had its genesis in the 2007 floods, then Timelord 2 has been borne from the Covid-19 Pandemic. Successive national and local lockdowns have necessitated a move to home working and digital communication. Something that was thought by some to be too challenging has been made to work in a matter of just a few weeks. Whilst there are lessons to learn from this experience, it has demonstrated what is possible.

6.11 The Council conducted a staff survey in June 2020 that in part sought to test the appetite to move on from Timelord 1 reflecting on the experiences of the Covid-19 Pandemic. The underlying sentiment was positive with around two-thirds (65%) of staff wanting to work in a hybrid arrangement with some time spent in the office and some time spent at home. 14% of staff wanted to work entirely in the office and just over 20% wanted to work entirely from home.

6.12 The survey (and general office based observations during the Covid-19 Pandemic) highlight a number of issues:

- The choice of a workstyle is dictated by a range of factors many personal to that individual. For example 40% saw more home working as enhancing their work life balance whilst 28% felt it had a negative effect. Learning from Timelord 1 highlighted the importance of the workplace as a place for social interaction particularly for those who live alone, but also for those for whom home is not a positive or safe space. This remains relevant today and was one reason why the offices have remained open during the Covid-19 Pandemic.
- Potential benefits to the Covid-19 arrangements cited by staff included saving money on travel costs, a reduced carbon footprint and being better able to support service users.
- Areas of concern included potential conflict between supporting service users, caring responsibilities and a diminution in effective team working.
- In the context of taking the current working arrangements further, between 20% and 30% of staff felt that they did not have dedicated office space at home, effective ICT equipment, or the required office equipment.

6.13 The survey results need to be viewed against a national, even international context which is seeing an increasing shift towards more home working with less reliance on the office as a result of the Covid-19 Pandemic. What is emerging at West Berkshire Council would appear to be being replicated in many other businesses. This is perhaps not surprising given the global nature of the Covid-19 Pandemic.

6.14 It is against this background, and in the knowledge that a continuation of recent working patterns has broad staff support, that we have embarked on Timelord 2. The remainder of the report sets out the results of the recent consultation on the initial Timelord 2 proposals and goes on to set out what is now being proposed as the final Timelord 2 model.

Consultation Findings

6.15 Consultation on the draft Timelord 2 proposals was launched internally on 15th February and ran for a period of 6 weeks. Staff were invited to attend one of 10 Discussion Groups at which the proposals were debated in detail. In addition, staff were also able to comment directly and 300 emails were received through this route. Taken together the views expressed represented a significant proportion of those affected. A full report on the consultation results is set out at [Intranet - Timelord 2 Consultation](#). A summary of the main themes along with the management response (in italics) is set out below:

A. General Comments

- One office – whilst there were a range of comments the underlying theme was supportive with many staff seeing the benefit of being located under one roof.

This concept has been retained in the Final Report with Market Street being the only office large enough to potentially accommodate all staff. This will be dependent on the final distribution of workstyles which staff are being asked to select during June and July 2021.

- Timing – concerns were raised that Timelord 2 should not be introduced whilst the Covid-19 Pandemic was still with us. Some felt a period of normal working should be put in place prior to making any changes. Others felt the consultation was rushed.

The consultation has been extensive, being undertaken over a six week period of time. It is not accepted that it has been rushed. A further 2 months have been set aside to analyse and review the comments. Timelord 2 will not be introduced whilst Covid-19 restrictions are in place. An implementation timetable is discussed later in this report and will continue to be reviewed as part of Phase 2 of the project. It is not felt appropriate to return to a period of 'normal' working and separate discussions are taking place around the interim arrangements that may be required prior to any implementation of Timelord 2.

- Workstyles and flexibility – many of the comments raised here are about the desire for additional flexibility. There was however a significant difference of view between the three Directorates with the People Directorate tending to favour more working in the office and staff in the Resources Directorate favouring more working from home.

Changes have been made to the Home workstyle to introduce some further flexibility and further clarification has been made to the Community workstyle. Following these changes the plan is to ask staff again which workstyle they wish to select during June and July. The ability for managers to override this selection to protect service delivery remains except for the office workstyle

B. Office Working

- Team working – concerns were raised that team working would be eroded because staff would not be able to be seated together when based in the office.

The new automated desk booking system will enable staff to choose where they sit and so enable team working. There may be instances where a specific desk may not be available.

- On boarding new staff – it has been challenging during the Pandemic to effectively induct and manage new starts. It was felt that this could also be a struggle during Timelord 2.

It has already been agreed that new starters will automatically adopt an office workstyle during the first six months of their employment with the Council. Managers will have the discretion to ask other staff to attend the office where it is necessary to support induction and new starters. It needs to be accepted that increased flexibility will need to work both ways. An increased opportunity for staff to work at home where this can be facilitated and the flexibility for managers to ask staff to work at the office where this is needed to protect service delivery.

- Booking system and flexibility – questions were raised about how the booking system would work and whether it would be linked to the car park booking

system. A number of staff raised concerns that the booking system itself would add to the daily workload.

The digital desk booking system is now already in place and working at the corporate offices. It will be linked to the new parking system over the coming months. The principles behind Timelord 2 require desk booking to be in place to ensure that office space is managed efficiently. It is not envisaged at this time that there will be insufficient space although this will need recalculating once staff have selected their workstyle during June and July.

- Confidentiality and meeting spaces – the concern here was around a potential lack of meeting spaces in which to have confidential discussions and the danger of confidential discussions being overhead in the office environment. It is the intention to create pods which should enable confidential discussions to take place along with virtual meetings on Zoom or Teams. The number and size of meeting rooms will be discussed as part of the layout preparation.

In terms of maintaining confidentiality in an open office environment this has now been the case at the Council for over a decade where open offices have been the norm. The issue was raised as a particular concern in the People Directorate. The designation of a floor to each Directorate at Market Street, coupled with the ability of each Directorate to shape their own layout should also help alleviate some of these concerns.

- Efficiency and productivity – comments here reflected a view from staff that some felt they worked more effectively in the office – others at home.

No member of staff is being compelled to adopt any particular workstyle although it is important to recognise that managers retain the right to ask staff to work from the office where they are of the view that it is necessary to protect service delivery.

- ICT, printers and equipment – a range of comments were made on this theme with many raising concerns at the adequacy of the Council's ICT in supporting Timelord 2. Some staff also commented on the need to retain some paperbased systems.

ICT has had a lot of discussion as part of the Timelord 2 process. More broadly a new Digital Strategy is in place which will hopefully assist in helping the deployment of new ICT to support Timelord 2. This will be discussed more fully during the implementation phase but it is accepted that effective ICT does need to be in place to support Timelord 2 – the two are inextricably linked.

- Office layout – concerns were raised regarding the offices feeling cramped. The Disability Staff Network raised concerns regarding adequate space for those with mobility difficulties and the availability of disabled toilets and lifts.

Detailed floor layouts will be shaped by the three Directorates working within an agreed set of corporate guidelines. The office layout will meet health and safety requirements and will enable all staff to move around the office. The

spacing of desks will be no greater than the current layout although a much greater proportion of those desks will be occupied. Standing desks will be provided if there is demand.

Additional toilets will be constructed at Market Street on the Ground Floor. Unfortunately it is not feasible to construct additional lifts. There will be a review of disabled toilet provision at Market Street.

- Worklife balance – mixed comments were received. Some welcomed the opportunity to return to the office – others welcomed the opportunity to blend office and home working.
- Wellbeing and health and safety – in general home working and a mixture of home and office working were seen as generally positive from a wellbeing perspective. Safety concerns were raised with regard to travelling from the office to car parks particularly during dark evenings.

Enhanced staff safety measures have been proposed in the Final Report.

- Removal/additional flexibility of core hours. Comments were mixed here with some welcoming the flexibility and others expressing concern that it would lead to a change in working.

The proposal to review core hours was made to increase flexibility in terms of when staff might chose to work. Nothing is being mandated. Flexibility around core hours could only be offered if service delivery could be maintained or potentially enhanced.

- Storage and digitisation – concerns were raised about both paperless systems and paper records.

The Council has increasingly moved towards digitising records in recent years and this will continue under Timelord 2.

C. Home/Community Working

- Worklife balance – there were a large number of positive comments regarding the benefits of being able to work from home. Some of the negative aspects of working from home (e.g. separating work from home life) were also commented upon.
- Homeworking allowance – a large number of comments were received with the majority feeling the allowance was insufficient and also requesting that it was paid as a lump sum.

The purpose of the allowance is to make a contribution towards the cost of working at home not to cover all of the costs. Benchmarking, although limited, suggests that some authorities are paying no allowance at all. Following further consideration it has been decided to retain the allowance at £12.50 per month as originally proposed. Proposals are made in the Final Report regarding the

payment of a lump sum as opposed to a monthly payment. The options around this are limited by taxation issues.

- Equipment for home use – staff have commented that it would be useful if they were able to retain Council equipment (ICT and furniture) that has been loaned to them during the Pandemic.

Where equipment is surplus to requirements then staff will be given the opportunity of purchasing the equipment at market value. Again this is an area where there are potential tax implications. More detailed guidance on this will be issued in due course.

- Service provision and efficiency – this was generally seen as positive with the challenge of balancing child care and working from home highlighted.
- ICT implications of home working – access to printing was the main comment here. The importance of Microsoft 365 was also highlighted.

The comments are noted although in an environment where we are seeking to become increasingly paperless the question needs to be asked as to why printing is still needed? The importance of Microsoft 365 to Timelord 2 is appreciated and is built into the implementation arrangements.

- Wellbeing and health and safety – comments here largely revolved around home office setups and also the availability of professional and emotional support.

Further work has been done to ensure home office arrangements meet the necessary health and safety requirements. Managers will have a key role in ensuring that their staff are working safely at home. It will also be up to managers to ensure that their staff are appropriately supported at home. The flexibility exists for managers to ask staff to work at the office where this is seen to be in their best interest or to maintain effective service delivery.

- Confidentiality – concerns have centred around ensuring that records could be stored safely at home.

This issue would seem to look directly to the digitisation of records.

- Management – issues raised here focussed around managers needing to manage in a different way under Timelord 2.

It is accepted that to date this particular challenge has had relatively little consideration. This will be addressed going forward and is further discussed in this Final Report.

- Fairness – the issue here was around home working being easier for those with larger homes and/or the space to work.

This is accepted. Aside from paying an allowance which has minimal impact in

terms of this issue there is not a lot that the Council can do to address this. This problem has existed since home working was introduced many years ago.

- Communication – the need to communicate effectively in a Timelord 2 environment was raised by a member of staff.

This probably links closely to the comments regarding management. Proposals in respect of internal communication are already reflected in the Communication and Engagement Strategy but further consideration is needed in the context of Timelord 2.

D. Staff Travel

A large number of comments were received from staff regarding staff travel proposals. These are summarised below:

- Fairness and the points system – concerns were raised as to how the new system would work and the need for transparency.

This can be addressed through the release of further guidance on the policy and greater detail on how it be implemented.

- Pre-2007 protection of free car parking – the comments here related to the right to free car parking for this group being protected through custom and practice. This is discussed further within this Report.
- Impact on recruitment and retention. Concerns were raised that the new policy would have a negative impact on recruitment and retention.

There is no evidence that the previous removal of free car parking has had a negative impact on recruitment and retention. The proposal here is in any event not about removing free car parking for existing staff who already benefit from this but aligning future allocation of free car parking for all other staff to environmental considerations.

- Essential Car Users (ECU's) – the comment here was that ECU staff said that their contracts state that they must make a car available for work, and that not providing parking undermines that.

As with other staff travel comments this is reflected later in this Report.

- Active Travel – comments on this topic did highlight a misunderstanding of what was being proposed. In addition some comments were made regarding safety particularly at night.

The proposals as stated do not force staff to walk or cycle. The policy seeks to encourage such activity where staff are not eligible for free parking.

- Public Transport – the comments here focused on the lack or reliability of public transport as a means of getting to work.

This is reflected on later in this Report.

- Staff safety – this was touched on earlier and related to staff walking to car parks and using public transport after dark.

As mentioned earlier the issue of staff safety is now reflected in this Final Report.

- Costs for staff – comments here related to the additional costs of public transport and paying for car parking. This was offset to some degree by comments relating to savings that would be made by not having to travel if working from home.
- Environmental Impact – comments were largely positive here reflecting the positive environmental impact the proposals would have.
- Transporting equipment – comments related to the potential need to carry/transport equipment larger distances if car parks were further away.
- Impact on flexibility/service delivery – issues here again related to the inconvenience of potentially having to park further away from the office.
- Electric vehicles – a range of comments here including their prohibitive cost and ideas about encouraging use.
- Drop down parking – comments on this topic related to the desire for drop down parking to aid service delivery.

Additional proposals have been made in the Final Report to assist with this.

- Quantity of parking – concerns that there would be insufficient parking available.

This is not a concern. There are no issues at this time regarding the availability of parking for staff in Newbury Town Centre.

- Impact on work life balance – comments were largely about the impact that active travel or using public transport would have on the ability to balance their work and home life.

Staff will not be compelled to travel by public transport or walk or cycle to work. They can choose their mode of travel.

- Location of parking – concerns were raised regarding the distance from Northcroft Lane to Market Street.

Staff with mobility issues will be provided with car parking closer to the Market

Street offices.

- Linking staff travel to Timelord 2 – it was suggested that the staff travel proposals should be decoupled from those relating to Timelord 2.

This has been discussed but the view has been taken that it is now timely to implement both.

7 Vision, Objectives and Key Principles

The Timelord 2 Vision

- 7.1 To establish a new lower carbon way of working at the Council by 2022 which is based on less commuting, and more flexible working facilitated by the greater use of ICT. A more flexible working environment should enhance recruitment, retention, staff engagement and wellbeing. Enhanced staff engagement and better utilisation of our office accommodation should then increase the effectiveness of the Council as an organisation with the potential to also reduce costs.

Objectives

- 7.2 The following three objectives have been set for the Timelord 2 Programme:

- Through the introduction of more flexible working practices increase the Council's productivity by;
 - enhancing employee engagement and wellbeing, and recruitment and retention;
 - introducing new technologies to improve efficiency and customer experience and accessibility.
- Improve efficiency by making more effective use of the Council's office accommodation stock and putting all Council services 'under one roof' to enable better integration of services.
- Help reduce the Council's carbon footprint through reduction of office space and associated carbon usage, as well as reduced commuting by staff.

- 7.3 In terms of each of the three objectives there is clear evidence from Timelord 1 that the increase in flexible working brought about by that Programme has assisted recruitment and retention of staff. If Timelord 2 seeks to extend that flexibility further then there is no reason to believe that the recruitment and retention of staff could not similarly be enhanced. It seems reasonable to assume that West Berkshire would become a potential employer for those who would have previously seen West Berkshire as outside their commuting zone.

- 7.4 If the working environment for staff is improved then it is also a reasonable assumption that employee engagement (as measured through the Employee Attitude Survey (EAS)) should rise. Employment engagement scores at the Council are comparatively high although they do vary notably between Departments and Services. There is probably little room to enhance the scores of the very best but there is certainly significant room to improve on those that are struggling. Interestingly, a similar pattern has been observed during the Covid-19 Pandemic which further highlights the leadership and management challenge that exists if Timelord 2 is to be uniformly successful.

- 7.5 Covid-19 has shown that the use of effective technology can assist efficiency and customer experience. There is probably more that can be done but there are also risks particularly around the potential exclusion of the most vulnerable and this will need to be carefully considered before any new Programme is rolled out.
- 7.6 The expectation has to be that Timelord 2 will deliver a reduced office footprint and hopefully the opportunity of a 'one Council – one office' scenario. Savings in operational costs are expected to be invested largely in staff.
- 7.7 A reduced carbon footprint comes from a lower office footprint and reduced travel with fewer staff commuting.

Key Principles

- 7.8 In considering future changes to the work environment a number of key principles have been established to help shape the Timelord 2 Programme. These principles also reflect the learning from the Timelord 1 Programme:
- Council effectiveness should be enhanced.
 - The new arrangements should provide on-going cost reductions.
 - The new arrangements should be supported by the majority of staff.
 - Staff and managers need to be given the tools to do the job in this new working environment – notably effective ICT.
 - Staff need to accept that the new model will require commitment to proactive communication and making the new arrangements work.
 - The new working model should support other Council policies notably the new Environment Strategy and the updated Recovery and Renewal Strategy.

Council effectiveness should not be compromised, preferably enhanced

- 7.9 The Council exists to support local communities and residents and to commission and provide local services. The majority of the Council's services and the salaries of its staff are paid for directly by local residents.
- 7.10 Customers and residents should therefore be at the heart of our thinking when it comes to Timelord 2. Prior to Covid-19 the concept of Timelord 2 would probably either have been dismissed as something of an ideological fantasy or would have been seen as a major transformation project with all of the requirements such a project would have brought. It is only in having successfully responded to Covid-19 in an emergency setting that the Council has decided it has the confidence to continue with a project that in other circumstances would have been seen as potentially high risk.
- 7.11 It is however important to realise that Covid-19 has not been without its challenges. Covid-19 will not go away and it is as yet difficult to fully appreciate what working life will entail once some degree of normality returns. In pulling together the Timelord 2 Programme the following need to be recognised:
- Face to face contact has largely been precluded during the Pandemic. It should not be assumed that it will not be needed once the Pandemic has passed. Not

everything can be done as effectively by virtual means as the Lockdown has demonstrated.

- Some residents and customers do not have the ability to contact the Council digitally. This was also the case before Covid-19. The Council Strategy places a focus on addressing inequality and supporting the vulnerable. It seems appropriate to assume some form of physical office presence will be needed and Departments / Services will need to be ready to support that office presence. The nature of that support will vary from one Department / Service to another.
- It is unclear at this stage what impact Covid-19 has had on the Council's customer responsiveness. The Council's own management data has not been reshaped to reflect either a Covid-19 or post Covid-19 world. There is certainly some anecdotal evidence that some telephone calls and emails are not being responded to as quickly as residents would like although some of these issues were evident before Covid-19 arrived.
- We need to consider the infrastructure that is needed to support any new way of working. Our ICT Service did an admirable job in getting the Council up and running very quickly in 2020 once the Covid-19 Pandemic was upon us, but if Timelord 2, or some form of it, is to become the norm then the focus and investment in ICT will inevitably increase. Customers and residents will lose faith in the Council if they cannot receive what they want from us in the way they want.

7.12 Perhaps the greatest issue at this time is that we do not really know what residents and customers want since we have not asked them. We can gauge from the feedback we have received that during the Pandemic we appear, in most cases, to have done a good job in holding up our service provision whilst responding to the challenges of Covid-19. However, our views are perhaps being shaped by an ongoing Covid-19 Pandemic and not by an understanding of how our residents will view Council services and what we do when the Pandemic is behind us.

7.13 This is further complicated by the fact that no one actually knows what the post Covid-19 world will look like. There are plenty of commentators prepared to offer opinions. It is not the place to discuss these here other than to say some change would seem inevitable. Timelord 2 is therefore being planned in something of a vacuum and a degree of caution needs to be taken in ensuring that Timelord 2 does not become overly driven by what staff want, with less consideration being given to what residents and customers want and need. If we choose to implement Timelord 2 quickly then there is perhaps a need to ensure we are able to reflect and adapt to any subsequent changes that emerge in our local communities after the Pandemic. For this reason post implementation review is being recommended six months after implementation of the Timelord 2 Programme has been completed.

The new arrangements should be cost neutral

7.14 The underlying principle behind the Timelord 2 Programme is that it should be at worst cost neutral with an expectation that some savings will be delivered. This also assumes there is no productivity gain through implementing the new workstyles. There are potential revenue costs and savings associated with the Programme which can perhaps be best summarised as follows;

- 1) Revenue – savings to potentially come from the reduced operating costs from a reduced office estate. These savings would potentially be used to support staff in working from home. It may also be that some of the savings might need to be used to support staff development linked to Timelord 2 along with funding for Shaw House. Some potential costs are as yet unknown for example any impact on staff travel costs.
- 2) Capital – savings would potentially come from selling or leasing surplus office space. Costs could come from potential refurbishment of the remaining offices to meet the requirements of the new workstyles alongside new ICT investment.

The new arrangements should be supported by the majority of staff

7.15 The Covid-19 staff survey suggested that greater home working following Covid-19 was likely to be supported. Further staff consultation around possible workstyles conducted in November 2020 also suggested staff were likely to be supportive.

7.16 At that stage though staff were looking at broad principles and not the finer detail which for Programmes such as this, is important. Since then detailed proposals have been drawn up and have been subject to further staff consultation as previously outlined. Further changes have been made as a result and these are now set out within this Final Report.

7.17 The Timelord 2 staff consultation exercise undertaken earlier in the year did not suggest a lack of support for Timelord 2 although the depth and extent of the consultation has inevitably led to range of issues and concerns being raised.

Staff need to be given the tools to do the job in this new working environment

7.18 The introduction of enhanced ICT for staff was a major strand of Timelord 1 and will also play a key part in the success of Timelord 2.

7.19 The Council's Digital Strategy, approved in August 2020, includes "Theme 3: Creating a Modern Workplace and Workforce". This theme has a number of objectives that will contribute to the success of Timelord 2 including:

- *Improving connectivity* to aid flexible working (increased WiFi coverage in the office, always on laptop connectivity, more use of 4G devices, replace legacy BlackBerries with Android smartphones, moving applications to the cloud)
- *Improving communication and collaboration* (Greater use of instant messaging, collaboration tools and access to data from anywhere)
- *Increasing the digital skills of Council staff and Members.*

7.20 With the Windows 10 project nearing completion most of the Council's laptops now have 'always on' connectivity

7.21 In response to the Covid-19 emergency more staff have been provided with laptops, smartphones and remote working software. Meetings have been transformed through the use of Zoom and Microsoft Teams.

- 7.22 Tools such as Microsoft Teams have much more potential than is currently being utilised. ICT is currently planning the roll out of Microsoft 365 between July 2021 and January 2022. Microsoft 365 will provide a resilient cloud-based replacement for the Councils current email and Office software as well as:
- Fully configured Teams software – for voice calls, video-conferencing, chat, file sharing and collaboration.
 - Microsoft Stream – for recording, storing and sharing of video information.
 - Microsoft Forms – for surveys (similar to Survey Monkey).
 - Microsoft Planner – for organising teamwork and projects.
 - Microsoft Bookings – online booking application.
- 7.23 Microsoft 365 will also introduce cloud-based file storage utilising OneDrive to replace H: and I: drives and introduce Microsoft Sharepoint for improved file and document management across the Council.
- 7.24 In addition to the Microsoft 365 tools, the Council's meeting rooms will be equipped with suitable audio-visual (AV) equipment to allow meeting participants physically present in the room to easily interact via Teams or Zoom with other, remote participants.
- 7.25 All staff with Timelord 2 workstyles will be allocated a follow-me number. This will initially be provided via the current Openscape system, but over time is likely to be replaced with a system more integrated with Microsoft Teams.
- 7.26 The expectation is that we will continue to move towards a paperless environment thereby enabling effective home working. During the Pandemic it still seemed to be important for some staff to come to the office to pick up printing. This raises the question as to what actually needs to be printed in a new Timelord 2 environment? Progress has been made in some Departments / Services but it is not universal. Auditing will be required before the Timelord 2 project is initiated to make sure we do not retain a large amount of unnecessary paper. Physical storage comes at a cost.
- 7.27 There is also a question about whether culturally some staff will try and hold onto familiar but potentially outdated and inefficient ways of working. Again this needs some further work before the project is initiated.
- 7.28 In addition to ICT, an effective office working environment will also be important as will support to enable effective home working. It has to be recognised that the benefits that staff get from working at home – no commuting costs or time spent commuting - and often a better work / life balance will offset some additional costs associated with working from home e.g. heating costs etc. The Council is not in a position to meet all of the costs associated with working from home. A balance needs to be struck. This was also the case with Timelord 1.
- 7.29 Staff with additional needs will have those needs met and where necessary will be the only staff who will be allocated a specific desk. Additional funding will be made available to fund any reasonable aids or adaptations to desks that are required.
- 7.30 Covid-19 has shown that the Council can both manage and work remotely at least in the context of an emergency such as Covid-19. It did however become evident after a

few months that the impact of remote working was having an adverse effect on some staff. Some of this was due to schools being closed and the challenge of balancing childcare and work commitments. In other cases it was linked to a sense of isolation and even loneliness. Others commented on a lack of communication.

7.31 The Covid-19 staff survey highlighted further issues around inconsistent communication. Whilst there were clearly many examples of managers who had gone the extra mile in making sure they were in contact with their staff, others reported a feeling of being left with managers seemingly unaware, or unwilling to adapt their management style to the new challenges created by working remotely. A great deal more attention is going to need to be given to managing in this new environment if it is to become a permanent feature. The following give a flavour of what will be required:

- An appreciation of the capabilities and competencies required to work effectively in this new environment.
- All staff understanding that they need to balance their time between the office and home in a constructive manner, and to take some responsibility for their own work/life balance in managing their time whilst appreciating the needs of their service.
- A realisation that desks, and car parking, need to be booked in advance. Managing (electronic) diaries will be important.
- Management activities such as face to face team meetings will require planning in advance.
- A greater focus on ICT training given it will become even more fundamental to the world of work.
- New approaches to internal communications (some of this is outlined in the Communications and Engagement Strategy).

7.32 The results of the Covid-19 staff survey highlighted support in any event for a hybrid option – a mix of working in the office and at home. This in many ways helps alleviate some of the concerns associated with full time working from home highlighted above.

The new working model should support other Council policies notably the new Environment Strategy

7.33 The Council published its new Environment Strategy last year with an expectation of West Berkshire becoming carbon neutral by 2030. The Council is expected to lead by example and a reduction in staff travel and a potential reduction in the Council's office footprint are both means of lowering the carbon footprint. The point has been made that this could be offset to a degree by the increased cost of home heating if more staff are working from home.

7.34 It has been calculated that Timelord 2 will lead to carbon savings of 740 tonnes of CO₂ per annum. This equates to a reduction in the Council's carbon footprint of 6.3%. 78% of this reduction is estimated to come from transport and 22% from accommodation. These figures are based on a 2019/20 baseline. The date will be updated later in the year.

7.35 There are potential negative impacts associated with Timelord 2 most notably in relation to economic development and the impact of less Council staff using Newbury Town

Centre. No studies have been undertaken to determine what economic impact the Council has on the Town Centre but fewer staff working in Newbury is likely to have a negative impact on lunchtime Town Centre spend.

8 The Timelord 2 Model

Introduction

- 8.1 There are a number of proposed elements to the Timelord 2 model, each of which is set out in some detail below. Fundamental to the model is the creation of three new workstyles. These were proposed to staff in November 2020 and have been amended following the staff consultation during February and March this year
- 8.2 Data collected from staff as part of the Phase 1 Timelord 2 Survey has been used to determine overall office requirements and the number of desks needed etc. This has led to the conclusion that the Council can accommodate all of its office based staff in its Market Street offices. Following the staff consultation in February/March this year some changes have been made to the three workstyles. During June and July staff are being asked to formally state a preference to workstyle on the understanding that this could be overridden by management on the grounds of effective service delivery and criteria. Managers cannot override a member of staff who chooses the office workstyle. The report assumes that the allocation of workstyles (17% office, 71% home and 12% community) will remain largely the same and that the Market Street offices will have the required capacity to accommodate all Timelord 2 staff.
- 8.3 A view was expressed early in the project that the Council should look at the potential of using Shaw House more extensively as a staff base. Covid had a negative impact on commercial hires during the pandemic. As business recovery progresses for all sectors, the signs are that clients are starting to return and their requirements for offsite meetings, training and conferencing continue. The Grade 1 Listed Elizabethan Mansion acts as home to the Council's Registration Service and is also used as a Council training venue. As a condition of the Heritage Lottery Fund grant funding Shaw House also needs to be made available to the public for 120 days each year. This is generally facilitated over weekends and bank holidays.
- 8.4 Shaw House has many potential benefits as a staff base. It lies within walking distance of Newbury Town Centre, has good car parking and provides an informal and comfortable venue for meetings. In addition to this there are extensive grounds and a café. There is a specific proposal to encompass Shaw House within Timelord 2.
- 8.5 The opportunity has also been taken to use the Timelord 2 project to review the Council's staff car parking policy and this is set out in greater detail later in this report. The emphasis here has been on reflecting the Council's Environment Strategy and on adopting the Council's own green travel policies which are made a requirement on other local employers.

Workstyles

- 8.6 Following the staff consultation it is proposed to retain the three workstyles but to introduce some additional flexibilities. These are set out below:

- (a) In revising the workstyle descriptions, the main aims have been:
- To add some additional flexibility into the Home workstyle, in the light of consultation feedback.
 - To ensure that the Community workstyle is explained in a way which assists staff in certain roles to identify with it.
 - To express the desired balance between home, community and office working for the three workstyles, given that management believe that retaining some office working for all workstyles is healthy for staff, encourages employee engagement and wellbeing, ensures organisational cohesion and supports managers.

(b) The three workstyles are:

- **Community** – This workstyle is designed for staff who spend a significant proportion of their working time away from a workstation (usually a third of their working week or more). They may be working directly with clients, out in the community, at meetings or visits. For many of these staff, it will be convenient to work at home in between meetings or visits. At other times, desks will be available at the Market Street office to book on a short term basis. It is expected that these staff will occupy an office desk for no more than 8 hours a week on average. Staff in this workstyle will be expected to work in the office for the equivalent of at least one working day each calendar month.

To enable flexibility, free short term parking (up to two hours per day) will be made available to Community workers in the vicinity of Market Street; where staff wish to work in the office for longer than two hours, their entitlement will be determined by the staff travel criteria (as for other workstyles). A financial allowance will be paid to support home working. The Council will set a clear standard expected in terms of workstation set up at home to ensure health and safety. Staff unable to meet this standard would have to adopt an office workstyle. Staff in this workstyle would not have access to a locker and would have to book a desk when working in the office.

Roles which are likely to fall into this workstyle include social workers and highways engineers.

- **Home** – Staff in this workstyle would work mostly from home, possibly with some external meetings but spend on average 2/5 of their time in the office. This allocation between working at home and in the office would normally be set over a month rather than a week to allow flexibility, but Service Directors/Heads of Service would have discretion to allow greater flexibility to meet particular demands on teams, or peaks and troughs when teams needed to work physically together. Part-time staff would normally work to the same allocation over a month namely 3/5 of their working week at home and 2/5 in the office. Staff would be given a financial allowance to support home working. The Council would set a clear standard expected in terms of workstation set up at home to ensure health and safety. Staff unable to meet this standard would have to adopt an office workstyle. Staff would have to book a desk at the office and would have access to a locker when they are in

the office. Staff could choose this work style or a manager could require it where a member of staff has requested a Community workstyle.

- **Office** – Staff would be permanently based in the office. They would have a locker permanently allocated to them and would have priority over desk booking. They would not be entitled to their own desk unless this was as a reasonable adjustment relating to disability/additional needs. Office staff will also attract some points in relation to the location of any free staff car parking.
- (c) Staff adopting a Home or Community workstyle will be eligible for a regular homeworking allowance. This will be paid monthly and will be within HMRC guidelines to ensure that it will not be subject to tax or national insurance contributions by staff. The allowance will be £12.50 per month (£150 per year). The aim of the allowance is to assist staff to purchase necessary equipment, including screens and chairs, and to cover on-going replacement costs, although it can be used by staff in whatever way they see fit. Where staff need up-front financial assistance to set up a safe home workstation, they will be able to request an interest free loan of up to £150, which will be repaid through Payroll. Where staff receive the homeworking allowance, this will cover the repayments of the loan in 12 monthly instalments. There are no tax implications for staff with this arrangement.
- (d) Disabled staff requiring specialist or adapted equipment at home will be able to seek additional support through the Reasonable Adjustments budget, managed by the Equality and Diversity Officer, for necessary items costing over £200. This budget will be increased to account for the likely increased demand for assistance. A detailed procedure will be written to outline this.
- (e) Staff are being given the option of choosing one of the three workstyles during July 2021. Managers will need to approve the chosen workstyle and can override the member of staff's choice where it is felt it would undermine service delivery. Managers can also require staff who adopt a Home and Community workstyle to attend the office when it is felt necessary to maintain service delivery. As with Timelord 1, home working remains a privilege not a right. Managers cannot allocate a Community or Home workstyle to someone expressing a preference for an office workstyle – employees have a right to request office working where this supports their wellbeing or because they do not have an appropriate workspace at home.
- (f) Community and Home workstyles will not usually apply to new starters from day one; there will be an expectation that these staff will work in the office for the majority of their time. This will enable effective induction, training and probation assessment during the first six months of employment. It will also give time for the new starter to set up an appropriate workstation at home.
- (g) Staff should refer to the Working from Home: Standards and Guidance for a full description of a safe workstation set up at home. The table below details the equipment which will be provided and maintained by WBC or staff, depending on your workstyle.

Table 2 - Workstation Equipment / facilities by workstyle, showing who will provide & own

Type of equipment/ location	Description	Office	Home	Community
Office	Bookable standard desk and chair with laptop docking station, 2x24" screens, full size keyboard & mouse	WBC	WBC	WBC
Office	Bookable rising desk and chair with laptop docking station, 2x24" screens, full size keyboard and mouse	WBC	WBC	N/A
Office	Multi-function devices (MFD) – printer/ scanner/ fax	WBC	WBC	WBC
Office	Designated desks for staff with specific needs, with laptop docking station, 2x24" screens, full size keyboard and mouse, plus adjusted equipment	WBC	WBC	N/A
Office	Desk Phone or PC soft phone	WBC	WBC	N/A
ICT	Laptop computer with Windows 10 "always on" VPN connectivity	WBC	WBC	WBC
ICT	USB Headset (for Teams, Zoom, 'soft phone' calls)	WBC	Staff	Staff
ICT	Secure Android Smartphone OR Simple Mobile Phone	N/A	WBC	WBC
Software	Follow-me telephone number (Openscape)	WBC	WBC	WBC
Home	ICT kit – 24" monitor and cable, mouse full size keyboard, docking station	N/A	Staff	Staff
Home	Broadband connectivity with speed greater than 24Mbt per second, available to laptop via cable or WiFi	N/A	Staff	Staff
Home	Suitable desk or table (see guidance)	N/A	Staff	Staff
Home	Suitable adjustable chair	N/A	Staff	Staff
Home	Laptop stand, riser or equivalent	N/A	Staff	Staff
Home	Keyboard and mouse	N/A	Staff	Staff

Table 2 provides a summary of what will be available to staff within each of the three workstyles. All desks irrespective of workstyle would need to be booked in advance. A clear desk policy would apply to all desks. Staff with a Home or Community workstyle will be given an allowance to help purchase home equipment.

- 8.7 Staff contracts will still refer to an office work base, as it is a requirement that all staff attend a Council workplace regularly. Where staff currently have a contractual work base at West Street House, contracts will be changed to reflect the amended work base. No staff will be assigned a home work base.
- 8.8 All staff will be expected to claim any mileage expenses in line with the current policy. There will be no change to allow staff to claim mileage from home because no staff will be assigned a home work base. This is due to HMRC requirements, benchmarking with other local authorities and to fit with our aim to reduce overall travel in line with our Environment Strategy.

- 8.9 The Phase 1 Timelord 2 Survey suggested that the breakdown of workstyles would be as in Table 3. This Table shows, for modelling purposes, the number of staff wishing to adopt each workstyle, and the number of desks that would be required. Community workstyle staff, have been allocated an office desk on the basis of requiring a desk one day a week. In reality this is likely to take the form of requiring a desk for a small amount of time during a particular point in the day. For Home workers, the modelling has allocated a desk for two days a week although in reality this will not always be the case given the flexibility for staff to spread their allocation of time in the office over a month rather than a week. For Office workers an allocation of 1 desk for every worker has been made given they will always be in the office.
- 8.10 These figures do not take into account annual leave, sick leave and other instances where the staff may not be in the office e.g. external meetings etc. so could be seen as an over estimate of what is required.
- 8.11 As stated earlier staff will be asked again to select their preferred workstyle. The analysis summarised in Table 4 shows that using the above formulae a total of 567 desks will be required. Maximum desk capacity at Market Street is 581 desks and at West Street House 301. Therefore, only the Market Street Office has the capacity to meet the desk requirement and it has therefore been used for modelling purposes for Timelord 2.

Table 3 – Allocation of workstyles and desks by Department / Service (based on results of Phase 1 Timelord 2 survey and desk allocation policy)

Directorate	Staff headcount @ 21/1/21	Number of desks required	Number of desks allocated	Location
Resources	354	168	168	MSO Gnd/1st Floor
Place	329	157	158	MSO 1st Floor
People	502	240	240	MSO 2nd Floor
CEO & Support	3	2	3	MSO 2nd Floor
Total	1188	567	569	

Table 4 – Allocation of desks by Directorate (based on results of Phase 1 Timelord 2 survey and desk allocation policy)

Directorate	Service Unit	Staff Headcount MSO/WP/WSH @ 21/1/21	Phase2 Survey Responses				Number of desks required	Number of desks allocated	Location
			Office Workstyle	Home Workstyle	Community Workstyle	Total			
RESOURCE	Commissioning	25	0	22	3	25	9	8	MSO Gnd Flr
RESOURCE	Customer Service/ICT	84	14	66	4	84	41	41	MSO Gnd/1st flr
RESOURCE	Finance & Property	132	14	113	5	132	60	60	MSO Gnd Flr
RESOURCE	Strategy & Governance	112	23	85	4	112	58	58	MSO 1st Flr
RESOURCE	Director/Support	1	0	1	0	1	0	1	MSO Gnd Flr
Totals		354	51	287	16	354	168	168	
PLACE	Development & Planning	123	21	91	11	123	60	60	MSO 1st Flr
PLACE	Environment	139	18	96	25	139	61	60	MSO 1st Flr
PLACE	Public Protection & Culture	65	18	36	11	65	35	37	MSO 1st Flr
PLACE	Director/Support	2	0	2	0	2	1	1	MSO 1st Flr
Totals		329	57	225	47	329	157	158	
PEOPLE	Adult Social Care	160	38	98	24	160	82	82	MSO 2nd Flr
PEOPLE	Children & Family Services	137	34	83	20	137	71	71	MSO 2nd Flr
PEOPLE	Communities & Wellbeing	35	2	32	1	35	15	15	MSO 2nd Flr
PEOPLE	Education	167	20	110	37	167	71	71	MSO 2nd Flr
PEOPLE	Director/Support	3	0	3	0	3	1	1	MSO 2nd Flr
Totals		502	94	326	82	502	240	240	
CEO/SUPPO RT		3	0	3	0	3	2	3	MSO 2nd Flr
Totals		1188				1188	567	569	

8.12 Following initial analysis of a range of layout plans it has been decided to work on the basis of allocating a floor to each Directorate at the Market Street Offices as follows:

- Ground Floor – Resources
- First Floor – Place (with a small area shared with Resources)
- Second Floor – People

8.13 Table 3 shows the allocation of workstyles to each Directorate by Department and Service and highlights how the allocation compares with the overall capacity on each floor.

8.14 A commitment has been made to try and keep teams located together so the layout plans also show allocations by Department and Service. At this point these are all notional. Break out areas will be retained where possible and these will be available to all staff as will the pods that are going to be set up for smaller meetings irrespective of what floor they are located on. The actual layouts will be agreed with Executive Directors over the summer of 2021 to reflect Directorate needs.

8.15 There will be significant benefits associated with bringing all Council services under one roof. It is an aspiration that has eluded the Council since it was set up in 1998. In coming together it will be important to emphasise the concept of ‘One Council’ and resist what are sometimes innate tendencies to ‘herd’ and proclaim certain parts of a building as the sole territory of one particular Service or Team. Standing desks will be provided where there is demand.

8.16 The creation of a higher staffing density at Market Street Offices will mean that the already stretched toilet provision will come under increased pressure. It is therefore

proposed to increase the number of toilets at the Offices. For practical reasons much of this extra provision will need to be located on the ground floor.

Working in the Office

- 8.17 Staff wanting to work at the Market Street Offices will need to book a desk beforehand. This will be a requirement for all staff irrespective of workstyle. It is likely that a booking system will operate with bookings being made in advance for up to 60 days. The desk booking system will link to the car parking booking system. Office based staff will be given priority within the digital booking system. A clear desk policy will be in operation for all staff and staff who have adopted a Home option will not be able to block book set days in the office on a regular basis.
- 8.18 Staff that have adopted a Home workstyle would have access to a locker. Staff with an office workstyle will have their own locker.
- 8.19 In addition to staff storage the expectation is that each Department / Service will have a much reduced need for physical storage with an expectation that paper records will be digitised wherever possible.
- 8.20 Health and safety for staff working in the office will be improved through the provision of two large monitors on multi-adjustable arms as standard on all desks. This will greatly help staff to achieve a comfortable work posture.
- 8.21 There will be a new system to enable staff to complete display screen equipment (DSE) assessments online via MyView. All staff will be required to complete DSE assessment each year. All DSE assessments completed that require attention will be reviewed by line managers and further support and advice can be sought from the Health and Safety Team if needed.
- 8.22 The new multi-storey car park being built directly behind the Market Street office will be well lit and have closed circuit television camera surveillance relayed in to the Parking Teams current base in the Kennet Centre. The new car park will also be managed by the Council's Parking Team.
- 8.23 All meeting room space will have to be booked in advance including pods.

Working at Shaw House

- 8.24 Shaw House will have a specific function and cannot be designated as a main work base. The primary function of Shaw House will be:
- For team meetings since the Market Street Offices will not have the capacity.
 - For external meetings with partners etc.
 - For team building exercises.
 - For touch down where Departments / Services are utilising Shaw House for the day.
- 8.25 Departments/Services will be allocated a set amount of free time at Shaw House over the course of a year. The allocation will, in general, be proportionate to headcount but

other factors may well need to be taken into consideration. An allocation will also be made for corporate use. Outdoor space could also potentially be booked.

Working at Home

- 8.26 The main issue surrounding working from home will be that staff must be able to demonstrate that their home working environment meets specified health and safety requirements. These are outlined in Appendix 2. If a member of staff cannot meet these requirements then they will have to adopt an Office workstyle.
- 8.27 The Council will provide those with a Community or Home workstyle with a Home working allowance. This will be £12.50 per month for all Timelord staff. This allowance is within the limits set by the HMRC so it will not be subject to tax or national insurance.
- 8.28 All staff moving to a Home or Community workstyle will have the option of taking an interest free loan from WBC of £150 in the first year to assist with setting up a home workstation which will be repaid in monthly instalments of £12.50 through payroll. Where staff receive the allowance this will cover the repayments. There are no tax implications of this loan, provided no other workplace loans are held currently.
- 8.29 The hours worked when working from home can be negotiated assuming they will total the contracted hours over an agreed period. Flexibility will be accommodated where this is feasible given the nature of the Department / Service as it is proposed that core hours will no longer apply universally where staff wish to work flexibly. Staff working from home are expected to answer the phone through Openscape. More detailed requirements regarding working from home policy and practice will be made available in due course through the amended Mobile & Flexible Working Policy and Procedures.
- 8.30 There will be no change to the current policy on child and elder care for staff working at home – appropriate arrangements must be in place for those requiring care or supervision.
- 8.31 The Mobile & Flexible Working Policy and Procedures will be revised to reflect the changes to working arrangements following the consultation on the Timelord 2 scheme. All other guidance and conditions around flexible working, as set out in the procedures, will remain in place.
- 8.32 Staff working from home will be responsible for providing and maintaining their own display screen equipment including desk, chair, separate monitor screen, mouse, keyboard and laptop riser to position the laptop screen at a similar height and position to the separate monitor screen. Further specific advice is set out in the Home and Remote Working Guidance and Procedure at Appendix 2. A scheme will be introduced where staff will be able to purchase used equipment from the Council that is surplus to requirements to assist staff with costs.
- 8.33 There will be a new system to enable staff to complete display screen equipment (DSE) assessments online via MyView. All staff will be required to complete DSE assessment each year. All DSE assessments completed that require attention will be reviewed by line managers and further support and advice can be sought from the Health and Safety Team if needed.

- 8.34 We are also aware that staff working at home or remotely can feel more isolated and more vulnerable, this was reflected through some of the feedback received during staff consultation. We will ensure that managers are required to have regular contact with all staff regardless of workstyle and there will be standards set out that managers and staff will be required to follow such as regular one to one meetings, staff appraisals and open channels of communication.
- 8.35 To help increase confidence and safety when lone working we are procuring a new lone worker system that offers staff a mobile phone based safety app, along with 24hours a day, 7 days a week, 365 days a year monitoring and an alarm receiving centre (ARC) with a web based management portal.
- 8.36 The safety app should work by staff logging their arrival at an appointment and the estimated time they intend to take. Should they not make contact at the end of this time various levels of checking should then be in place including, contacting the staff member directly to ensure no user error has occurred. Where contact cannot be established, an escalation process will then be implemented, as agreed with the staff member and line manager, to establish their safety. Where contact is still not possible the ARC should then alert emergency services providing them with information of the last known location/current GPS location.

Managing in Timelord 2

- 8.37 Whilst Timelord 2 has the potential to bring additional flexibility for staff it will also create potential management challenges. The inability to call face-to-face meetings at relatively short notice will create challenges. There will also be challenges for those functions where a strong team ethos and physical proximity are critical to overall effectiveness. This is particularly marked in social care.
- 8.38 The proposal to cease the wide-spread use of core hours will give staff and services greater flexibility about when work is done. It is hoped that this will provide a mutual benefit. For many staff, this is already a reality e.g. social workers and environmental health officers. For managers, there will be a need for increased clarity with staff around expectations around contract hours, duty rotas, keeping outlook diaries and timesheets to ensure that service needs are not compromised. For staff, there will need to be an understanding that whilst there will be increased flexibility, there will be limits to this and examples where it cannot be granted due to the nature of their particular job.
- 8.39 It will be important to get a balance between the needs of the Department/Service and expectations on staff to provide increased flexibility where this was not previously required. For many, boundaries between work and home have been blurred during the Pandemic and this can impact negatively on employee wellbeing.
- 8.40 The Council's Communication and Engagement Strategy places new requirements on managers in terms of internal communication. These are reflected below alongside some early thinking around the need to enable a greater capability in ICT amongst both managers and staff. Key requirements are seen to be:
- 1) An annual appraisal and mid-year review which should be held face to face.

- 2) Regular 121's (at least every four to six weeks) which could either be virtual or face to face depending on the circumstances, with an expectation of contact between manager and employee at least weekly.
- 3) Team meetings – these would take place at Shaw House and could be aligned with development sessions including those focused on the use of ICT. At least two face to face meetings a year would seem to be a reasonable expectation. Other team meetings could be virtual.
- 4) The Chief Executive and Leader will continue with monthly virtual 'Let's Chat' sessions for all staff.
- 5) Executive Directors will hold a virtual engagement session with all their Directorate staff at least once a quarter.
- 6) Service Directors and Heads of Service will hold a virtual engagement session with all their staff once a month.

8.41 As part of the refreshed Workforce Strategy for 2021-23, HR will work with the Workforce Board to provide detailed guidance on managing staff following the Timelord 2 changes. Training needs will also be identified and solutions mapped out. Topics are likely to include:

- Managing time.
- Having difficult conversations when working remotely.
- Effective virtual meetings.
- Skills for Zoom/Microsoft Teams.
- Health and safety, including stress awareness and wellbeing.
- Performance management.

Linked documents

8.42 The following policies and procedures will be reviewed to reflect the changes agreed following the Timelord 2 consultation:

- Mobile & Flexible Working Policy and Procedures.
- Employee Expenses Policy.
- Essential Car User Policy and Procedures.
- Reasonable Adjustments Claim Form and Flowchart.
- Employee Performance Management.

9 Travelling to Work

Background

9.1 When West Berkshire Council was established in 1998 all Council staff were offered free parking. This was provided either in dedicated staff car parks adjacent or close to the offices, or in one or more of the Council owned public car parks.

9.2 By 2007 growth in demand for the Council's public car parks led to the decision that the offer of free car parking to all Council staff based in Newbury could no longer be sustained. Priority needed to be given to fee paying shoppers.

9.3 From November 2007 the following policy was therefore implemented:

- Staff who had been employed by the Council prior to November 2007 could continue to park free of charge.
- Essential car users were granted free car parking since they were using their car in the course of their work.
- Car sharers were allowed to park free of charge in designated car parks.
- All other staff had to make their own car parking arrangements.

9.4 The Council has in recent years offered discounted season tickets in some car parks, most notably Goldwell Park and the Northbrook Multi-Storey Car Park.

9.5 Since 2007 the demand for 'free' staff car parking has inevitably fallen as staff entitled to free car parking have either left or retired.

9.6 A review of Essential Car User Status was undertaken in 2017 and this resulted in the number of Essential Car Users (ECUs) falling as the criteria for attaining ECU status was made stricter (required minimum work travel of 1,500 miles or more per annum). Those losing their ECU status were still allowed free car parking but only for six months.

9.7 By the time the Covid-19 Pandemic took hold in March 2020 those eligible for free car parking based at Market Street were primarily located within the adjacent staff car park. A smaller number were still using public car parks, mainly the Kennet Centre and Northbrook MSCP and Eight Bells car park. At West Street House and West Point staff were utilising the staff car park within the Bayer MSCP with the main overflow being at the Northcroft Lane and Goldwell Park surface car parks.

9.8 There was also a very small amount of parking available at West Point. An analysis of the free car parking permits in place in November 2020 is shown in Table 5.

Table 5 – Free staff car parking permits – November 2020

Number of staff qualifying for free car parking permits	
Staff employed prior to 2007	348
Essential Car Users	554
Car Sharers	36

Note: This table includes all staff. Not all staff fall within the Timelord 2 Programme.

Staff Travel Plans

9.9 Staff Travel Plans are one component of the overall strategy needed to tackle climate change and achieve a more sustainable transport system. Based on best practice, they have the potential to address the kind of problems faced by staff in travelling to work. These can be summarised as:

- Costs – especially in the context of escalating fuel prices.
- Lost time – absorbed in traffic jams where no other activity can be pursued.
- Safety – on roads; using/waiting for public transport; and walking.
- Stress – induced by congestion, mechanical failures, poor driving conditions.

- Health impacts – from emissions and from inadequate physical exercise.

9.10 They enable us all to play a significant part in reducing travel-related emissions that contribute to climate change. A key focus of Staff Travel Plans is to reduce the number of single-occupancy car journeys to work. While requiring some change in behaviour, they can bring direct benefits to staff as well as improving the environment.

9.11 Travel Plans are a package of measures tailored to the specific characteristics of individual work sites and the needs of staff, containing a mix of incentives (carrots) and disincentives (sticks) and link in with alternative working practices that reduce the need to travel to work. They can address all types of travel associated with an organisation’s activities, not just journeys to and from work and are intended to be dynamic, developing and changing with time and circumstances. They can also have a positive part to play in meeting the travel needs of disabled workers.

9.12 The Council will tackle the barriers by:

- providing a guaranteed ride home in emergencies.
- giving free parking arrangements for car sharers.
- maintaining a car-share database so that staff can contact others with similar working and travel patterns.
- providing rewards, gifts and/or prizes for those signing up to a car sharing scheme.

Cycling	
Benefits	Barriers
Fast, convenient and reliable	Not owning a bicycle or not confident enough to cycle
Improves health and fitness	Lack of safe cycle routes and fear of accidents
Enjoyable	Bad weather
Saves money	Lack of facilities at work

9.13 The Council will tackle the barriers by:

- providing sufficient secure and sheltered cycle parking.
- offering improved facilities for showering, changing and for drying and storing clothes.
- continuing with financial incentives such as interest-free leases and loans schemes for purchasing cycles and equipment.
- supporting and recognising staff bicycle users’ groups.
- developing safe cycle routes.
- offering cycle training.
- providing advice on safe routes to work and producing maps showing cycleways.
- making pool bikes available.

Walking	
Benefits	Barriers
Improved health and fitness	Safety fears
Financial savings	Distance
	Weather conditions

9.14 The Council will tackle the barriers by:

- providing information about good routes.
- improving walking routes.
- ensuring work sites are pedestrian friendly and well-lit.
- providing shower and changing facilities (as for cycle users).

Public Transport	
Benefits	Barriers
No need to park	Lack of services on desired routes
Congestion-free routes on rail and where there are bus lanes	Services are seen as slow, infrequent, unreliable
Less stress from driving	Lack of space for heavy equipment or luggage
Cheaper travel - fares discounts that can be used for leisure journeys	Fears for safety when travelling at night
Better access to traffic restricted down centres	Lack of readily available passenger information
A chance to meet neighbours	High fares
Less time wasted - able to use travel time productively	Low status image
	Train travel - lack of convenient connections

9.15 The Council will seek to tackle the barriers by:

- providing accessible and reliable travel information.
- offering interest-free loans for bus or rail season tickets repayable through payroll.
- negotiating corporate discounts to subsidise staff bus travel passes.
- negotiating increased and re-routed bus services to meet staff needs.
- continuing to work with our partners and stakeholders to deliver improvements at train stations, particularly in regard to accessibility.
- addressing safety fears through measures such as introducing lighting, buddy systems, and monitoring of paths and bus shelters.

Towards a New Policy and Approach

9.16 The introduction of Timelord 2, with an increased number of staff working at home, and all Newbury based office staff potentially being based in the Market Street offices, brings fresh opportunity to look again at the Council's staff car parking policy. The need to address the Council's new Environment Strategy with the push for a zero carbon district by 2030 is also relevant.

9.17 Car parks represent considerable land / property assets. Commercially, each parking space will have a rental value (£800-£1500 pa per space in Newbury town centre whether paid for by the hour / day / month / year). Providing "free" parking to staff comes with an opportunity cost of not earning that rent or being able to realise the sale value in disposing of the asset for another use, e.g. residential or commercial space.

9.18 Planning policy is also relevant. The principle that we should adopt is to take an approach that we would expect other major employers to adopt through our travel planning policies. Government guidance was that parking only be provided at workplaces for the equivalent of 40% of the headcount for the premises. The National Planning Policy Framework (2019) is less rigid but says:

"Maximum parking standards for residential and non-residential development should only be set where there is a clear and compelling justification that they are necessary for managing the local road network, or for optimising the density of development in city and town centres and other locations that are well served by public. In town centres, local authorities should seek to improve the quality of parking so that it is convenient, safe and secure, alongside measures to promote accessibility for pedestrians and cyclists."

9.19 In proposing a new policy the following observations and key issues need to be considered:

- Greater equity is required – while parking has continued to be allowed for pre-2007 employees, it has led to a multi-tiered workforce and that brings its own challenges.
- Staff with mobility issues will need special consideration within any new policy.
- To support an equitable approach to travel to work and parking, where necessary, the strategy will be based on a policy of providing parking to those with the greatest need and choices that support carbon reduction. It will not be based on seniority or length of service. Need can be effectively measured using an agreed scoring system that will take into account:
 - Mobility need.
 - Distance of home from the office (Promotion of Active Travel).
 - Access to public transport.
 - Childcare and other care need.
 - Type of vehicle: Electric / Motorcycles.
 - Vehicle emissions.
 - Car Sharers.

- In any scenario the new Multi-Storey Car Park at Market Street will not accommodate that Office's staff demand for car parking. Public car park provision will still need to be utilised. Demand for public car parking within Newbury Town Centre remains at its lowest within the north-west quadrant namely Northcroft.
- The future demand for public town centre car parking is unclear. The planned Car Parking Strategy has been delayed.
- Booking desks and car parking are both likely to be essential pre-requisites of the new working styles that form part of Timelord 2. Software that allows applications for the right to park to be automatically processed under a scoring system is available.
- Staff with an office workstyle who are eligible for parking will be allocated space in the vicinity of Market Street. Staff with a Community workstyle will be able to access free short term parking for up to 2 hours per day in the vicinity of Market Street; any additional parking time will be dependent on their entitlement to free parking.

Demand and Supply for Car Parking

9.20 Parking at work research has shown that about 80% of employees will wish to bring a car to work, with the remaining coming in by public transport, drop-off, or active travel. Of those only 80% pre-Covid-19 would have come in on any one working day – extracting leave, sickness and business travel etc. Post Covid-19, new ways of working are likely to mean that only 30% of headcount will attend the office.

9.21 Timelord 2 currently estimates that around 567 desks will need to be provided at the Market Street offices to accommodate all three proposed working styles. It is assumed that 350 of the staff occupying these desks will require car parking. Given 150 are capable of being accommodated within the new staff car park, the remaining 200 will need to park elsewhere within existing public car parks. This is considered a maximum figure. In reality it is likely to be around 100 – 200 on any given day.

9.22 Under Timelord 2 a proportion of the Council's office requirements will be accommodated at Shaw House, which will further displace car parking from the Town Centre.

9.23 A daily requirement for 100-200 car parking spaces can currently be accommodated within the north-west quadrant (Northcroft Lane West and Northbrook MSCP). With the changing nature of the retail sector it seems likely that public demand for car parking in this area may decrease in the immediate future.

9.24 A scoring system can be used to allocate parking location with the highest scorers parking in car parks closest to the offices.

Proposed Travel to Work and Car Parking Policy under Timelord 2

9.25 The following are proposed as the key elements of the new Travel to Work and Car Parking Policy:

- Pre-2007 employees and all Essential Car Users (ECUs) who currently benefit from free staff car parking will retain that benefit.

- For ECUs who have joined the Council since 2017, their ECU status is based on minimum work mileage of 1,500 miles per year. If this is not reached they will lose their ECU status and with it their right to free parking.

Needs-based Scoring System

9.26 The focus will be on staff's need to travel to work by car, which will be effectively measured using a scoring system that will take into account:

- Mobility need – blue badge holders and those with temporary medical need, e.g. a sports injury.
- Distance from the office – outside of a reasonable Active Travel distance, e.g. approximately 3 miles from the office within the Newbury and Thatcham urban area.
- Access to public transport – does not live within a mile of a bus stop (with service available for office times) or railway station connecting to Newbury, e.g. from Reading to Great Bedwyn. Overall journey time, home to office should not exceed the national average (55 minutes).
- Workstyle – Home based staff will not be allowed to park more than two days a week and Community staff will be allocated Parking Credits, as required.
- Childcare need – where distance from home to school is outside of what is reasonable for Active Travel, parking can be granted to facilitate childcare journeys with scoring high for under 5; then 6-11, and lower for 12-16. Parents of children with disabilities may be Blue Badge holders, or may be granted parking on a case-by-case basis.
- Other care needs – points would be allocated to those with Registered Carer status.
- Car sharers – free parking.

Appeals

9.27 The policy will include provision for an appeals process for individuals who believe they are particularly disadvantaged by any car parking charges and restriction schemes.

Parking Credits

9.28 Staff who do not qualify for parking under the points system will be granted a number of virtual parking credits each year. These are for use in emergencies and other exceptional circumstances, without the need to make a special application.

Public Transport

9.29 The Council pays subsidies to finance public transport services that are used by staff in getting to work. We are currently evaluating the further provision of subsidised travel on bus services, which is a non-taxable benefit.

Car Sharing

9.30 Staff are incentivised to share their journeys to work with other staff through joining car sharing pools, which may mean sharing with different colleagues each day. Under the

new workstyles it will depend on who is coming into the office on any given day. This can be managed through an appropriate car sharing portal, e.g. Liftshare/Mobilityways. Car sharers can combine points, provided at least one of them scores at least 50% of the threshold points required for parking.

9.31 If an employee who normally shares a car has to go home early because of a domestic emergency, the Council will pay the cost of the journey home.

Active Travel

9.32 The Council will make cycles and cycling safety equipment available for travel to and from work.

9.33 Loans are available to staff to purchase a bike, the cost of which is then met through a salary sacrifice scheme. Staff can also use the bikes for leisure as long as the main use is for commuting.

9.34 Active travel will be promoted, with the scoring system creating an expectation that people will walk or cycle where distances from home to office or home to public transport stops and stations are reasonable:

- Cycle purchase will be encouraged through the Cycle to Work Scheme.
- Adequate secure cycle parking will be made available.
- Showers and lockers will be available in the Market Street building.

Vehicle Type

9.35 Charging points are provided in Market Street MSCP and staff with fully electric vehicles will be given parking there, provided they score high enough in other areas. For hybrid and low-emission vehicles, points will be given on a scale depending on carbon emissions for the specific vehicle.

9.36 Anyone commuting to work by motorcycle will be able to park in Market Street multi-storey staff car park, but should still complete an application in the parking portal so there is a record, should it be necessary to contact them.

Parking Locations

9.37 Parking locations will be determined by application scoring, with those with the greatest need, and therefore higher scores, given parking closest to the Market Street offices. This is likely to leave relatively few spaces but any spare capacity within the MSCP will be reserved for car sharers.

9.38 Staff with a Community or Home workstyle will not be able to park in the Market Street staff car park. They will be accommodated within the north-west quadrant and will be expected to walk to and from the office.

9.39 The Eight Bells car park near the Market Street offices will be designated for short term, with parking for Community workstyle staff allowed for up to a maximum of two hours.

9.40 Car sharers not able to park in Market St MSCP will be accommodated within public car parks closer to the Market Street Offices where possible.

Application for Parking and Access Control

- 9.41 All free staff car parking will need to be booked through the booking system that will be introduced as part of the Timelord 2 implementation. Staff will need to apply for parking via a new parking portal irrespective of which Council car park they use.
- 9.42 The software for the application portal and scoring process will generate an “allow-list” of people with parking permission, with their car registration numbers. This can be provided by an API to the Timelord 2 JRNI desk and car park booking system, to provide for a convenient one-stop booking system. Staff who do not qualify for parking will only be able to book office space.
- 9.43 The Council’s Civil Enforcement Officers will enforce the new car parking arrangements. Details of people with parking permissions will also be available to parking staff, via their handheld devices, so that follow up action can be taken with anyone parking in breach of the policy.
- 9.44 Staff who are found to break the rules deliberately or persistently (including booking car parking spaces and not using them) will be at risk of losing all car parking privileges. This will be set out in greater detail in the guidance note.
- 9.45 Parking permissions would be valid for one year, when staff would need to re-apply. Anyone who is unsuccessful in their application could apply again in year if there was a significant change in their circumstances, e.g. they changed address or their family circumstances or job role changed.

10 Financial Implications

- 10.1 Timelord 2 will have a range of financial implications both for the Council and for staff. Those implications all need to be considered within the guiding principle that the Programme as a whole should ideally generate savings for the Council. Staff may also gain financial benefit through reduced commuting costs.
- 10.2 For the Council the financial implications include:
- Reduced operating costs through the closure of West Street House and West Point (around £400 per annum – £158k of which has already been identified as a saving in the MTFS) and a reduction in future maintenance costs for both buildings which are currently included within the Councils capital programme.
 - The sale of the West Street House and West Point will also yield a capital receipt that the Council have available to use to offset borrowing costs, invest in new schemes in the capital programme or use to support transformation projects. There are some historic borrowing costs associated with the purchase of these two buildings that will need to continue to be paid off until 2049. Depending on the final asset sale value, this will alter the overall receipt the Council achieves for what will become two empty properties. Both buildings sit within or close to the old Bayer campus which is set to become a regeneration site in its own right (value yet to be assessed).
 - Costs associated with enhancements to the Market Street Office to ensure Timelord 2 works effectively.
 - Costs associated with the deployment of new ICT.

- Timelord 2 will also realise further mileage and other staff related costs that will be captured once the programme has been in operation so that these can be more accurately quantified.

10.3 For staff the financial implications are likely to include:

- Reduced costs from commuting for those adopting a Home or Community workstyle. These could be offset by additional home heating costs during the winter months.
- Some funding to enable work from home.
- Need to consider implications for business travel.

10.4 It is proposed not to embark on a major refurbishment programme for the Market Street Offices since over the medium term it is likely it would be beneficial for the Council to seek newer offices in Newbury that would be of a higher environmental standard. Such a move would also avoid increasingly high maintenance costs that will become associated with the Market Street site.

11 Conclusions

11.1 This report sets out a range of proposals with regard to the Timelord 2 Programme. These have been amended to reflect the results of an extensive staff consultation exercise conducted earlier this year.

11.2 In many ways Timelord 2 is an extension of Timelord 1, the former having been catalysed by the Covid-19 Pandemic. It proposes new opportunities to increase flexibility, reduce the Council's carbon footprint and potentially bring financial benefits and a better work/ life balance to staff.

11.3 More needs to be done to look at how Timelord 2 will impact the resident and customer. Initial office layouts have been created, new car parking policies proposed and financial arrangements explored. These are the fine details that many staff will be interested in. It is however important to remember that we all exist to serve the residents and communities of West Berkshire and Timelord 2 must work for them too.

11.4 We should also not forget that this new way of working needs to be effectively managed and supported. Whilst ICT will become ever more important we should not lose sight of the continued need for human interaction and support. The Covid-19 Pandemic has highlighted all too well what happens when that is not in place.

12 Appendices

Appendix 1 – not used.

Appendix 2 – Working From Home Standards and Guidance

Appendix 3 – Equality Impact Assessment Stage 1 and Stage 2, Data Protection Impact Assessment

Appendix 4 – Financial implications – capital, revenue and premises costs.

Background Papers:

Results of Phase 1

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: All

Officer details:

Name: Nick Carter
Job Title: Chief Executive
Tel No: 01635 519101
E-mail: nick.carter@westberks.gov.uk

Appendix 1

Not used.

Home and Remote Working Guidance and Procedure

1 Purpose

- 1.1 The purpose of this document is to provide advice and guidance on home working including setting out some minimum requirements in terms of space, equipment, resources and health and safety that staff will require, whether this is supplied by the Council or staff.

2 Applicability

- 2.1 This document will be applicable to all staff who are classed as Home workers or Community workers under the Timelord 2 project.
- 2.2 This document does not apply to staff classed as Office workers under the Timelord 2 project as all space, equipment, resources and health and safety requirements of staff will be provided by the Council.

3 Roles and Responsibilities

- 3.1 The Service Director/Head of Service has overall responsibility for ensuring that home working arrangements are managed appropriately in accordance with these agreed standards.
- 3.2 The Accommodation Group is responsible for:
- Directing and reviewing this standard.
 - Ensuring that there is effective consultation and communication on related matters.
 - Publishing and promoting the adoption of this standard.
 - Ensuring health and safety and/or training requirements are met.
- 3.3 Managers and staff are responsible for the day-to-day management of home working including ensuring implementation of this standard.
- 3.4 All Home worker and Community staff are responsible for familiarising themselves with, and ensuring that they comply with, this standard.

4 Space, equipment, resources and health and safety requirements for home working.

- 4.1 **Desk:** The desk should of an appropriate height to allow your legs to fit underneath, for them to be central and your body not twisted in one direction or another. The desk should give you enough space to correctly place all hardware (keyboard, mouse and screen).
- 4.2 The standard height for a computer desk is approximately 50-70 cm. Within this range, most people should be able to find a height that fits. Depending on how tall

you are and what kind of chair you use, you can determine which height is most comfortable for you.

- 4.3 A few general guidelines for a good desk height are: when sitting down, the desk should reach up to your elbows. You should be able to comfortably rest your arms on the surface in a roughly 90-degree angle. Underneath the desk, you should have roughly 35-40 cm from the top of your knees to the underside of the desk.
- 4.4 Remember that your height and your sitting position might influence your optimal desk height, but since ergonomics can go a long way in supporting your body and warding off fatigue, it's worth spending a little time trying to make sure you have a comfortable and supportive set up.
- 4.5 Your desk could also be your dining room table as long as it meets the requirements set out above and is comfortable for you to use. You should consider that you may need to clear your workstation away each day if the table needs to be used for other purposes and in this case it is unlikely to be a suitable solution in the long term.
- 4.6 **Chair:** There are some basic requirements for DSE chairs set out in the DSE regulations including, the work chair must be stable and allow the operator or user easy freedom of movement and a comfortable position. The seat must be adjustable in height and the seat back must be adjustable in both height and tilt. It is important to ensure when choosing a chair for DSE use at home that it at least complies with the basic requirements of the regulation.
- 4.7 We use a much higher specification for our standard office chairs as these are used by more than one person and therefore must be adjustable and comfortable for a wide range of people of different shapes and sizes. So over and above the adjustability mentioned in 4.6 our standard office chairs also have a large seat and back surface, an inflatable lumbar support, fold back arms, free float back action, a seat slide function and an easy lift back.
- 4.8 As the choice of a suitable chair for home working will have a number of consideration factors including cost, look, colour, size, functionality etc., the only requirements are that it must meet the legal standards set out in 4.6 and it should be comfortable to the user.
- 4.9 It is important to ensure you read the instructions and know how to adjust your chair correctly in order to give you a good postural position. Getting your height correct is the key to good posture and should be where you start. When the chair is at the correct height your arms will have a comfortable right angle to the desk when your hands rest on the keyboard and your thighs should be either level horizontally, with the knees at right angles, or at a slight downward slant with your feet resting comfortably and fully flat on the floor. If you are only touching the floor with your toes or balls of your feet you may require a foot rest.
- 4.10 **Space requirements:** There are some basic space requirements for staff working in an office environment set out in regulations and they suggest an average of [11 cubic metres](#) as the minimum space required per person, but this is a guide and each person will need to take account of what they need to work effectively at home. For most people this will be a desk, chair and computer access with various accessories

but if there are other requirements for furniture or equipment these should be taken into account.

- 4.11 So assuming a ceiling height of 3 metres you would need a floor space of at least 2 metres by 1.85 metres to accommodate a suitable desk and chair.
- 4.12 **Laptop:** With Windows10 and 'always on' VPN connectivity will be supplied to all Home workers and some Community workers.
- 4.13 **Broadband connection:** Home broadband connection will be needed at least 24Mbps to support effective home working. A typical example is here: <https://www.bt.com/broadband/deals/>
- 4.14 **Laptop riser and monitor screen height:** It is preferable to have a separate/fixed monitor rather than working from a laptop, however it is accepted that not everyone will want this. Therefore is it important to have the correct screen height, but only after the chair has been adjusted can this be achieved.
- 4.15 The top of the screen should be roughly level with your brow line. With regard to laptops there are various risers and stands available to buy. Some risers are fully adjustable to allow you to place them on multiple surfaces and even stand to work. Here is an example: <https://www.amazon.co.uk/Portable-Folding-Computer-Platform>
- 4.16 Alternatively you can use items around the home such as boxes and books provided they give a solid and stable base. If your laptop becomes warm, consider placing a heatproof layer between it and any flammable material such as a tray.
- 4.17 **Keyboard:** a separate external keyboard will need to be used when using a laptop. The keyboard, whether being used with a monitor or laptop, should be at least 5cm back from the edge of the desk to allow space to rest your wrists. It should have adjustable tilt with legs as these can be extended to give a better wrist angle. The keyboard should be directly in front of you to avoid you needing to twist your body.
- 4.18 **Mouse:** Again it is required to have an external mouse when using a laptop. The mouse should be at a comfortable distance to ensure no overreaching if too far away, or bunching of the shoulders if too close.
- 4.19 **Additional monitor screen:** It will be required to have a separate monitor screen rather than working from a laptop screen. Therefore is it important to have the correct screen height, but this should be adjusted after the chair has been adjusted to the correct height. You should consider the need for an additional monitor when choosing your desk.
- 4.20 The top of the screen should be roughly level with your brow line. Both the laptop and additional monitor screens should be directly in front of you to avoid the need for twisting your body.

5 Health and Safety

- 5.1 All staff who work with display screen equipment will be required to complete a DSE assessment each year. Once completed this should be shared and discussed with

your line manager. Any issues/recommendations should be actions where practicable. A new eform will soon be available via MyView

- 5.2 Staff who are pregnant or who are returning to work after having a baby may need to have several assessments carried out during and after the pregnancy to take account of any medical/physical difficulties they may experience when using DSE.
- 5.3 Staff will need to ensure they have sufficient light to be able to see the screen without straining. Also ensure they have a good supply of fresh air in the area and the temperature is reasonable to be able to work comfortably.
- 5.4 **Taking breaks:** It is recommended that you take two short breaks per hour from the workstation. These need only be for 1 or 2 minutes each. This will allow you to completely change your posture. You should stand, move away from the desk and allow your body and eyes to relax. This might be by making a cup of tea, having a walk around the home or garden and so on. If you have difficulty remembering to take breaks try setting a timer for 30 minutes on your phone and hit repeat each time.
- 5.5 **Physical wellbeing:** In addition to taking regular breaks it is also recommended to undertake some simple desk stretches. You can do these at any point during the day, as many times as you like but at the very least at the end of the working day to stretch out the body. The stretches will also provide a cut off from the working day and your personal time.
- 5.6 **Mental Wellbeing:** The simplest and easiest place to start is structure and routine. Ensure you maintain (as close as possible) your normal daily routine. So get up, get dressed and start work around your normal time. Have a set finish time and once this has arrived close down your workstation and put away your phone. Do not be tempted to go back to it after that time. If at all possible either close the office door or, if you do not have an office, hide your workstation or put it away if you can, to ensure a clear break from work and personal time.
- 5.7 Next is to ensure you take the regular breaks as previously mentioned but also your lunch break. When you take your lunch break do it away from your homeworking station wherever possible.
- 5.8 **Eyesight tests:** DSE users should have eyesight test as directed by the optician or sooner if visual problems occur.
- 5.9 Employees are responsible for arranging their own eye sight test. The cost of the eye sight test and any corrective spectacles; if required can then be claimed back via WBC expenses procedure up to a value of £65.
- 5.10 Proof will be required from the optician using the WBC form available from HR or from the optician needs to provide written proof.
- 5.11 The full eye test procedure is available [here](#).
- 5.12 A monthly allowance will be paid to staff to cover the cost of establishing and maintaining a home office. Other than a laptop and phone equipment and facilities used for working from home will belong to staff and they will be responsible for initial purchase and any ongoing repairs, maintenance and replacement.

A procedure will be developed to assist new staff and for staff with disabilities who may require aids, adaptations and suitable adjustments to equipment, which can be expensive. Such aids, adaptations and suitable adjustments to equipment will only be around equipment needed and will not be building related.

Safety when working remotely or alone

- 5.13 We are also aware that staff working at home or remotely can feel more isolated and more vulnerable, this was reflected through some of the feedback received during staff consultation. We will ensure that managers are required to have regular contact with all staff regardless of workstyle and there will be standards set out that managers and staff will be required to follow such as regular one to one meetings, staff appraisals and open channels of communication.
- 5.14 To help increase confidence and safety when lone working we are procuring a new lone worker system that offers staff a mobile phone based safety app, along with 24 hours a day, 7 days a week, 365 days a year monitoring and an alarm receiving centre (ARC) with a web based management portal.
- 5.15 The safety app should work by staff logging their arrival at an appointment and the estimated time they intend to take. Should they not make contact at the end of this time various levels of checking should then be in place including, contacting the staff member directly to ensure no user error has occurred. Where contact cannot be established, an escalation process will then be implemented, as agreed with the staff member and line manager, to establish their safety. Where contact is still not possible the ARC should then alert emergency services providing them with information of the last known location/current GPS location

6 Claiming costs for provision of home working equipment

- 6.1 A monthly allowance will be paid to staff to cover the cost of establishing and maintaining a home office. Other than a laptop and phone equipment and facilities used for working from home will belong to staff and they will be responsible for initial purchase and any ongoing repairs, maintenance and replacement.
- 6.2 A procedure will be developed to assist new staff and for staff with disabilities/additional needs who may require aids, adaptations and suitable adjustments to equipment, which can be expensive. Such aids, adaptations and suitable adjustments to equipment will only be around equipment needed and will not be building related.

Appendix 3

Equality Impact Assessment (EqIA) - Stage One

What is the proposed decision that you are asking the Executive to make:	To approve the Timelord 2 Programme
Summary of relevant legislation:	n/a
Does the proposed decision conflict with any of the Council’s priorities for improvement? <ul style="list-style-type: none"> • Ensure our vulnerable children and adults achieve better outcomes • Support everyone to reach their full potential • Support businesses to start develop and thrive in West Berkshire • Develop local infrastructure including housing to support and grow the local economy Maintain a green district • Ensure sustainable services through innovation and partnerships 	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Name of Budget Holder:	Nick Carter
Name of Service/Directorate:	Chief Executive
Name of assessor:	Nick Carter
Date of assessment:	16 th June 2021
Version and release date (if applicable):	n/a

Is this a ?		Is this policy, strategy, function or service ... ?	
Policy	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	New or proposed	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Strategy	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Already exists and is being reviewed	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Function	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Is changing	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Service	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		

(1) What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To establish a new lower carbon way of working at the Council by 2022 which is based on less commuting, and more flexible working facilitated by the greater use of ICT. A more flexible working environment should

	enhance recruitment, retention and improve staff engagement and wellbeing. Enhanced staff engagement and better utilisation of our office accommodation should then increase the effectiveness of the Council as an organisation with the potential to also reduce costs.
Objectives:	<ol style="list-style-type: none"> 1. Through the introduction of more flexible working practices increase the Council’s productivity by: <ul style="list-style-type: none"> • Enhancing employee engagement and recruitment and retention. • Introducing new technologies to improve efficiency and customer experience and accessibility. 2. Improve efficiency by making more effective use of the Council’s accommodation stock and putting all Council services ‘under one roof’ to enable better integration of services. 3. Help reduce the Council’s carbon footprint through reduction of office space and associated carbon generation, as well as reduced commuting by staff.
Outcomes:	<ol style="list-style-type: none"> 1. Council effectiveness should be enhanced. 2. The new arrangements should provide on-going cost reductions. 3. The new working model should support other Council policies notably the new Environment Strategy.
Benefits:	Staff, customers and residents should benefit from increased flexibility in terms of working environment and improved access and responsiveness to customers. More broadly Timelord 2 is expected to deliver savings after a payback period of just under 5 years.

(2) Which groups might be affected and how? Is it positively or negatively and what sources of information have been used to determine this?

(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation)

Group Affected	What might be the effect?	Information to support this
Age	<p>It is possible that younger age groups (which tend to be on lower salaries) may be adversely impacted by;</p> <ul style="list-style-type: none"> • their ability to find the space and provide the 	<p>Detailed analysis set out in Part II of the EIA highlights the potential impacts regarding free car parking for staff. The comments regarding working from home have come from more general observations</p>

	facilities to work from home.	and from comments made during the consultation. In terms of staff travel the issue is discussed in greater detail in Part II. In terms of mitigation there is little that the Council can do to create a working from home opportunity if sufficient space does not exist. The Council is proposing to provide an allowance to staff who adapt a Home or Community workstyle which can be used to help provide the equipment needed to work from home.
Disability	Changes in the office layout could potentially have an adverse impact on those with mobility issues. Those with disabilities are likely to have specific needs in both working in the office and at home.	Consultation with affected staff will take place through the Equality and Diversity Board (EDB) to ensure that office layouts address any concerns re accessibility. The Health and Safety Team will ensure that all statutory requirements are met. The Reasonable Adjustments Budget is being doubled to ensure that there is adequate provision of any equipment required to support staff with disabilities either at home or in the office. Staff with disabilities will receive extra points through the new staff travel policy and all staff with a disability who qualify for car parking will be allocated parking in the new Market Street MSCP.
Gender Reassignment	None identified.	Discussions at the EDB has highlighted toilet provision as a potential concern. This will be discussed further at the Board and requirements built into the new facilities at Market Street.
Marriage and Civil Partnership	None identified.	There is no evidence that married staff or those in a civil partnership will be any more

		impacted by the Timelord 2 proposals. This judgement has however to be caveated by the fact that personal data on married status is not available.
Pregnancy and Maternity	Provision of office based facilities re pre and post natal support.	Facilities will be built into the new layout at Market Street to ensure that there are adequate private rest room and breast feeding facilities. The EDB will be consulted on this.
Race	None identified.	The analysis in Part II does not suggest that staff from different racial backgrounds or ethnic origins will be any more impacted by the proposals.
Religion or Belief	Provision of facilities for prayer.	The provision of adequate lunchtime prayer facilities have previously been highlighted by staff and it is proposed to build this into the new layout at Market Street.
Sex	The same comments concerning age may well apply in terms of sex. 75% of the Council's staff are female and overall a higher proportion of female staff have lower graded jobs than men.	Detailed analysis set out in Part II of the EIA highlights the potential impacts regarding free car parking for staff. The comments regarding working from home have come from more general observations and from comments made during the consultation. In terms of staff travel the issue is discussed in greater detail in Part II. In terms of working from home there is little that the Council can do to create a working from home opportunity if sufficient space does not exist. The Council is proposing to provide an allowance to staff who adapt a Home or Community workstyle which can be used to help provide the equipment needed to work from home.

Sexual Orientation	None identified.	There is no evidence that a member of staff's sexual orientation would have any potential bearing on the proposals set out in the Timelord 2 Programme. This will again be discussed in greater depth at the EDB.
Further Comments:		

(3) Result	
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<p>Analysis has shown that the protection of pre 2007 employees and those with Essential Car User Status protects higher grade and older staff. Further analysis has shown that a new car parking policy based on environmental criteria will have a greater impact on lower paid staff since a high proportion of lower paid staff live closer to the Council's Newbury offices. This does not take into account caring responsibilities since it has not been possible to evaluate that with the data that is available. It should however be made clear that new car parking policy in less discriminating than the current one which inherently protects older and higher paid staff. The new policy will make more staff eligible for free car parking.</p>	
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	Yes <input type="checkbox"/> No <input type="checkbox"/>
<p>The mitigating measures that are being proposed should reduce any significant impacts both in facilitating effective office and home working and in introducing a new car parking policy which will provide the opportunity for more to park their car without charge compared to the current policy. The provision of subsidised public transport will provide further relief.</p>	

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 EqlA 2.

If an EqlA 2 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 EqlA guidance and template – <http://intranet/index.aspx?articleid=32255>.

(4) Identify next steps as appropriate:	
EqlA Stage 2 required	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Owner of EqlA Stage Two:	Nick Carter
Timescale for EqlA Stage Two:	

Timelord 2 – Final Report

Name: Nick Carter

Date: 16th June 2021

Please now forward this completed form to Pamela Voss, Equality and Diversity Officer (pamela.voss@westberks.gov.uk), for publication on the WBC website.

Data Protection Impact Assessment – Stage One

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

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

Directorate:	Chief Executive
Service:	Chief Executive
Team:	Chief Executive
Lead Officer:	Chief Executive
Title of Project/System:	Timelord 2
Date of Assessment:	23 rd June 2021

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

	Yes	No
<p>Will you be processing SENSITIVE or “special category” personal data?</p> <p><small>Note – sensitive personal data is described as “data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person’s sex life or sexual orientation”</small></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will you be processing data on a large scale?</p> <p><small>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</small></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will your project or system have a “social media” dimension?</p> <p><small>Note – will it have an interactive element which allows users to communicate directly with one another?</small></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will any decisions be automated?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	Yes	No
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?		
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"/>
Note – this could include biometrics, "internet of things" connectivity or anything that is currently not widely utilised		

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.

Equality Impact Assessment Template – Stage Two

Please complete this template if completion of the Stage 1 template has identified that a full Equality Impact Assessment (EIA) is required.

Before proceeding with this EIA, you should discuss the scope of the analysis with service managers in your area and you will need to refer to the equality impact assessment guidance.

<p>What is the decision Executive is being asked to make?</p> <p>Please add a summary of relevant legislation and whether the proposed decision conflicts with any of the Council’s key strategic priorities</p>	<p>To approve Timelord 2.</p> <p>n/a</p>
Budget Holder for item being assessed:	Chief Executive
Name of assessor:	Nick Carter
Name of Service & Directorate	Chief Executive
Date of assessment:	23 rd June 2021
Date Stage 1 EIA completed:	23 rd June 2021

STEP 1 – Scoping the Equality Impact Assessment

This step helps you define exactly what it is that you are going to assess and crucially who it will affect. This is where your consideration of the protected characteristics is important.

Point 1: Tick the relevant boxes to indicate the data or research that you will be using to establish whether there are any equality issues.

Point 2: You need to provide a summary of the findings from the evidence that you have identified in Point 1.

Point 3: If you have identified any gaps when undertaking the earlier data analysis, you need to state what additional research or data will be required eg a needs assessment.

1. What data, research and other evidence or information is available which will be relevant to this Equality Analysis? Please tick all that apply.			
Service Targets		Performance Targets	
User Satisfaction		Service Take-up	

Workforce Monitoring		Press Coverage	
Complaints & Comments		Census Data	
Information from Trade Union		Community Intelligence	
Previous Equality Impact Analysis		Staff Survey	√
Public Consultation		Other – data analysis and the internal consultation.	√

Specific analysis has been undertaken by HR and Environment Department on the impact of changes in the proposed staff travel policy on specific groups including those with protected characteristics. This analysis is set out in Table 1 (attached to this Appendix).

Comment have also been made by the Disability Staff Network (DSN). Their comments and the management response are set out below;

- Vision should include a reference to staff welfare – accepted.
- Concerns about layout in the office – reflected in the main text. Layouts will be agreed by Executive Directors and the DSN will be engaged in the process.
- Social distancing – Timelord 2 cannot be implemented whilst social distancing remains in place.
- Not enough space to manoeuvre – covered in the text but this comment links to concerns regarding the layout. Lift limitations are accepted.
- Shaw House – accessibility concerns – the building is accessible and special car parking facilities are available.
- Hot desking staff with a disability and special needs will not be expected to hot desk. Additional funding is being provided to meet any costs associated with working in the office or at home.
- Lack of consideration regarding sensory issues namely noise and light. This is a fair point and will be actively considered when the layouts are being drawn up. Quiet areas are being established and light loads can be considered as part of the refurbishment.
- Anxiety regarding funding a desk or parking space. There is no expectation that staff will not be able to find a desk or parking space but booking will be required.
- Toilet and shower facilities – this issue is reflected in the main text and additional facilities are being made available as part of the Market Street refurbishment works. The nature of this provision will be agreed through the Equality and Diversity Board (EDB).
- More flexibility re home workstyle – this has been addressed within the main text.
- Staff travel – concerns were raised regarding the definition of disability that are being used to allocate staff car parking. These will be largely mobility driven but again this can be discussed in greater detail at the EDB.

2. Please summarise the findings from the available evidence for the areas you have ticked above.

Analysis of data concerning the impact on protected groups (where staff have declared) this information accompanied by comments made by staff during the Timelord 2 consultation would suggest that the impacts/concerns are;

- Home working – some staff, generally those on lower incomes, are less likely to have the space at home to work, or have the necessary resources to provide the equipment to work from home.
- Office working – there are concerns that staff with mobility issues will be adversely impacted on the basis that;
 - access around the office may be impaired by higher office densities,
 - the need for additional equipment and the cost associated with providing this,
 - distance to car parking facilities.
- Staff travel – impact on specific groups. Table 1 highlights the results of the analysis which shows that the most significant concern relates to low paid staff who appear particularly impacted by the proposals.

3. If you have identified any gaps in the evidence provided above, please detail what additional research or data is required to fill these gaps? Have you considered commissioning new data or research eg a needs assessment?

If ‘No’ please proceed to Step 2.

There is a lack of statistical evidence around some protected characteristics due to the absence of self declaration. The Equality and Diversity Board will be used to discuss what further mitigations are required where there is any gap in the data.

STEP 2 – Involvement and Consultation

Involving and consulting all groups who may be impacted by this change or introduction is a key part of an EIA. The extent of consultation and involvement will depend on the level of proposed changes and degree of impact.

Point 1: Best practice suggests that consideration should also be given to other attributes that may affect the way in which our decisions impact on people. This could include people who live in rural areas, lone parents, people on low incomes, travellers and gypsies, looked-after children and people with caring responsibilities.

Point 2: The stakeholders that you need to list are anyone who will be impacted by the item eg service users, staff and contactors.

Point 3: You will need to state how the proposed decision will affect the stakeholders listed above after it has been implemented.

1. Please outline below how the findings from the evidence summarised above when broken down, will affect people with the 9 protected characteristics. Where no evidence is available to suggest that there will be an impact on any specific group, please insert the following statement ‘*There is no evidence to indicate that there*

<i>will be a greater impact on this group than on any other.'</i>	
Target Groups	Describe the type of evidence used, with a brief summary of the responses gained and links to relevant documents
Age – relates to all ages	There is no clear evidence that any particular age group will be adversely impacted by the proposed staff travel arrangements albeit the 35-44 age groups appears the most affected by the revised staff travel policy. It is appreciated that younger age groups may be less well placed to work from home but in reality this is likely to be a determinant of other factors and not just age. The Council's Menopause policy sets out a commitment to provide a quiet room for staff who may be experiencing menopause symptoms. This will be planned into the new layouts.
Disability - applies to a range of people that have a condition (physical or mental) which has a significant and long-term adverse effect on their ability to carry out 'normal' day-to-day activities. This protection also applies to people that have been diagnosed with a progressive illness such as HIV or cancer.	<p>Disability had no significant impact in terms of the staff travel proposals. It is felt previously mentioned concerns regarding the office environment will be mitigated by;</p> <ul style="list-style-type: none"> • a doubling in the Reasonable Adjustments Budget to ensure staff with disabilities are supported to work safely where they want to. • direct access to the Market Street MSCP limiting the walking distance to the office. • Assurances that health and safety requirements will be met and that more detailed discussions will be facilitated through the EDB to ensure any mobility concerns are acted upon. <p>The one limitation which cannot be mitigated is the provision of additional lifts. There is no scope to achieve this at Market Street although additional disabled toilet provision will be considered.</p>
Gender reassignment - definition has been expanded to include people who chose to live in the opposite gender to the gender assigned to	It was not possible to collect data against this protected characteristic so the EDB will be used to consult on

them at birth by removing the previously legal requirement for them to undergo medical supervision.	whether any specific actions are required. Earlier discussions suggest that some consideration may need to be given as to how the additional toilet provision is configured.
Marriage and Civil partnership –.protects employees who are married or in a civil partnership against discrimination. Single people are not protected.	Whilst specific data has not been collected there is no evidence that the Timelord 2 proposals will discriminate against employees who are married or in a civil partnership.
Pregnancy and Maternity - protects against discrimination. With regard to employment, the woman is protected during the period of her pregnancy and any statutory maternity leave to which she is entitled. It is also unlawful to discriminate against women breastfeeding in a public place	Whilst the Timelord 2 proposals are not seen to discriminate against pregnant staff or those on maternity leave the opportunity is being taken to review facilities at the Market Street offices notably the provision of rest rooms and facilities for breast feeding.
Race - includes colour, caste, ethnic / national origin or nationality.	The data in Table 1 suggests that the Timelord 2 proposals will not discriminate against staff based on their race.
Religion and Belief - covers any religion, religious or non-religious beliefs. Also includes philosophical belief or non-belief. To be protected, a belief must satisfy various criteria, including that it is a weighty and substantial aspect of human life and behaviour.	Data was not available regarding the religion or beliefs of staff. The opportunity is however being taken to include the provision of a Prayer Room within the revised layout of the Market Street offices.
Sex - applies to male or female.	Once again the data in Table 1 suggests neither males or females seem to be disproportionately impacted by the proposals at least in relation to staff travel. In creating additional toilet provision it will be important to recognise that ¾ of the Timelord 2 staff will be female.
Sexual Orientation - protects lesbian, gay, bi-sexual and heterosexual people.	Data was not collected with regard to this protected characteristic but it is not felt that any of the Timelord 2 proposals would discriminate against this group.
2. Who are the main stakeholders (eg service users, staff etc) and what are their requirements?	
Staff – the main requirements are to provide a safe and effective working environment both in the office and at home.	

3. How will this item affect the stakeholders identified above?

The greatest impact would appear to be on low paid staff in relation to the introduction of the new staff travel plan. A high proportion of lower paid staff live closer to the Market Street office and are therefore unlikely to qualify for free staff parking. This will be mitigated to some extent by the provision of subsidised public transport if implemented. It should also be pointed out that the new policy is less discriminating in terms of low paid workers than the current one.

STEP 3 – Assessing Impact and Strengthening the Policy

At this stage you are seeking to determine if the item will have a potential adverse or differential impact on specific groups, will fail to meet their needs or have a discriminatory outcome.

What have you assessed the impact as being? If there are potential adverse or differential impact on protected groups, what are the measures you will take to mitigate against such impact. Is there any opportunity to promote equality and good relations?

The main impact is on low paid staff. Mitigating actions have already been highlighted.

STEP 4 – Procurement and Partnerships

This step is relevant to service areas where the commissioning of contractors and services is undertaken as a core function and will allow you to assess the impact of any changes to clauses, processes or specifications in the procurement process. It may mean that a contractor will need to be requested to undertake an additional duty as a result of the new service. It is also an opportunity to check that the contractor has an equality policy in place.

Is this item due to be carried out wholly or partly by contractors?

No.

If 'yes', will there be any additional requirements placed on the contractor? Have you done any work already to include equality considerations into the contract? You should set out how you will make sure that any partner you work with complies with equality legislation.

STEP 5 – Making a Decision

Depending on whether you are assessing a new or changing policy, strategy, function or service, you will need to reach a decision and make a clear statement of the final outcome of the assessment. This should be the recommendation being made as a result of the assessment. For example:

- **The decision may be put forward for approval subject to stated amendments.**
- **The decision should be reconsidered.**

- **The decision shows a negative impact but can be justified by... (and state what the justification is).**

Summarise your findings and make a clear statement of the recommendation being made as a result of the assessment. This will need to take into account whether the Council will still meet its responsibilities under the Public sector Equality Duty (Section 149 of the Equality Act), which states:-

A public authority must, in the exercise of its functions, have due regard to the need to:-

- (i) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (ii) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it, in particular the need to:-*
 - (a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;*
 - (b) 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;*
- (iii) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

The findings are summarised and the proposed actions are set out in the main body of the report.

STEP 6 – Monitoring, Evaluating and Reviewing

Before finalising your action plan, you will also need to identify how you will monitor the item following implementation and include any changes or proposals you are making. This is particularly relevant if a funding cut is likely to lead to a reduction or withdrawal of a service.

Once the change has taken place, how will you monitor the impact on the 9 protected characteristics?

It is proposed to conduct a review of Timelord 2 six months after Timelord 2 has been implemented.

STEP 7 – Action Plan

Any actions identified as an outcome of going through Steps 1-6 should be mapped against the headings within the Action Plan. You should also summarise actions taken to mitigate against adverse impact.

An EIA may also identify better ways of delivering services so that all service users or employers can benefit from them, which should also be included in the action plan. The real value of completing an EIA comes from the demonstration of evidence-based decisions reflecting user needs across the nine protected characteristics as appropriate.

In order to ensure that agreed actions are taken forward, it may be helpful to add them to the service plan so that they can be tracked and mainstreamed. It is all too easy to follow the process on paper, and omit to make the adjustments that an objective impact assessment will highlight.

	Actions	Target Date	Responsible Person
Involvement & consultation	Consult Equality and Diversity Board on the report.	July 2021	Nick Carter
Data collection	None		
Assessing impact	Set out within this report. Any immediate or emerging concerns will be reviewed by the Equality and Diversity Board.	Ongoing	Sue Halliwell
Procurement & partnership	N/a		
Monitoring, evaluation and reviewing	Prepare a detailed paper six months after implementation has been completed to further review the impacts.	July 2022	Joseph Holmes

STEP 8 – Sign Off

The officers involved in carrying out the EIA will need to sign it off prior to a quality check by the Head of Service to review the responses provided and add comments or observations. A statement of more detailed analysis from the relevant Head of Service, or Service Manager is advised where the proposed decision is particularly high risk. E.g, there is known potential for legal challenge, or potential for adverse publicity for the Council. This should be referenced as Appendix A to your Report.

When the final product is submitted through the executive cycle for a decision to be made, you will need to present the full set of consultation papers, responses and impact assessment in order to inform the final decision. This will ensure there is transparency in the way that decisions are made, and will provide evidence of how equality was taken into consideration.

The EIA should be published on the Council’s website along with the paper being submitted to a decision making body. The EIA is to be named ‘*[report name] Appendix A EIA*’;

An EIA relating to management decisions (and therefore not appended to a Committee paper) should be published within the services area of the external Council website and named in the same fashion as above;

The policy, strategy or function has been fully assessed in relation to its potential effects on equality and all relevant concerns have been addressed.		
Contributors to the Assessment		
Name: Rebecca Bird	Job Title: HR Manager	Date: 22 nd June 2021
Head of Service (sign off)		
Name: Nick Carter	Job Title: Chief Executive	Date: 22 nd June 2021

Table 1 – The Impact of the Proposed new Staff Travel Policy on WBC Staff

	Workforce	All Timelord Workforce %	No free travel zone %	Difference
Male		25	24	-1
Female		75	76	1
16-24		3.4	2.9	-0.5
25-34		15.4	15.7	0.3
35-44		23.1	25.9	2.8
45-54		30.6	29.1	-1.5
55-64		22.8	21.4	-1.4
65 and over		4.6	5	0.4
Ethnicity (BAME)		5.8	4.2	-1.6
				0
Disability		4	3.6	-0.4
Grade B		0.7	0.7	0
Grade C		5	6.2	1.2
Grade D		7.8	11.6	3.8
Grade E		7.3	9.9	2.6
Grade F		11	13.1	2.1
Grade G		13	14.6	1.6
Grade H		18.8	15.2	-3.6
Grade I		6.4	5.1	-1.3
Grade J		13.2	10.9	-2.3
Grade K		5.8	4.7	-1.1
Grade L		7.7	5.3	-2.4
Grade M		2.7	1.7	-1
Pre-2007 ECU's		33.4	36.5	3.1
Older		9	8.2	-0.8
Pre-2007		12.3	9.5	-2.8
2017		17.5	11.9	-5.6
Low Paid (<£24K)		21.7	30.5	8.8

Note – where the difference is negative the impact on the specified group will be lower than the staff group as a whole. Where the difference is positive then then impact will be greater.

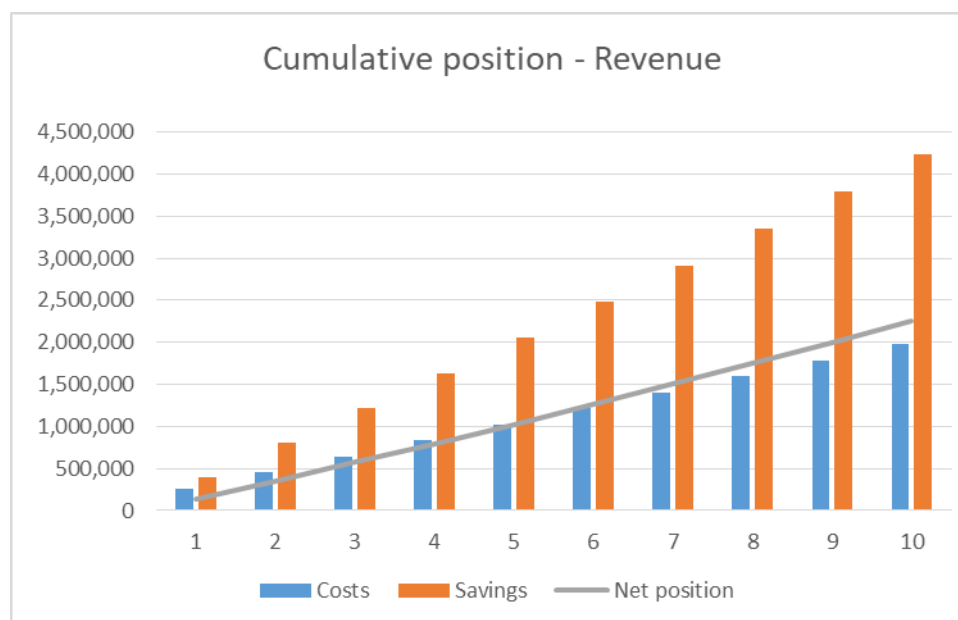
Appendix 4

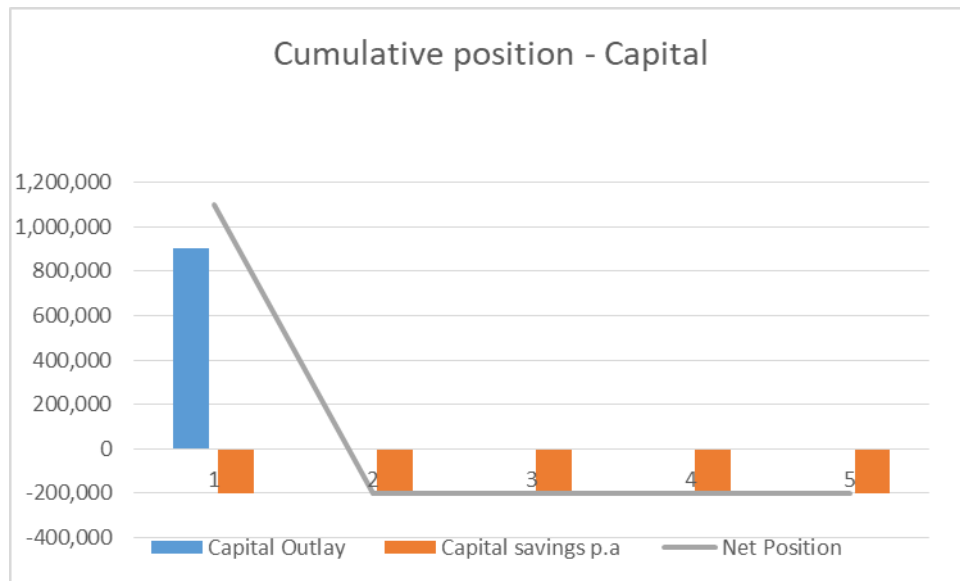
Financial Implications – Capital, Revenue and Premises Costs

Capital Item	Budget
Building works	£ 486,500
IT Equipment	£ 350,300
Other	£ 1,500
Contingency 10%	£ 62,830
Total	£ 901,130

Revenue Item	Budget
WFH Allowance	£ 150,000
Salaries for Booking System Maintenance	£ 15,000
Project Manager	£ 38,000
Training Salaries - HR	£ 32,000
Total	£ 235,000

Premises	2020-21 Budget to be saved
West Street House	£360,960
West Point	£60,790
Total	£421,750





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West Berkshire Water Safety Partnership

Committee considering report:	Executive
Date of Committee:	15/07/21
Portfolio Member:	Councillor Richard Somner
Date Portfolio Member agreed report:	01/06/21
Report Author:	Jon Winstanley
Forward Plan Ref:	EX4107

1 Purpose of the Report

- 1.1 To gain approval for West Berkshire Council to help create and enter into a Water Safety Partnership for West Berkshire with Emergency Service organisations and the Canal and River Trust.

2 Recommendation

- 2.1 That the Executive approves the Council's participation as a leading member organisation of the West Berkshire Water Safety Partnership.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	Activities and interventions resulting from the partnership may require joint funding from the participant organisations. We would look to align these activities with the Council's Open Spaces and Environment Delivery budgets where appropriate. Where necessary request will be made for additional funding through the Council's Capital Strategy Group.
Human Resource:	None
Legal:	None
Risk Management:	The initiative is aimed at reducing the risk of accidental drowning throughout the District.

Property:	None			
Policy:	None			
	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		x		N/A
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		x		N/A
Environmental Impact:		x		N/A
Health Impact:	x			The proposed partnership is aimed at preventing future accidental drowning deaths.
ICT Impact:		x		N/A
Digital Services Impact:		x		Support may be required from the Council's digital team by way of the creation of a web page to host information on the partnership along with educational/promotional material and events.

Council Strategy Priorities:	x			Supporting everyone to reach their full potential.
Core Business:		x		N/A.
Data Impact:		x		N/A
Consultation and Engagement:	Sue Halliwell, Susan Powell, Gabrielle Mancini, Paul Hendry, Flo Churchill, Sean Murphy, Thames Valley Police, Royal Berkshire Fire & Rescue, Canal & Rivers Trust, South Central Ambulance Service.			

4 Executive Summary

4.1 Following a tragic incident in March 2021, involving the loss of life of a young child in the Kennet and Avon Canal adjacent to Victoria Park, West Berkshire Officers and representatives from the Canal and River Trust and emergency services came together to look at measures that could be implemented to prevent future loss of life from accidental drowning. A proposal from this group is the establishment of a Water Safety Partnership for West Berkshire.

4.2 The objectives of the partnership being to:

- (a) Promote and develop water-safety education and initiatives within West Berkshire with particular emphasis on the most at risk groups identified through incident data and local knowledge;
- (b) Proactively promote public awareness of water-related risks and ensure a consistent message through campaigns and communications;
- (c) Share best practice and resources across the District (and beyond) highlighting a multi-agency approach to water safety;
- (d) To be the focus group in responding to water related incidents in West Berkshire;
- (e) Work with partner organisations to gather and improve data involving water incidents in West Berkshire in order to inform a targeted approach to water safety.

4.3 Terms of Reference, which have been approved in principal by Partnership member organisations, can be seen in Appendix A and membership of the group will include:

- WBC Officers (Environment and Communities & Wellbeing & PPP)
- Royal Berkshire Fire and Rescue Service
- Canal and River Trust

West Berkshire Water Safety Partnership

- Thames Valley Police
 - South Central Ambulance Service
 - National Health Service
 - Environment Agency
- 4.4 On average, around 250 people lose their lives in accidental drownings in the UK every year, with hundreds more having near drowning experiences, sometimes suffering life-changing injuries. Children can be particularly at risk.
- 4.5 One of the striking characteristics of the data on accidental drownings is that a large proportion of victims did not leave home on the day they died intending to go into water of significant depth. Roughly 40% of deaths happen whilst people were out walking or running, in comparison to approx. 20% who lose their life whilst swimming. It shows the importance of everyone being aware of the risks posed by water. West Berkshire is home to a number of significant water courses and bodies, some of which extend through our urban areas, which can significantly increase the risk of accidental drowning.
- 4.6 The incident in March 2021 has emphasised the devastating impact water related tragedies can have on our communities. Through the Partnership West Berkshire Council has an opportunity to play a leading role in helping prevent future incidents of accidental drowning. It is therefore recommended that the Executive approves the Council's participation in the formation and leadership of the West Berkshire Water Safety Partnership.

5 Supporting Information

Introduction

- 5.1 This report seeks approval from the Executive for West Berkshire Council to participate as a leading member of a Water Safety Partnership for the District.

Background

- 5.2 In March 2021 a tragic incident occurred involving the loss of life of a young child who fell into the Kennet and Avon Canal adjacent to Victoria Park. Shortly following this incident West Berkshire Council Officers along with representatives from the Canal and River Trust and emergency services came together to form a task and finish group to look at the cause of the incident and any measures that could be implemented to help prevent future loss of life.
- 5.3 Two main actions resulted from the meeting of this group:
- (a) That a safety review be undertaken of the Kennet and Avon Canal through Newbury Town Centre;
 - (b) That the group consider the formation of a Water Safety Partnership for the wider West Berkshire District to consider measures and initiatives to help prevent accidental drowning incidents across the District.

Proposals

- 5.4 A site safety review along the Canal in Newbury was carried out early May by representatives of Royal Berkshire Fire and Rescue, Canal and River Trust and WBC. This has resulted in the planned introduction of a number of physical measures in order to improve safety along this part of the canal. These will be implemented jointly by West Berkshire Council and the Canal and River Trust in consultation with the wider Partnership. The proposals are currently being developed and will be published in due course.
- 5.5 A separate meeting was arranged to discuss the structure, terms and objectives of a potential Water Safety Partnership. The meeting was again attended by WBC Officers (Environment and Communities & Wellbeing), Canal and Rivers Trust, Thames Valley Police, South Central Ambulance Service, Royal Berkshire Fire and Rescue and NHS representatives. The view was unanimous that a Water Safety Partnership could provide an active role in helping prevent district wide accidental drownings. A number of clear objectives were established for such a partnership as follows:
- (a) Promote and develop water-safety education and initiatives within West Berkshire with particular emphasis on the most at risk groups identified through incident data and local knowledge;
 - (b) Proactively promote public awareness of water-related risks and ensure a consistent message through campaigns and communications;
 - (c) Share best practice and resources across the District (and beyond) highlighting a multi-agency approach to water safety;
 - (d) To be the focus group in responding to water related incidents in West Berkshire;
 - (e) Work with partner organisations to gather and improve data involving water incidents in West Berkshire in order to inform a targeted approach to water safety.
- 5.6 Full Terms of Reference for the Partnership can be seen in Appendix A.
- 5.7 Water Safety Partnerships have been successful in promoting the dangers posed by water and accidental drowning in other parts of the Country, namely Bath, Nottingham, Northampton, Manchester, Leeds, York and Bedfordshire..

6 Other options considered

- 6.1 None

7 Conclusion

- 7.1 On average, around 250 people lose their lives in accidental drownings in the UK every year, with hundreds more having near drowning experiences, sometimes suffering life-changing injuries. Children can be particularly at risk.
- 7.2 One of the striking characteristics of the data on accidental drownings is that a large proportion of victims did not leave home on the day they died intending to go into water of significant depth. Roughly 40% of deaths happen whilst people were out walking or

running, in comparison to approx. 20% who lose their life whilst swimming. It shows the importance of everyone being aware of the risks posed by water. West Berkshire is home to a number of significant water courses and bodies, some of which extend through our urban areas, which can significantly increase the risk of accidental drowning.

- 7.3 The tragic incident in March this year has shown that one drowning is one too many. Through this partnership the Council can take a leading role in helping prevent such tragic incidents occurring in the future. It is therefore recommended that the Executive approve the Council's participation in the West Berkshire Water Safety Partnership.

8 Appendices

- 8.1 Appendix A – West Berkshire Water Safety Partnership Terms of Reference.

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: All Wards

Officer details:

Name: Jon Winstanley
Job Title: Service Director, Environment
Tel No: 01635 519087
E-mail: jon.winstanley@westberks.gov.uk

Document Control

Document Ref:	210615 Water Safety	Date Created:	27/05/21
Version:	1	Date Modified:	
Author:	Jon Winstanley		
Owning Service	Environment		

Change History

Version	Date	Description	Change ID
1			
2			

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Appendix A

West Berkshire Water Safety Partnership

Terms of Reference

Document History

Document Revision	Date	Reason for Change
V3	02/05/2021	Simplified

Terms of Reference

Name of Group: West Berkshire Water Safety Partnership (known as “WBWSP”)

Background: The group initially met in April 2021 in response to an incident on the Kennet and Avon Canal in Newbury that involved the death of a small child. The purpose of the group was to look at preventative measures for that particular incident, however it soon became clear that appetite exists for a wider Water Safety Partnership across the District.

WBWSP

Purpose: The purpose of the WBWSP is to work towards prevention of accidental drowning deaths in West Berkshire by working in partnership to ensure consistent guidance for the safe enjoyment and management of activities in, on and around water.

Aim: The aim of the WBWSP is to work to improve the safety of persons from water risks in West Berkshire with the intention to reduce accidental drowning deaths of people who live, work and visit the District.

Objectives	
1.	Improve fatality and incident data in West Berkshire by advocating Water Incident Database (“WAID”) and sharing WAID reports with partner organisations and local authorities.
2.	Promote and develop water-safety education and initiatives within West Berkshire with particular emphasis on the most at risk groups identified through incident data and local knowledge.
3.	Proactively promote public awareness of water-related risks and ensure a consistent message through campaigns and communications.
4.	Sharing best practice and resources across the District highlighting a multi-agency approach to water safety.
5.	To be the focus group in responding to water related incidents in West Berkshire.

Structure

All organisations (“members”) of the WBWSP sit on the **Main Group**. This group provides the opportunity for individual members to present ideas, initiatives, research and updates on their individual work. The main group includes a Chair, Vice Chair and administrative support.

In addition to this main group, **subgroups** may be established to develop and deliver specific objectives. These subgroups will usually consist of members of the main group but may also include additional members as required.

The Chair and Vice Chair will rotate amongst the Partnership Members and are elected by the main group every 24 months at the April meeting.

The admin support for the group is provided by the current Chair’s organisation or another as agreed.

Membership

Each member shall be represented by a nominated representatives (or such replacement as notified to the Chair) who shall have responsibility to contribute to the WBWSP.

All invitations for new members to the WBWSP should go through the Chair.

All potential members for any WBWSP will be approved by the main group.

In order to retain full membership, each organisation is expected to attend at least two meetings in a 12 month period.

An organisation must be a full member of the WBWSP to lead a subgroup.

If it is not possible to attend the WBWSP meetings, updates can be sent to the Chair to be included in the main meeting.

Members of the WBWSP can also invite guests to a WBWSP meeting by letting the Chair know.

Role of members (through nominated representative)

The role of the members of the WBWSP includes:

- The attendance of meetings
- Providing updates of their own organisations (where appropriate)
- To be an advocate for the WBWSP and drowning prevention
- To contribute to the outputs of the WBWSP

Role of The Chair

The role of the Chair of the WBWSP includes:

- To provide leadership
- Lead, organise and conduct the WBWSP meeting, including holding a casting vote
- To ensure the WBWSP functions properly.
- To ensure the WBWSP is managed effectively.
- To represent the WBWSP as its figurehead
- Ensure the terms of reference are followed
- Ensure an annual report is submitted to the Leader’s Office West Berkshire Council for onward submission to the West Berkshire Health and Wellbeing Board, and (if applicable) represent the WBWSP at any West Berkshire Council committee.

Accountability/Governance

The WBWSP will report to the Joint Public Protection Committee as part of the Public Protection Partnership.

Media Protocols

All members of the WBWSP are encouraged to have a comms representative named and have a responsibility in the promotion of the work of the WBWSP.

All WBWSP members are asked to promote the use of the WBWSP brand where appropriate and use the WBWSP logo.

The members agree they shall not be permitted to use the other members Intellectual Property (including logo's) unless prior written consent of the member is provided. Such consent shall grant a non-exclusive, non-transferable, terminable licence to use the other members Intellectual Property for the purposes agreed in this WBWSP or meetings.

All press releases and press statements will be agreed by all members of the WBWSP with the Chair (or if unavailable, the Vice Chair) of the WBWSP responsible for final approval.

Review

This document and the WBWSP will be reviewed annually for continuous improvement. Any changes which would warrant an early review should go through the Chair where the issue will be raised at the next WBWSP meeting. If deemed appropriate, a review will take place.

Working Methods

The WBWSP main group meets quarterly.

Subgroups may be created to manage and prioritise individual objectives or specific areas to support the purpose of the WBWSP. These subgroups must be approved by the main group before creation.

Meetings

The WBWSP will meet formally every quarter (in person or via video conferencing); additional meetings being called as required.

All WBWSP meeting minutes will be produced following the meeting and shared with the partnership. At the following meeting the minutes will be agreed before being made available on the WBC website.

Any items that members wish to be placed on the agenda should be sent to the Chair 14 days in advance of the meeting.

The notice of a meeting with agenda and any accompanying papers shall be circulated at least 7 days in advance.

Agendas for meetings will be formed via:

- Incident information
- Items submitted by member organisations through the Chair
- Matters arising from the minutes of the previous meetings
- Correspondence received

All agendas should follow a consistent framework including:

- Welcome

- Minutes from previous meetings, accuracy and matters arising
- Review of Outstanding WBWSP Actions
- Review of Incidents since previous meeting.
- Agenda items
- AoB
- Date and Time of next meeting

In the absence of the Chair at a meeting, the Vice Chair will take responsibility for the group. If both the Chair and Vice Chair are unavailable, the meeting will be postponed until an appropriate time.

Sharing of information

All minutes, and information regarding the group will be publicly accessible through the webpage which is located at westberks?? Hosted by WBC

Correspondence

The WBWSP webpage will be maintained and updated by WBC. Members are encouraged to provide resources and information for the website.

Data Access

The WBWSP agrees to only use WAID data provided by The Royal Society for the Protection of Accidents (“RoSPA”) and WBWSP members.

Finances

Funding for the WBWSP will be provided through agreement at the WBWSP meetings with payment for campaigns, media and running costs being direct from partners. No WBWSP bank account will be established and as such financial responsibility will not be a requirement of the WBWSP but for individual partners.

Contingency Measures

Events when contingency arrangements come into force:

- Chair and/or Vice Chair incapacitated, unable to perform normal duties or resign

Contingency arrangements: Chair and/or Vice Chair unable to honour duties or resign:

- The Chair/Vice Chair will undertake both roles until the Chair/Vice Chair is able to resume duties or, if an absence of more than 6 months is expected a new Chair/Vice Chair is elected at the next WBWSP meeting.

Contingency arrangements Chair and Vice Chair unable to honour duties or resign:

The remaining members of the WBWSP will call a meeting at the earliest opportunity and elect a new Chair and Vice Chair

General Provisions

This WBWSP does not constitute or infer any contract or binding agreement on or between the members.

Nothing in this WBWSP is intended to, or shall be deemed to, establish any partnership or joint venture between the members, constitute either member as the agent of another member, nor authorise any of the members to make or enter into any commitments for or on behalf of the other members.

This WBWSP shall remain in effect until terminated by all members voting by agreement.

The members intend that any intellectual property rights created in the course of this WBWSP shall vest in the member whose employee created them.

Except as otherwise provided, the members shall each bear their own costs and expenses (along with any liabilities) incurred in complying with their obligations under this WBWSP.

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Item 10:

Member Questions to be answered at the Executive meeting on 15 July 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 Phil Barnett to the Portfolio Holder for Planning and Transport:**

“Councillors from various councils along with residents worked tirelessly over many years in securing GATSO cameras being placed at strategic positions along many roads in the district, now to find they are either rusted, unusable, or even have not been active for several years. Therefore can the executive member for Highways and the Environment identify whether: 1/ these will be updated or replaced? And, 2/ if they are to be removed, what speed monitoring would be undertaken? Finally, do the Thames Valley Police’s mobile speed reduction team have the resources to do more monitoring (if required)?”

(b) **Question submitted by Councillor Martha Vickers to the Portfolio Holder for Children, Young People and Education:**

“What is your response to the statement in the Children’s Commissioner’s fourth annual report on the state of Children’s mental health services in England 2020/21 that Berkshire West was found to be one of the 10 CCGs nationwide with the largest increase in average waiting times for referrals to CAMHS from 2017/18 – 2019/20?”

(c) **Question submitted by Councillor Lee Dillon to the Portfolio Holder for Housing, Strategic Partnerships and Transformation:**

“What relaxation of noise pollution is being considered in light of Covid restrictions?”

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