

Notice of Meeting



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Overview and Scrutiny Management Commission

Tuesday, 31st August, 2021 at 6.30 pm
in Council Chamber Council Offices
Market Street Newbury

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Date of despatch of Agenda: Monday, 23 August 2021

For further information about this Agenda, or to inspect any background documents referred to in Part I reports, please contact Gordon Oliver on (01635) 519486
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WestBerkshire
C O U N C I L

Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 31 August 2021 (continued)

To: Councillors Jeff Brooks, James Cole, Lee Dillon (Vice-Chairman), Gareth Hurley, Alan Law (Chairman), Thomas Marino, Steve Masters, Claire Rowles and Tony Vickers

Agenda

Part I	Page No.
1. Apologies for Absence To receive apologies for inability to attend the meeting (if any).	7 - 8
2. Minutes To approve as correct records the Minutes of the meetings of the Commission held on 6 July 2021 and 10 August 2021.	9 - 18
3. Actions from previous Minutes To receive an update on actions following the previous Commission meeting.	19 - 22
4. 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 .	23 - 24
5. Petitions Purpose: To consider any petitions requiring an Officer response.	25 - 26
6. Council Motion Referred to Overview and Scrutiny Management Commission Purpose: To consider the motion submitted to Council by Councillor Lee Dillon, and subsequently referred to OSMC for consideration, that the Executive acted outside of the Council's existing policies on Green Infrastructure in relation to the Faraday Road development.	27 - 40
7. Environment Strategy - Operational Review Purpose: To review progress in implementing the Council's Environment Strategy, including the agreed Delivery Plan.	41 - 82
8. Membership of Task and Finish Groups Purpose: To agree any changes to the membership of Task and Finish Groups.	83 - 84
9. Task and Finish Group Updates	85 - 86

Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 31 August 2021 (continued)

Purpose: To receive updates from the Chairmen of Task and Finish Groups appointed by the Overview and Scrutiny Management Commission.

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| 10. | Health Scrutiny Committee Update
Purpose: To receive an update from the Chairman of the Health Scrutiny Committee. | 87 - 88 |
| 11. | West Berkshire Council Forward Plan 24 August to 30 November
Purpose: To advise the Commission of items to be considered by West Berkshire Council from 24 August to 30 November and decide whether to review any of the proposed items prior to the meeting indicated in the Plan. | 89 - 90 |
| 12. | Overview and Scrutiny Management Commission Work Programme
Purpose: To receive new items and agree and prioritise the work programme of the Commission. | 91 - 92 |

Sarah Clarke
Service Director Strategy & Governance

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

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OSMC – 31 August 2021

Item 1 – Apologies

Verbal Item

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

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION**MINUTES OF THE MEETING HELD ON
TUESDAY, 6 JULY 2021**

Councillors Present: Jeff Brooks, Hilary Cole, James Cole, Lee Dillon (Vice-Chairman), Gareth Hurley, Alan Law (Chairman), Ross Mackinnon, Thomas Marino, Steve Masters, Claire Rowles, Tony Vickers and Howard Woollaston

Also Present: Catalin Bogos (Performance Research Consultation Manager), Nick Carter (Chief Executive), Joseph Holmes (Executive Director - Resources), Melanie Best (Transformation, Digital & Programme Manager) and Gordon Oliver (Democratic Services)

Apologies for inability to attend the meeting: Councillor Lynne Doherty

PART I**3. Minutes**

The Minutes of the meeting held on 20 April 2021 and 4 May 2021 were approved as a true and correct record and signed by the Vice Chairman.

4. Actions from previous Minutes

All actions from previous Commission meetings were noted as having been completed.

In relation to Action 39, Councillor Lee Dillon asked whether parking revenues had been in line with predictions or if smaller towns had recovered quicker.

Action: Joseph Holmes to provide further detail on parking revenues.

In relation to Action 43, Members were asked to note the revised dates for future meetings, which had been moved to two days before Executive.

5. Declarations of Interest

There were no declarations of interest received.

6. Petitions

There were no petitions to be received at the meeting.

7. New Ways of Working

The Commission considered a report presented by Melanie Best (Item 6 on the agenda) which provided background to the New Ways of Working (NWOW) programme and outlined the value that the programme has added to the Council.

Questions were considered around how the NWOW programme had made a difference. It was felt the report lacked practical examples and articulation of financial savings delivered. It was suggested that heads of service should record efficiency savings. In response to these comments, it was noted that there was a huge number of potential transformation projects that would deliver tangible savings, and there was a wider report

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 6 JULY 2021 - MINUTES

available with 680 recommendations, which could be made available to those who required more information.

Other comments were made around the programme's success especially within the Housing service. Also, it was noted that joint working in Adult Social Care was now a flagship project within the Integrated Care Partnership.

It was acknowledged that the pandemic had accelerated the delivery of recommendations in relation to digital services and the pace of change had been exceptional in the first three months.

It was suggested that the NWOW process should adopt a more all-encompassing, holistic approach, with a coordinated look at Council issues across the board to ensure there was a cultural change, with customers at the heart of the process. The phone system was identified as being in particular need of improvement.

It was queried as to why there were significant differences in the number of improvements proposed for different services. Development and Planning was the first to be examined two to three years ago and had relatively few recommendations, while Countryside and Transport was one of the last and had many more recommendations. It was explained that Planning had already gone digital and many improvements had already been implemented. Also, later reviews had benefitted from experience and lessons learned from previous ones. It was noted that there had been a change of approach part-way through, when it had been realised that the Council did not have the capacity or capabilities to deliver the original model.

A concern was raised regarding creating further digital exclusion among residents who were less technological able. The recycling centre booking system was cited as an example and the omission of a phone number for those unable to book online was highlighted. It was noted that existing communications channels would be retained and the Customer First Programme Board was looking at digital exclusion issues.

Members asked why some Council services were not fully covered by NWOW. It was explained that preparation work for Strategy and Governance had commenced before it had been removed from the programme and the Public Health service would be included at a later date. Assurances were given that due to the creation of the new Transformation Portfolio, all services would be considered.

Members asked how customer feedback would be sought and suggested that mystery shopping would provide an effective mechanism for understanding issues. It was explained that the Digital Services, Programme and Customer Services Teams would get together on a monthly basis to look at customer complaints, which could be considered alongside NWOW reviews.

Members suggested that future reports should state whether anticipated benefits had been realised and that they should also set out a medium-term work programme.

There was a suggestion that a culture change was needed within the Council to encourage continuous innovation. It was noted that the findings of the reviews had been welcomed on every level at the Council with a high degree of participation and feedback from staff, but a facilitated approach was needed to ensure reviews were carried out.

Furthermore, the organisation would continue to review the output from the programme in order to transform and improve services as part of the transformation programme of work, which will be led by the Transformation, Digital & Programme Team within the Customer Engagement and Transformation unit of Strategy & Governance.

8. Covid-19 Recovery and Renewal Strategy 2021 Update

The Commission considered a report (Agenda Item 7) presented by Nick Carter concerning the update Covid-19 Recovery and Renewal Strategy.

It was explained that the Strategy was similar to the previous version, but with a greater focus on tackling inequalities, and the appendices included a Delivery Plan. It was overseen by Recovery Group, which met fortnightly, but would ultimately be wound up when all actions were being delivered elsewhere within the Council. It was noted that Corporate Programme Board was managing key recovery projects.

Discussion occurred around the question of improving IT literacy amongst members of the public. Assurances were given that the Council was aware of those issues and that it recognised a multi-channel approach was needed to simplify and improve online processes, while assisting residents who still wanted to speak directly with the Council.

The Delivery Plan was welcomed, but concerns were raised that it focused too much on inputs rather than measurable outputs or outcomes.

It was recognised that Covid would be around for some time and the Council may need to go back into response mode. It was noted that OSMC was holding a special meeting on 12 October to look at lessons learned from the pandemic and this would inform future response phases.

A request was made for the Strategy to address support for unpaid carers.

Also, there was a question around how quickly the Council could act on data to tackle inequalities, with a suggestion that groups should be allocated funding to be able to deliver rapid responses. Assurances were given that there was lots of data on inequalities and discussions were taking place with partners regarding programmes to address health inequalities.

It was noted that a new data-driven scheme was being set up to ensure that customers would only have to go through one portal to access support by a range of Council services, which would deliver significant benefits in terms of the customer journey.

9. 2020/21 Performance Report Quarter Four

The Commission considered a report (Agenda Item 8) presented by Catalin Bogos that provided assurance that the core business and Council priorities for improvement measures in the Council Strategy 2019-2023 were being managed effectively.

The report highlighted successes, and where performance had fallen below the expected level, it presented information on the remedial action taken, and the impact of that action.

There were queries around:

- a spike in third party highway claims; and
- an increase of 30 percent in fly tipping incidences.

It was ascertained that there were no clear reasons for the increase in highway claims other than Covid restrictions, which had led to more people walking and cycling and possibly having more time to report incidents. It was also noted that there were increases of instances of fly tipping in other local authorities, which was being addressed through enforcement and prevention, as well as through awareness campaigns. It was suggested that this may be linked to the limitations imposed on access to the recycling centres.

Concern was also raised that in the report, the Local Plan was reported as being on track but it was not. However, it was noted that in the period between the report being published and coming to OSMC, the circumstances had changed.

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 6 JULY 2021 - MINUTES

Officers were challenged as to why it took so long to get data on affordable homes completed. It was suggested that the New Ways of Working Team could look at the processes to see if timescales could be reduced.

Also, a number of minor errors were identified and Members highlighted the need for improved editing / proof-reading of the report.

10. **2020/21 Revenue Financial Performance Provisional Outturn**

The Commission considered a report (Agenda Item 9) presented by Joseph Holmes regarding the financial performance of the Council's revenue budgets. This report was the provisional outturn position for 2020/21 and went to the Executive on 10 June 2021.

Members did not have any comments in relation to this item. It was acknowledged that the report had already been considered at Executive where opposition members had been given the chance to make comment.

11. **Capital Financial Performance Report - Outturn 2020/21**

The Commission considered the report (Agenda Item 10) presented by Joseph Holmes on financial performance against the Council's approved capital budget. This report presented the provisional outturn position for the financial year 2020/21.

Members had no observations on the report. As with the preceding item, it was acknowledged that the report had already been considered at Executive where opposition members had been given the chance to make comment.

12. **Membership of Task and Finish Groups**

Members were invited to make nominations for changes to the membership of the Commission's Task and Finish Groups (Agenda Item 11).

Councillor Lee Dillon proposed that Tim Metcalfe be co-opted to the Leisure Strategy Task and Finish Group. It was noted that he had considerable experience in this area as a former West Berkshire Executive Portfolio Holder for Leisure Services.

Resolved that: Tim Metcalfe be co-opted to the Leisure Strategy Task and Finish Group.

13. **Task and Finish Group Updates**

The Commission were updated on the activities of the Commission's Task and Finish Groups (Agenda Item 12):

- **ICT Digital Task Group** – Councillor Tom Marino highlighted that the Task Group had met in March to review implementation of the Digital Strategy Delivery Plan. He indicated that it had been a positive meeting with discussions including progress on Agresso, Office 365 rollout, and the Chatbot. There were no significant concerns and the Group had agreed to meet again in September.
- **Leisure Strategy Task Group** – Councillor Gareth Hurley indicated that an informal meeting had taken place in May, which had been productive. The first formal meeting of the Task Group was scheduled for July, but the strategy would not be available for review until October / November.

Action: Gordon Oliver to circulate notes from the informal meeting.

It was suggested that the Leisure Strategy Task Group could review the previous version of the strategy and provide feedback.

It was suggested that future agenda items should include details of the active task and finish groups, their terms of reference and membership.

14. Health Scrutiny Committee Update

The Commission were updated by Councillor Claire Rowles on the activities of the Health Scrutiny Committee (Agenda Item 13):

- The Committee was formed on the 4th May 2021.
- Members had received training from the Centre for Governance and Scrutiny.
- The Committee had also received informal briefings from the Clinical Commissioning Group and Healthwatch West Berkshire.
- The Chairman and Vice Chairman would be attending the virtual conference organised by the King's Fund on Health and Care.
- A page had been created on the intranet to provide a repository for useful guidance and other health scrutiny resources.
- The intention was to continue to hold informal briefings between meetings.
- The first formal meeting would be on 11 August 2021 to review the Joint Health and Wellbeing Strategy and the draft work programme.

15. West Berkshire Council Forward Plan 6 July to 31 October 2021

The Commission considered the West Berkshire Forward Plan for the period covering 6 July 2021 to 31 October 2021 (Agenda Item 14).

It was highlighted that the version of the Forward Plan in the agenda papers was different to that published online. Similarly, Members highlighted that answers to formal questions were not being published in a timely manner.

It was advised that because the Forward Plan was published in advance of the meeting, it may not be the same as the latest version. **Action: Nick Carter to discuss this with the Monitoring Officer.**

Questions were asked about individual decision ID4114 Local Flood Risk Management Strategy, and whether it required a public consultation process.

Action: Gordon Oliver to discuss this with the Monitoring Officer.

It was also suggested that if there were changes to the Forward Plan it would be helpful to have a note of when the change had been made and whether the item was on-time or delayed.

Members stressed the need for a Forward Plan with a longer time-scale to give OSMC a chance to engage earlier on key strategies.

Members did not identify any additional items on the Forward Plan that they wished to bring to OSMC.

16. Overview and Scrutiny Management Commission Work Programme

The Commission considered its work programme for 2021/22 (Agenda Item 15).

The following changes to the Overview and Scrutiny Management Commission work programme were discussed:

- Future meeting dates would be changed to 31 August 2021, 14 December 2021 and 22 March 2022 – this would allow OSMC to comment on quarterly finance and performance reports before they went to Executive.
- The meeting on 14 October 2021 would be retained as a special meeting to focus on lessons learned from the Covid-19 pandemic.

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 6 JULY 2021 - MINUTES

- Councillor Steve Masters requested that the Thames Water coming to the meeting on 22nd March 2022 item be expanded to include sewage management in relation to West Berkshire’s watercourses.
Action: Councillor Masters to set out a proposal in an email to the Chairman and Vice-Chairman.
- Councillor Lee Dillon requested an item on the Council’s telephone systems.
Action: Councillor Dillon to set out a proposal in an email to the Chairman.
- Councillor Claire Rowles asked that the Equalities and Diversity Strategy report focus on disability and how the Council engaged residents.

Members thanked Nick Carter for his regular attendance at OSMC meetings and for being open to being held to account.

Resolved that: the proposed changes to the work programme be agreed.

(The meeting commenced at 6.30 pm and closed at 8.15 pm)

CHAIRMAN

Date of Signature

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

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION

MINUTES OF THE MEETING HELD ON TUESDAY, 10 AUGUST 2021

Councillors Present: Adrian Abbs (Substitute), Peter Argyle (Substitute), James Cole, Lee Dillon (Vice-Chairman), Gareth Hurley, Alan Law (Chairman), Thomas Marino, Steve Masters, Tony Vickers and Howard Woollaston

Also Present: Nick Carter (Chief Executive), Sarah Clarke (Service Director (Strategy and Governance)) and Paula Goodwin (Service Lead HR), Councillor Lynne Doherty (Leader of the Council and District Strategy and Communications) and Gordon Oliver (Democratic Services)

Apologies for inability to attend the meeting: Councillor Jeff Brooks and Councillor Claire Rowles

PART I

17. Declarations of Interest

There were no declarations of interest received.

18. Items Called-in following the Executive on 15 July 2021

The Commission accepted a call-in request following the last Executive meeting which was submitted on 23 July 2021 to review the Executive's decision (EX4011) of 15 July 2021 concerning Timelord 2. The call-in request had been submitted in accordance with Sections 5.3 and 6.4 of the Council's Constitution.

The Timelord 2 report was presented for consideration by the Executive on 15 July 2021. The report recommended that the Executive resolved to approve as follows:

- To approve the Timelord 2 working model as set out in the covering report.
- To approve an ongoing allocation of funding from within existing budgets for a staff home working allowance of £150,000 per annum.
- 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.
- To approve the sum of £691,130 to be borrowed to fund the capital works required to support the goals of Timelord 2.
- To review the effectiveness of new proposals six months after the Timelord Programme has been implemented.
- Once this review has been completed; to approve the disposal of the West Street House and West Point buildings if appropriate.

In accordance with the Council's Constitution five Elected Members (Councillors Lee Dillon, Alan Macro, Jeff Brooks, Tony Vickers and Erik Pattendon) called in the Executive Decision (EX4011) on the basis of the following:

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 10 AUGUST 2021 - MINUTES

- 1) Concerns around signing off a largely operational strategy before our new CEO is in post.
- 2) Concerns that in 4.1.1 and 7.8 none of the key principles refer to our residents and the quality of service they receive and the few measures in place to address this.
- 3) The cost to the Council of paying £12.50 to staff to work from home when many of them will be saving on commuting costs.
- 4) Lack of evidence that this new arrangement can “better support service users from home” and the need for such evidence to be provided.
- 5) Concerns around confidentiality and safeguarding for customers and residents as 20% to 30% of WBC’s workforce do not have dedicated office space at home and a lack of mitigation measures in this matter. We do not believe it is sufficient to say that the working from home pattern over the last 17 months has resolved this aspect.
- 6) That if core hours cease (8.37) allowing highly variable work hours, there will be a concomitant lack of effective communication and continuity of service between employees, resulting in a poorer service for residents and customers. Core hours should be maintained, even if adapted.
- 7) The challenge that variable work-styles and core hours will create for managers in ensuring that new starters have requisite support in for the first 6 months of their contract.
- 8) Concerns over the haste with which these changes are being made despite the assertion (7.13) that it is not known how things will work post Covid.
- 9) Lack of measures to mitigate potential problems with delivering dynamic training, advice, interventions, pastoral care and support and cultivating a team spirit that happens in a face-to-face environment.
- 10) Lack of an assessment to determine the effectiveness of our services now and prior to the implementation of these new working policies/practises.
- 11) The effect of variable working hours and styles leading to a decrease in social interaction that promotes innovation and creativity, as well as rapid reactions to issues and challenges, as staff will not be meeting so regularly.
- 12) Concerns regarding the effect on the Newbury Town economy from these new ways of working.
- 13) The potential for highly variable numbers of staff working from the office on any given day meaning basic resources, such as desks, may be unavailable.
- 14) Lack of information on how Unison has reacted to these proposals.
- 15) The effects of these changes on staff contracts.

Nick Carter stated that the idea contained in his report was not a new concept and that for over 10 years Council staff had been home working. Ideas in Timelord 2 were merely extensions of Timelord 1 that took into consideration advances in digital technology and there was a strong sense from Council staff that the change was welcomed. A year of planning and lots of consultation went into Timelord 2 therefore it was ready to be implemented. Many Unitary Councils in the surrounding areas and UK wide were in similar positions to West Berkshire Council and had already implemented similar ways of working for their staff.

Councillor Lee Dillon told the Commission that his reasons for the call in and its context were outlined in the call in report; his group rarely exercised their right to use the call-in

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 10 AUGUST 2021 - MINUTES

procedure unless they felt it was absolutely vital. He said they were not against the strategy of Timelord 2 and they were not challenging the concept of the plan in the report but did not feel that they received adequate answers to their questions. Mainly, the group felt that the answers did not reflect any evidence of the effectiveness of the plan. Therefore, Councillor Dillon would like the implementation of Timelord 2 delayed which would allow further work to be done and to allow further feedback to be taken into consideration.

Councillor Tony Vickers said that his main concerns were within points 1 – 4 of the call-in report, but that he also feared there would be and has been a difficulty in West Berkshire residents contacting Council Officers. He also could not see the need for the implementation of Timelord 2 to occur before the new Chief Executive was in post. Furthermore, Councillor Vickers believed as Councillor Dillon did, that a further survey should be carried out and also further involvement of Unison was required. He felt that the financial reimbursement that was proposed for Council staff could be seen as an incentive and would not be in staff's best interest as those that needed to be in the office could be swayed by this incentive. He said any payment amount proposed needed to be reported more explicitly.

Nick Carter addressed the issues that were raised and responded to Councillor Tony Vickers comments first. He claimed that Unison had been involved, a resident survey had been conducted and considerations had been taken on board around communication and how residents felt. As far as West Berkshire Council staff were concerned, Nick Carter said that the vast majority of staff had worked from home for a decade and that the move from Timelord 1 to Timelord 2 was not a seismic shift; a parallel piece of work around how the Council would rethink their engagement with customers and working more effectively had been done. In terms of comments around working from home and the risk to confidentiality and data protection breaches, Nick Carter stated that if staff could not provide capacity to ensure that at home then they would need to work in the office and no one would be compelled to work from home. In response to the financial reimbursement for homeworking, he said that £150/year was a contribution toward facilitating working from home and that in consultation with Unison, Unison had actually proposed that the contribution should be more.

Nick Carter further stated that Timelord 2 was proposing staff worked three days from home and two in the office which was not dissimilar to what was being established as a norm for many other businesses and Councils across the country. Core hours would be set by the Council but managers would have flexibility to direct staff as required and staff would continue to use a booking system to ensure the office could accommodate them. Shaw House would be utilised as a corporate office and could be used for informal development work. In terms of the concern on impact to Newbury town centre, Nick didn't believe that the figures which showed the impact would be much more than they were ten years ago when Timelord 1 was introduced.

Councillor Howard Woollaston added that he never expected or anticipated that when the Timelord 2 report went to Executive it would have been controversial and that he was unprepared for the scrutiny. He said that Nick Carter had given assurances to all the concerns raised and he was happy to support the report wholeheartedly.

Councillor Adrian Abbs questioned the Green impact and effect on CO2 emissions and whether the distances between Market Street and Shaw House were taken into account as more Council staff may use their cars to travel between the two locations. He stated that this may not be the case but that he was merely trying to demonstrate some of the assumptions the report presented.

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 10 AUGUST 2021 - MINUTES

Councillors Lynne Doherty, James Cole and Gareth Hurley all said they fully supported the report. Councillor Cole stated that nothing in the call-in would make him say no to the report and that the new CEO had approved the concept if Timelord 2 so he didn't believe it should be delayed. Councillor Hurley said that staff retention and recruitment could be an issue within the Council if they failed to act swiftly.

Councillor Lee Dillon reiterated what Councillor Abbs said in terms of assumptions and that residents of West Berkshire should be at the core of this paper; no evidence had been shown that this would be the case. There was no process mapping, backed up with core data that could be seen or verified and breeches in confidentiality and data protection had likely already occurred but just had not been reported.

Councillor Steve Masters agreed with Councillor Dillon that the report contained many assumptions; he was also concerned about the lack of communication with Unison and that the Executive had voted this through whilst still in the consultation phase with staff. He said Unison should have been central to this and that any feedback Unison provided should have been taken on board.

Councillor Tony Vickers said he was pleased the call-in mechanism was used on this occasion because there were some reassurances given in the answers received; however, he cautioned about risks to capital with the Council's properties and said he still supported the idea of the delaying Timelord 2, for the new CEO to make the formal decision.

Councillor Alan Law said relevant points around customer satisfaction and project plans had been raised but no one would ever have all the answers. Nick Carter gave assurances that in terms of project management, Joseph Holmes would play an integral part as he worked in HR; and therefore the strategy would be able to move onto implementation. In regards to the Unison comments, he said their suggestions were taken on board and that the staff consultation had been completed prior to Executive, it was actually a second survey that was on-going at the time; however, the results showed that job satisfaction had gone up quite significantly according to the survey.

Resolved that Timelord 2 would be accepted and implemented as set out in the report set out at Executive on 15 July 2021.

(The meeting commenced at 6.30 pm and closed at 7.48 pm)

CHAIRMAN

Date of Signature

Actions arising from last OSMC Meeting

The OSMC is requested to consider the following list of actions and note the updates provided.

Ref No:	Date	Item/Action	Member/Officer	Comments/Update
39	20/04/2021	Covid-19 Income Risks Provide further detail on calculations for forecast car park income losses.	Jon Winstanley	Completed - At the meeting on 6 July, it was reported that forecasts were taken as an estimated percentage reduction across the board. This was reflective of the consistent reduction in use across the Council's car parks during the pandemic. Further detail was requested, which has now been provided (see attached spreadsheet).
40	20/04/2021	Leisure Strategy Task and Finish Group Chairman to confirm the fourth member of the Leisure Strategy Task and Finish Group.	Cllr Alan Law	Completed - A standing item will be added to OSMC agendas to allow nominations for changes to memberships of Task and Finish Groups. At the meeting on 6 July 2021, OSMC agreed that Tim Metcalfe would be the fourth member of the Leisure Strategy Task and Finish Group.
43	20/04/2021	Revenue Financial Performance Report - Quarter 3 of 2021/22 The Chairman and Vice Chairman to review future meeting dates to better align with Executive meetings.	Cllrs Alan Law and Lee Dillon	Outstanding - It was proposed to have OSMC meetings two days before Executive from September 2021. However, it has since been confirmed that if OSMC is to see reports before Executive, then there must a gap of two weeks between meetings to allow for draft minutes of the OSMC meeting to be prepared and then circulated to the Executive a week before the meeting. This means that the Quarterly Performance and Financial Reports cannot be considered at OSMC on 31 August and dates of future meetings will need to be reviewed to accommodate the above timescales..
44	06/07/2021	Task and Finish Group Updates Circulate the notes from the informal meeting of the Leisure Strategy Task Group.	Gordon Oliver	Closed - Sections 6.2.2 and 6.2.3 of the Council's Constitution stipulate which meetings are of public record. Since this was an informal / internal meeting rather than a formal meeting of the Task Group, it is not liable for disclosure.
45	06/07/2021	West Berkshire Council Forward Plan 6 July to 31 October 2021 Investigate the reasons for differences between the forward plans published online and in the agenda papers.	Nick Carter	Closed. The issue related to the Local Plan, which was shown in the Forward Plan as going to Council on 8 July, but by the time of the meeting it had been agreed that this would slip to a later meeting. The version of the Forward Plan in the OSMC agenda papers has been checked against that published on the website, and it is confirmed that they are the same. Unfortunately, due to unforeseen changes in circumstances, there may sometimes be a decision to change the timing of a report shortly after the Forward Plan is published, which would mean that the published version is then out of date.

46	06/07/2021	<p>West Berkshire Council Forward Plan 6 July to 31 October 2021</p> <p>Investigate whether individual decision ID4114 relating to the Flood Risk Management Strategy should be subject to public consultation</p>	Gordon Oliver	<p>Closed: It is confirmed that the decision has not been taken on the Local Flood Risk Management Strategy. The Highways and Transport Service has been made aware of the relevant provisions in the legislation and guidance around consultation and will continue to assist in that process. This will ensure that there is wider consultation on the Strategy prior to the decision being taken.</p>
47	06/07/2021	<p>OSMC Work Programme</p> <p>Cllr Steve Masters to set out a proposed amendment to the Thames Water item in an email to the OSMC Chairman.</p>	Cllr Steve Masters	<p>Outstanding</p>
48	06/07/2021	<p>OSMC Work Programme</p> <p>Cllr Lee Dillon to set out a proposal for an additional items on the Council's telephone system to the OSMC Chairman.</p>	Cllr Lee Dillon	<p>Outstanding</p>

Last updated: 09 August 2021

Car Park	Capacity	Tickets sold 2020/21 365 days	Average daily % usage		Tickets sold 2018/19 365 days	Average daily % usage	% Change in Tickets Sold
Newbury							
Central North (Library)	92	26515	78.96%		79623	237.11%	-66.7%
Central (KFC)	60	13068	59.67%		24214	110.57%	-46.0%
Corn Exchange (Bear Lane)	70	37084	145.14%		94363	369.33%	-60.7%
Eight Bells	31	7861	69.47%		10863	96.01%	-27.6%
Football Club	65	18804	79.26%		13599	57.32%	38.3%
Goldwell Park	66	4093	16.99%		10055	41.74%	-59.3%
Kennet Centre	415	71232	47.03%		310988	205.31%	-77.1%
Northbrook	305	17822	16.01%		56750	50.98%	-68.6%
Northcroft Lane	17	5346	86.16%		9375	151.09%	-43.0%
Northcroft Lane West	120	3524	8.05%	*Note	8985	20.51%	*Note
Northcroft Leisure Centre	66	n/a	n/a		n/a	n/a	n/a
Pelican Lane	74	15424	57.10%		40571	150.21%	-62.0%
West Street	23	6969	83.01%		10598	126.24%	-34.2%
Wharf	38	14302	103.11%		30432	219.41%	-53.0%

Thatcham				Approx 313 days				
Burdwood Centre	60	1907	10.15%	*Note	2064	10.99%	*Note	-7.6%
Kingsland Centre	201	80304	127.64%		158589	252.08%		-49.4%
Gilbert Court	53	2901	17.49%	*Note	3025	18.23%	*Note	-4.1%
Station Road	34	1214	11.41%		2536	23.83%		-52.1%

Hungerford				Approx 313 days				
Church Street	55	12691	73.72%		25920	150.57%		-51.0%
Station Road	104	2682	8.24%		19865	61.03%		-86.5%

Pangbourne				Approx 313 days				
River Meadow	27	11872	140.48%		11865	140.40%		0.1%
Station Road	72	24739	109.78%		37196	165.05%		-33.5%

Theale				Approx 313 days				
Theale Main	57	4588	25.72%		5576	31.25%		-17.7%
Theale West	10	914	29.20%		1954	62.43%		-53.2%

Note* Used mostly by 'O' staff permit holders

Note* Only includes free tickets obtained using PaybyPhone

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OSMC – 31 July 2021

Item 4 – Declarations of interest

Verbal Item

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OSMC – 31 July 2021

Item 5 – Petitions

Verbal Item

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Response to the Council Motion relating to the former football club site at Faraday Road, Newbury

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	31 August 2021
Portfolio Member:	Councillor Ross Mackinnon
Date Head of Service agreed report: <i>(for Corporate Board)</i>	11 August 2021
Date Portfolio Member agreed report:	19 August 2021 (LRIE Project Board)
Report Author:	Katharine Makant
Forward Plan Ref:	OSMC

1 Purpose of the Report

- 1.1 To provide the Council’s response to the motion submitted in the name of Councillor Lee Dillon at the Council meeting on 8th July 2021, namely:

This Council notes that:

Core Strategy policy 18 (CS18) defines the current football club site at Faraday Road as Green Infrastructure (GI)

That CS18 requires that developments resulting in the loss of green infrastructure or harm to its use or enjoyment by the public will not be permitted

Where exceptionally it is agreed that an area of green infrastructure can be lost a new one of equal or greater size and standard will be required to be provided in an accessible location close by

That the recent West Berkshire Council Playing Pitch Strategy (approved Feb 2020) highlights that ‘there is a significant deficit of 3G Artificial Grass Pitch (AGP) provision in the area, with only one full sized 3G pitch available to the community (at Park House School) and a requirement to increase provision. There is a deficit of 7 full sized 3G AGP’s currently, based on FA calculations of 38 teams per 3G AGP.

Council therefore resolves that:

The Executive have acted outside of the Council’s existing policies in relation to Green Infrastructure.

That given the requirement to replace green infrastructure with ‘a new one of equal or greater size and standard’ means that the new facility being promoted at Newbury Rugby

club is not a replacement facility for the current football club, but that it does help in reducing the deficit of AGP's in the district.

2 Recommendation

- 2.1 That the motion is rejected on the basis that, as no decision has been made on the former football club site at Executive, it cannot be said that the Executive has acted outside of the Council's existing policies in terms of Green Infrastructure. The decision on planning application ref 20/02402/REG3 and on the recently submitted planning application for the Sports Hub at Newbury Rugby Club is for the appropriate Planning Committee, not Executive, and Overview and Scrutiny Management Commission is not able to review or scrutinise decisions taken by Planning Committees.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	There are ongoing costs associated with the security arrangements for the derelict clubhouse and fencing around the former football ground. These have been increased by the recent fire which has destroyed part of the building.
Human Resource:	N/A
Legal:	There is no substantial application for LRIE or development proposal at present. Any planning application will be considered by an appropriate planning committee. Any challenge to the decision made by the planning authority will be subject to the planning regime.
Risk Management:	The former clubhouse is now damaged by fire, making it unsafe. In order to mitigate risk of injury to those trespassing on the site, it would be prudent to demolish the building as soon as possible.
Property:	The former football club site is wholly owned and occupied by the Council and forms part of the London Road Industrial Estate which is the subject of regeneration proposals by the Council.
Policy:	Council Strategy 2019-2023 and the 2012 Core Strategy. Further details are set out in the report.

	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?	X			The proposed demolition of the Clubhouse and open space works will remove a dangerous structure and facilitate a playing field temporarily available to everyone for any sport, not just football.
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	X			The proposed demolition of the Clubhouse and open space works will remove a dangerous structure and facilitate a playing field temporarily available to everyone for any sport, not just football.
Environmental Impact:	X			Up to date surveys have been carried out to accompany the planning application to ensure all environmental legislation has been complied with.
Health Impact:	X			The proposed demolition of the Clubhouse and open space works will remove a dangerous structure and facilitate a playing field temporarily available to everyone for any sport, not just football, leading to positive health outcomes.
ICT Impact:		X		Not applicable
Digital Services Impact:		X		Not applicable
Council Strategy Priorities:	X			The redevelopment of the London Road Industrial Estate is a key priority for the Council and the former football ground is a crucial part of these proposals.

Core Business:	X			The proposed demolition of the Clubhouse and open space works will remove a resource-intensive dangerous structure and create a temporary playing field, adding to the recreation facilities available to the general public.
Data Impact:		X		Not applicable
Consultation and Engagement:	LRIE Project Board Corporate Board Bill Bagnell – Manager, Special Projects Shiraz Sheikh – Service Lead – Legal and Democratic Services Bryan Lyttle – Planning Policy Manager Paul Martindill – Interim Consultant (Leisure)			

4 Background

- 4.1 On 8th July 2021, Councillor Lee Dillon tabled a motion to Council stating that the Executive has acted outside of the Council’s existing policies in relation to the current football club site at Faraday Road and Green Infrastructure policies and that the new facility being promoted at the Newbury Rugby Club ground is not a replacement facility.
- 4.2 The old football ground forms part of the council-owned London Road Industrial Estate at Faraday Road, the development of which is seen as a key medium term aspiration for West Berkshire Council. This aspiration features in both the 2019-2023 Council Strategy and in the adopted Core Strategy. Area Delivery Plan Policy 2 for Newbury includes within the section on the Town Centre the following statement:
- Regeneration of the Faraday Road area immediately to the east of the town centre for mixed use and office developments will create additional jobs and improve the environment of this part of the town. Permission has been granted for an office building of over 7,000 sq.m, a restaurant and hotel.*
- 4.3 The lease on the football ground ended in June 2018 at which point the Council gained vacant possession. In the following July a condition survey was carried out which demonstrated the old clubhouse could not be reoccupied without carrying out significant immediate remedial works at considerable expense - the building now represents a serious safety risk, particularly since the recent fire, and the Council is having to fund on-going security maintenance costs.
- 4.4 In 2020, West Berkshire District Council (WBDC) submitted planning application 20/02402/REG3 to demolish built structures associated with the old football ground on

the London Road Industrial Estate (LRIE) and make changes to the immediate environment. The changes included making the grass pitch available for general public recreational use until the land is required for redevelopment and additional car parking spaces constructed on the footprint of the former clubhouse, subject to consent. However, Sport England submitted a holding objection on the grounds that it did not comply with their exception policies regarding alternative provision.

- 4.5 In 2018 the Council, working closely with Sport England and other sports governing bodies, commissioned a district wide Playing Pitch Strategy (PPS) which was completed at the end of 2019 and adopted in February 2020. The PPS contained a commitment by the Council to re-provide the football and playing pitch facilities which would be lost once the site was redeveloped in line with the Council's aspirations for LRIE and in line with the planning policies set out in the 2012 Core Strategy. Since then, there have been numerous discussions with Sport England on what form this re-provision should take, culminating in a high level meeting between WBDC senior members and officers, and representatives of Sport England on 13th July.
- 4.6 As a result of this meeting, Sport England were reassured as to the Council's intentions regarding re-provision and formally withdrew the holding objection to planning application 20/02402/REG3 in an email dated 20th July 2021. The withdrawal email attached an email to Sport England from Cllr Lynne Doherty setting out the anticipated timetable for the three planning applications (Sports Hub at Newbury RFC, alternative pitch in Newbury and outline application for LRIE), assuming the relevant planning applications were approved. This information was circulated as part of the Planning Officer's update report prior to the Committee meeting. The timetable set out in Cllr Doherty's email is reproduced below, with updates in italics – it should be noted this timetable is subject to the relevant planning approvals:

- August 2021 – Derelict former clubhouse and associated structures at Faraday Rd are demolished and work starts to remove and replace sections of fencing and make the playing field available to the public for general recreational sport on a first come first basis as per planning application 20/02402/REG3 (*planning application will now be considered by District Planning Committee on 9 September*);
- Before the end of summer 2021 – Planning application submitted for the new Sports Hub at Newbury Rugby Club; (*application submitted on 19 August*)
- Before end December 2021 – Planning application submitted for new playing pitch in Newbury;
- December 2021 - Recreation space for community use at Faraday Rd opens to the public;
- March 2022 – New Sports Hub opens at Newbury Rugby Club;
- 2022 – Outline planning application submitted for London Road Industrial Estate
- Within 18 months of planning approval for new playing pitch – pitch opens to the public
- 2023 – Work starts on site for redevelopment of London Road Industrial Estate

5 Other options considered

- 5.1 The Council could opt to approve the Motion but this is not recommended for the reasons set out in the report.

6 Conclusion

- 6.1 The London Road Industrial Estate regeneration is a Council priority which was clearly stated in the Council Strategy 2019-23 and is included in the adopted 2012 Core Strategy within Area Delivery Plan Policy 2 for Newbury. The Council has engaged with a range of stakeholders including the football community over a number of years and has shown public commitment to secure alternative provision for local football which meets the objectives of the PPS. A planning application for a new football facility at the Newbury RFC ground was submitted on 19 August and the Council is currently progressing options for the provision of an alternative grass pitch. The anticipated timetable is as set out at paragraph 4.6 above and Sport England is now satisfied that both these facilities are expected to be in place by the time the former football ground at Faraday Rd is required for redevelopment.
- 6.2 In the meantime, the fire-damaged clubhouse and outbuildings are not suitable for reoccupation regardless of the way in which the remainder of the site is used. It is necessary on health and safety grounds and therefore in the wider public interest to demolish the remainder of the building as soon as possible to mitigate any risk of injury or harm. Once this is done, the former pitch, currently closed to the public, would be opened up for recreational use as a playing field until such time that the land is required for redevelopment. The use of the site for outdoor recreation including football (i.e. Green Infrastructure) will not change under the proposals set out in planning application 20/02402/REG3.
- 6.3 The motion put forward by Cllr Dillon states that the Executive has acted outside of the Council's existing policies in relation to the current football club site at Faraday Road and Green Infrastructure policies and that the new facility being promoted at the Newbury Rugby Club ground is not a replacement facility. However, as no decision has been made on the former football club site at Executive, it cannot be said that the Executive has acted outside of the Council's existing policies in terms of Green Infrastructure. The decision on planning application ref 20/02402/REG3 and on the soon to be submitted planning application for the Sports Hub at Newbury Rugby Club is for the appropriate Planning Committee, not Executive, and Overview and Scrutiny Management Commission is not able to review or scrutinise decisions taken by Planning Committees.
- 6.4 Therefore the proposal is to reject the motion.

7 Appendices

- 7.1 Appendix A – Equalities Impact Assessment
- 7.2 Appendix B – Data Protection Impact Assessment

Corporate Board's recommendation

To reject the motion for the reasons outlined in the report.

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: *(add text)

Officer details:

Name: Katharine Makant
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Document Control

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

Change History

Version	Date	Description	Change ID
1			
2			

Appendix A

Equality Impact Assessment (EqIA) - Stage One

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

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

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

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

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

What is the proposed decision that you are asking the Executive to make:	To reject a Council Motion that states that a decision relating to the former football ground at Faraday Rd, Newbury is contrary to Council policy
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"/> If yes, please indicate which priority and provide an explanation
Name of Budget Holder:	Katharine Makant
Name of Service/Directorate:	Planning and Regulation
Name of assessor:	Katharine Makant
Date of assessment:	23/7/2021
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 type="checkbox"/> No <input checked="" type="checkbox"/>
Strategy	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Already exists and is being reviewed	Yes <input 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 facilitate the redevelopment of the London Road Industrial Estate
Objectives:	To contribute to the economic success of West Berkshire and the creation of an improved gateway into Newbury

Outcomes:	The next stage of the redevelopment will be possible
Benefits:	The future economic success of West Berkshire

(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	N/A	
Disability	N/A	
Gender Reassignment	N/A	
Marriage and Civil Partnership	N/A	
Pregnancy and Maternity	N/A	
Race	N/A	
Religion or Belief	N/A	
Sex	N/A	
Sexual Orientation	N/A	

Further Comments:

N/A

(3) Result

Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?

Yes No

Please provide an explanation for your answer:

Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?

Yes No

Please provide an explanation for your answer:

If your answers to question 2 have identified potential adverse impacts and you have answered 'yes' to either of the sections at question 3, or you are unsure about the impact, then you should carry out a 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 type="checkbox"/> No <input checked="" type="checkbox"/>
Owner of EqlA Stage Two:	
Timescale for EqlA Stage Two:	

Name:

Date:

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

Appendix B

Data Protection Impact Assessment – Stage One

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

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

Directorate:	Place
Service:	Development and Regulation
Team:	Economic Development
Lead Officer:	Katharine Makant
Title of Project/System:	Response to Opposition Motion relating to the former football club site at Faraday Road, Newbury
Date of Assessment:	23/7/2021

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"/>

Response to the Council Motion relating to the former football club site at Faraday Road, Newbury

	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.

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Environment Strategy – operational review

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	31 st August 2021
Portfolio Member:	Councillor Steve Ardagh-Walter
Date Portfolio Member agreed report:	28 th June 2021 (for Executive)
Report Author:	Jenny Graham
Forward Plan Ref:	OSMC

1 Purpose of the Report

- 1.1 The purpose of this report is to provide information to the Overview and Scrutiny Management Commission relating to the progress in implementing the Environment Strategy.
- 1.2 Much of this report is taken from the recent [report to the Executive](#) which presented the Environment Strategy Delivery Plan for approval.

2 Recommendations

- 2.1 It is recommended that the OSMC note:
 - (a) The highlights of progress made in delivering the Environment Strategy as set out in Appendix C and paragraphs 5.6 and 5.7
 - (b) The version of the Environment Strategy Delivery Plan that was approved by the Executive in July 2021 (Appendix D)
 - (c) The area of work identified as a priority to improve the delivery and monitoring of the strategy (see section 6)
 - (d) The intention for a full annual progress report to be brought to the Executive at their meeting on 18th November (Forward Plan Ref EX4121).

3 Implications and Impact Assessment

Implication	Commentary
Financial:	The Delivery Plan is made up of many projects and actions. Most will require funding of some description (capital, revenue,

	<p>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 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 high-level risk register has 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>

Policy:	The Delivery Plan includes actions to ensure that the Environment Strategy informs and shapes relevant Council 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 – operational review

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 both the Environment Strategy and its Delivery Plan.</p> <p>Periods of detailed engagement and consultation linked with the Environment Strategy and the Delivery Plan have taken place. 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 in relation to the Delivery Plan.</p> <p>All Members have had the opportunity to attend a development session focused around the Environment Strategy and its Delivery Plan when it was in draft stage.</p> <p>Comments on the Delivery Plan report that went to Executive (and upon which this OMSC report is based) were sought from:</p> <p>Cllr Steve Ardagh-Walter, Cllr Richard Somner, Jon Winstanley, Sue Halliwell,</p> <p>Officers of the Environment Delivery Project Board also received the report.</p>
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4 Executive Summary

- 4.1 The purpose of this report is to provide information to the Overview and Scrutiny Management Commission relating to the progress in implementing the Environment Strategy. The journey began in July 2019 with the unanimous declaration of the Climate Emergency by Elected Members. The Environment Strategy was then developed and published the following year in July 2020.
- 4.2 Key tasks in the year that followed the publication of the strategy have been adding capacity to the Environment Delivery Team and developing the Delivery Plan to accompany the Strategy (Appendix D).
- 4.3 Whilst this work to put the right structures in place has been developing, action on delivery against the strategy’s objectives has been progressing. The highlights of delivery since the Strategy was approved are shown in the draft illustration included in Appendix C.
- 4.4 The Environment Strategy itself and the Delivery Plan have both involved extensive engagement both across the Council and with Parish & Town Councils, community groups and the public. A key message within the Environment Strategy is that its delivery needs everyone to be involved and is not something that the Council can do alone. Engagement across all areas is therefore important. Whilst this has started well

there is further work to be done and plans are in place to enable engagement with other key groups not yet reached (such as schools and land owners and farmers).

- 4.5 The declaration of the Climate Emergency locally in West Berkshire set a target of the Council and the District being carbon neutral by 2030. This is a significant task and projects, actions and activities are happening all the time to work towards this. The Delivery Plan will therefore remain a 'live' document with progress monitored through a newly formed Environment Delivery Project Board. Progress will be reported to the Environment Advisory Group, Environment Board and annually to the Executive. The Delivery Plan will be kept up to date on a monthly basis and available on the [website](#).
- 4.6 An annual progress report for the Environment Strategy is being prepared and will be presented to the Executive in the autumn. This will provide more details about the highlights of delivery outlined in Appendix C and will report on progress on the Council's own carbon footprint and the reduction from the baseline in 2019/20 to the latest position for 2020/21.

5 Supporting Information

Introduction

- 5.1 This report provides information to assist the OSMC in their operational review of the Environment Strategy. It provides some background to the development of the strategy and some highlights from the first year of delivery. It also describes the extensive engagement work that has taken place and is planned in the future and details how the Strategy and its Delivery Plan will be monitored and progress reported.

Background

- 5.2 Figure 1 below summarises the journey so far from the declaration of the Climate Emergency in July 2019 through to the approval of the first version of the Delivery Plan by the Executive in July 2021.
- 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 As of early 2021, nearly 75% of Local Authorities had 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 the latter of which is the current national target. [Information is available for each authority online](#).

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 (above) 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 Appendix C sets out the highlights of this activity for the first year of the Strategy. It is a draft of an illustration that will be included in the full annual report detailing the progress in delivering the Environment Strategy which will be taken to the Executive meeting on 18th November. This will be the first strategy progress report and will include the update on the Council’s carbon footprint for 2020/21. This reporting will then happen on an annual basis.

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 2.

Figure 2: Strategic Objectives of the Environment Strategy



- 5.10 It is important to note that Appendix D 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 will not necessarily result in reducing carbon. 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 in developing the Delivery Plan included holding a development session open to all

Elected Members. This was held on 22nd March 2021 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 The full details regarding the responses to the survey questions can be found in the background paper which is the [report](#) that went to Executive on 15th July 2021 (see Appendix D of that paper). An overview is provided below in the paragraphs that follow below.

5.16 There were 113 respondents who completed all questions in the survey. Various additional responses to the survey were received separately via email from individuals, environmental groups and political parties. These were also very useful and appropriate responses to the comments and suggestions have been 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 are aware that further specific engagement aimed at schools, businesses, land owners and farmers is important. 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 is 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;

Environment Strategy – operational review

- 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.

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	An action on mandatory staff training on climate change and carbon reduction has

Environment Strategy – operational review

<p>climate change into the design of buildings, e.g. taking advantage of natural light/ using ventilation/ placement of buildings etc and add this as an action</p>	<p>been included in the latest version of the Delivery Plan. This includes general 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</p>	<p>The specific comments will be considered by the Waste Management Team. Comments relating to the recent plastic</p>

Environment Strategy – operational review

<p>provide greater access to recycling banks.</p> <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>recycling trial will be considered as part of the review of that trial. (These comments 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</p>	<p>The Environment Delivery Team are engaging with consultants to assist in</p>

<p>with them. There was also reference to breaking CO₂ down per resident (quoting the 5.8 tonnes pp per annum figure from the Environment Strategy).</p>	<p>calculating carbon savings for each relevant action for inclusion in the Delivery 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</p>

	matters and any questions or suggestions can be raised at this forum.
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. The EDPB will also manage the high level Risk Register for the delivery of the Strategy (Appendix E) and will highlight areas of concern to Environment Board.
- 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 This report is focused on providing information to OSMC in order that it can review progress. It is worth highlighting a particular element of work that is a priority moving forwards and why it has not been done to date. This is the assessment of carbon savings for each relevant action in the Delivery Plan and further explanation is given below.
- 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 prior to the first version of the Delivery Plan being approved. 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 The challenge of our locally declared Climate Emergency is significant. This report sets out the highlights of actions that have taken place as the initial response and the wider Delivery Plan that has been developed to guide and monitor further action on the journey to carbon neutrality.
- 7.2 It is clear that engaged residents and groups 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.
- 7.3 There is further work to do to engage more people and groups specifically schools, businesses and land owners and farmers. Plans are in place for each of these areas and will be implemented in the coming year.

- 7.4 It is recognised that the 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 A full annual progress report will be reported to the Executive in the autumn covering the first year of the Environment Strategy and the change to the Council’s own carbon footprint from 2019/20 to 2020/21.

8 Appendices

- 8.1 Appendix A – Equalities Impact Assessment (the version that was prepared for the approval of the Environment Strategy Delivery Plan by the Executive in July 2021)
- 8.2 Appendix B – Data Protection Impact Assessment (the version that was prepared for the approval of the Environment Strategy Delivery Plan by the Executive in July 2021)
- 8.3 Appendix C – Draft Highlights of Delivery July 2020 – July 2021
- 8.4 Appendix D - Approved first version of Delivery Plan
- 8.5 Appendix E – Environment Strategy Delivery Plan Risk Register

Corporate Board’s recommendation

Corporate Board considered the report on the Delivery Plan and their comments were taken into account. This report is based on that previous work and therefore also takes account of Corporate Board’s previous comments.

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.

[Executive Report seeking approval for the first version of the Delivery Plan](#)

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

Environment Strategy – operational review

- 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:	5.0	Date Modified:	18.08.2021
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
5	18.08.2021	Tailoring report for OSMC and inclusion of relevant updates	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.

Environment Strategy – operational review

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"/>

Environment Strategy – operational review

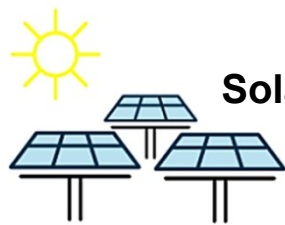
	Yes	No
Will your project/system involve CCTV or monitoring of an area accessible to the public?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Will you be using the data you collect to match or cross-reference against another existing set of data?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Will you be using any novel, or technologically advanced systems or processes?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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.

Appendix C

Draft Highlights of Delivery July 2020 – July 2021

JULY 2020



**Solar PV project started
July 2020**

**ULEV Strategy published
Sep 2020**

**Published Environment
Strategy
July 2020**



**Council carbon audit
completed
Sep 2020**

**Climate Change
Bond scheme
completed
Oct 2020**



**Electric vehicle
chargepoints scheme
started
May 2021**

**£12.5m allocated for 2021/22
environmental projects
March 2021**

**Solar farm plans
announced
Feb 2021**



**Launched West Berkshire
Parish Climate Forum
May 2021**

**New plastic recycling trial
launched
March 2021**



**Expanded Environment
Delivery Team
Jan 2021**

**School cycle
storage project
begins
June 2021**

**Wildflower projects planted
June 2021**



JULY 2021

**Local Cycling and Walking
Infrastructure Plan approved –
June 2021**



**Environment Strategy
Delivery Plan published
July 2021**

Approved first version of 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 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	

OSMC – 31 August 2021

Item 8 – Membership of Task & Finish Groups

Verbal Item

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OSMC – 31 August 2021

Item 9 –Task & Finish Group Updates

Verbal Item

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OSMC – 31 August 2021

Item 10 – Health Scrutiny Committee Update

Verbal Item

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**West Berkshire Council Forward Plan
24 August 2021 - 30 November 2021**

Key:	C = Council
	DOD = Delegated Officer Decision
	EX = Executive
	GE = Governance and Ethics Committee
	HWB = Health and Wellbeing Board
	ID = Individual Decision
	JPPC = Personnel Committee
	JPPC = Joint Public Protection Committee
	LC = Licensing Committee
	OSMC = Overview & Scrutiny Management Commission

Reference	Item	Purpose	Decision Body	Month/Year	Executive	ID	Date Report Published	Council	Governance and Ethics Committee	OSMC	Other	Officer and Contact No	Directorate	Lead Member	Consultee(s)	Part II	Call In
OSMC	Environment Strategy - Operational Review	To review progress in implementing the Environment Strategy.	OSMC	August 2021			23/08/2021			31/08/2021		Jenny Graham	Place	Environment & Waste		No	No
OSMC	Equalities and Diversity Strategy	To review the draft Equalities and Diversity Strategy.	OSMC	August 2021			23/08/2021			31/08/2021		Catalin Bogos	Resources	This report applies to all Portfolios		No	No
OSMC	LD Motion to Council that Executive acted contrary to green infrastructure policy in relation to the Faraday Road development	To consider Cllr Dillon's motion to Council that the Executive acted unlawfully.	OSMC	August 2021			23/08/2021			31/08/2021		Bryan Lyttle	Place	Planning and Transport		No	Yes
C4104	Changes to the Constitution	To agree amendments to the Council's Constitution.	C	September 2021			01/09/2021	09/09/21 C				Sarah Clarke	Resources	Internal Governance, Leisure and Culture		No	No
C4117	Independent Remuneration Panel - Chairman of the Health Scrutiny Committee	To consider the IRP's Recommendations.	C	September 2021			01/09/2021	09/09/21 C				Sarah Clarke	Resources	Internal Governance, Leisure and Culture		No	No
EX4009	Separate Food Waste Collection	To agree a way forward in relation to separation of food waste.	EX	September 2021	02/09/21 EX		24/08/2021					Kofi Adu-Gyamfi	Place	Environment & Waste	Residents and local stakeholders	Yes	Yes
EX4012	Revenue Financial Performance Report - Q1 of 2021/22	To inform Members of the latest financial performance of the Council.	EX	September 2021	02/09/21 EX		24/08/2021					Melanie Ellis	Resources	Finance and Economic Development		No	No
EX4013	Capital Financial Performance Report - Q1 of 2021/22	To present the Q1 capital financial performance for Members to note.	EX	September 2021	02/09/21 EX		24/08/2021					Shannon Coleman-Slaughter	Resources	Finance and Economic Development		No	No
EX4000	Key Accountable Performance 2021/22: Quarter One	To report Q1 outturns for the Key Accountable Measures which monitor performance against the 2021/22 Council Performance Framework. To provide assurance that the objectives set out in the Council Strategy and other areas of significant activity are being managed effectively. To present, by exception, those measures that are predicted to be 'amber' or 'red' and provide information on any remedial action taken and the impact of that action. To recommend changes to measures/targets as requested by services.	EX	September 2021	02/09/21 EX		24/08/2021			31/08/2021		Catalin Bogos	Resources	Internal Governance, Leisure and Culture		No	Yes
EX4128	Four Houses Corner Refurbishment Project	To provide an update and seek approval for additional funding.	EX	September 2021	02/09/2021 EX							Janet Weekes	Place	Housing, Strategic Partnerships and Transformation		No	Yes
GE3689	External Audit Fee and Plan for financial year 2021/22	To present to members the Audit Fee Letter for 2021/22 from Grant Thornton. The letter sets out the fee for the audit in line with the prescribed scale fee	GE	September 2021			17/09/2021		27/09/21 GE			Shannon Coleman-Slaughter	Resources	Internal Governance, Leisure and Culture		No	Yes
GE4091	Internal Audit Interim Report 2021/22 Q1	To update the Committee on the outcome of Internal Audit work	GE	September 2021			17/09/2021		27/09/21 GE			Julie Gillhespey	Resources	Internal Governance, Leisure and Culture		No	Yes
ID4078	West Berkshire Council Forward Plan 5 October 2021 - 31 January 2022	To agree the Forward Plan for the next four months.	ID	September 2021		02/09/2021	24/08/2021					Stephen Chard	Resources	Leader, District Strategy and Communications		No	No
JPPC4067	Fee Policy for Relevant Protected Sites under Caravan Sites and Mobile Homes Legislation	Fee Policy for Relevant Protected Sites under Caravan Sites and Mobile Homes Legislation.	JPPC	September 2021			03/09/2021				13/09/2021 JPPC	Rosalyn Gater	People	Housing, Strategic Partnerships and Transformation			
JPPC4066	PPP list of Fees and Charges 2022/23	To approve the PPP list of Fees and Charges to be submitted to each LA budget setting cycle.	JPPC	September 2021			03/09/2021				13/09/2021 JPPC	Sean Murphy	People	Housing, Strategic Partnerships and Transformation			
JPPC4064	Annual Air Quality Report	For information to the Committee to update on the PPP Position for 2020 with Air Quality across all 3 areas.	JPPC	September 2021			03/09/2021				13/09/2021 JPPC	Anna Smy	People	Internal Governance, Leisure and Culture			
JPPC4069	Public Protection Partnership Q1 2021/22 Performance Report	To consider the Quarter 1 Performance Report.	JPPC	September 2021			03/09/2021				13/09/2021 JPPC	Maira Fraser	People	Internal Governance, Leisure and Culture			
JPPC4131	Review of the Contaminated Land Strategies	To consider and where appropriate update the Contaminated Land Strategies for all three authorities.	JPPC	September 2021			03/09/2021				13/09/2021 JPPC	Susanne McLaughlin	People	Internal Governance, Leisure and Culture			
PC4020	Workforce Strategy 2019-23: Refreshed 2021	To seek approval for the refreshed Workforce Strategy 2021 and delivery plan from Personnel Committee.	PC	September 2021							September PC	Rebecca Bird	Resources	Internal Governance, Leisure and Culture		No	No
DOD4137	Statutory Consultation on Hackney Carriage Tariffs	To review the current hackney carriage fare scale in light of the recent non-statutory consultation undertaken with the Taxi Trade, agree the option that will be consulted on, if required, and outline the consultation process that will be undertaken, if needed.	DOD	September 2021							DOD September 2021	Maira Fraser	Place	Housing, Strategic Partnerships and Transformation		No	Yes
ID4122	Membership of Environmental Networks and Coalitions	To present information about the Countryside Climate Network and the Coalition for the Energy Efficiency of Buildings and to recommend that West Berkshire Council seeks membership of both.	ID	September 2021		07/09/2021	08/09/2021					Jenny Graham	Place	Environment and Waste			
C4119	Local Plan Review - Regulation 19 Consultation	To get Council approval for the publication for Consultation of the Local Plan Review to 203.	C	October 2021					21/10/21 C TBC			Bryan Lyttle	Place	Planning and Transport		No	No
EX4089	Establishment of Secondary Provision for Pupils with SEMH/Autism at the former Primary School Site, Theale (Paragraph 3 - information relating to the business office of)	To seek agreement to the use of the old Theale Primary School site for the development of this provision.	EX	October 2021	14/10/2021 EX		06/10/2021					Jane Seymour	People	Children, Young People & Education		Yes	Yes
EX4115	Public Protection Partnership - Re-organisation and Restructure	To consider the revised structure that will be adopted following the departure of Wokingham from the Partnership.	EX	October 2021	14/10/21 EX							Paul Anstey	People	Housing, Strategic Partnerships and Transformation		No	No
EX4111	Berkshire West Public Health Nursing 0-19 (25) Contract Award	Approval for award of the Berkshire West Public Health 0-19 (25) Contract.	EX	October 2021	14/10/21 EX		06/10/2021					Zoe Campbell	Resources	Health and Wellbeing		No	No
ID4079	West Berkshire Council Forward Plan 9 November 2021 - 28 February 2022	To agree the Forward Plan for the next four months.	ID	October 2021		07/10/2021	29/09/2021					Stephen Chard	Resources	Leader, District Strategy and Communications		No	No

West Berkshire Council Forward Plan 24 August 2021 - 30 November 2021

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	ID = Individual Decision
	PC = Personnel Committee
	JPPC = Joint Public Protection Committee
	LC = Licensing Committee
	OSMC = Overview & Scrutiny Management Commission

OSMC	Covid-19 Review and Lessons Learnt	To report on lessons learnt during the Covid-19 pandemic and changes put in place as a consequence.	OSMC	October 2021		04/10/2021			12/10/2021	Joseph Holmes	Resources	Health and Wellbeing		No	No
EX4048	Highway Asset Management Plan Refresh	To approve the adoption of an updated Highways Asset Management Plan taking on board the latest national guidance and best practice.	EX	November 2021	18/11/2021 EX	24/08/2021				Andrew Reynolds	Place	Planning and Transport		No	Yes
EX4112	Drug and Alcohol Behaviour Change Service Contract Award	To award the contract.	EX	November 2021	18/11/21 EX	10/11/2021				Zoe Campbell	Resources	Health and Wellbeing		No	No
EX4120	Cultural Heritage Strategy – Action Plan		EX	November 2021	18/11/21 EX					Paul James	Resources	Internal Governance, Leisure and Culture		No	
EX4121	Environment Strategy Progress Report	To present the first annual progress report for the delivery of the Environment Strategy.	EX	November 2021	18/11/21 EX					Jenny Graham	Place	Environment and Waste		No	No
GE4116	Update Report – Review of the Effectiveness of the Governance and Ethics Committee		GE	November 2021				15/11/21 GE		Julie Gillhespey	Resources	Internal Governance, Leisure and Culture		No	Yes
ID4080	West Berkshire Council Forward Plan 7 December 2021 - 31 March 2022	To agree the Forward Plan for the next four months.	ID	November 2021		04/11/2021	27/10/2021			Stephen Chard	Resources	Leader, District Strategy and Communications		No	No
ID4081	West Berkshire Council Forward Plan 30 December 2021 - 30 April 2022	To agree the Forward Plan for the next four months.	ID	November 2021		25/11/2021	17/11/2021			Stephen Chard	Resources	Leader, District Strategy and Communications		No	No
ID4129	S106 Contributions policy	To adopt the new S106 Contributions policy.	ID	November 2021		29/11/2021	30/11/2021			Janet Weekes	Place	Planning and Transport		No	No
JPPC4060	Public Protection Partnership - Food and Feed Plan	To agree the PPP Food and Feed Plan.	JPPC	November 2021			21/10/2021		01/11/2021 JPPC	Rosalynd Gater	People	Housing, Strategic Partnerships and Transformation			
JPPC4065	Vehicle Emissions Policy	To agree a policy.	JPPC	November 2021			21/10/2021		01/11/2021 JPPC	Anna Smy	People	Internal Governance, Leisure and Culture			
LC4043	Fireworks Operational Approach	To agree the operational approach that will be taken in respect of the management of fireworks.	JPPC	November 2021			21/10/2021		01/11/2021 JPPC	Anna Smy	People	Internal Governance, Leisure and Culture			
JPPC4136	Updated Control Strategy	To consider the updated strategy.	JPPC	November 2021			21/10/2021		01/11/2021 JPPC	Sean Murphy	People	Internal Governance, Leisure and Culture			
JPPC4132	Update on the Reconfiguration of the Service including Governance Arrangements and Progress with the Withdrawal of Wokingham from the PPP	To provide members with an update on progress being made with these two projects and to consider any changes needed to the governance arrangements.	JPPC	November 2021			21/10/2021		01/11/2021 JPPC	Sean Murphy	People	Internal Governance, Leisure and Culture			
LC4041	Draft Hackney Carriage and Private Hire Vehicle Driver and Operator Policy	To consider the draft policy arising from the Statutory Taxi and Private Hire Vehicles Standards Report prior to it going out to the trade for consultation.	LC	November 2021			29/10/2021		08/11/21 LC	Sean Murphy	Place	Housing, Strategic Partnerships and Transformation			
LC4042	Hackney Carriage and Private Hire Vehicle Driver and Operator Policy	To agree the policy post consultation.	LC	November 2021			29/10/2021		08/11/21 LC	Sean Murphy	Place	Planning and Transport			
LC4044	Licensing Annual Report	To set out the work of the Licensing Committee in 2020/21 as well as the work of the Licensing Service as delivered through the Public Protection Partnership.	LC	November 2021			29/10/2021		08/11/21 LC	Sean Murphy	Place	Planning and Transport			
LC4043	Fireworks Operational Approach	To agree the operational approach that will be taken in respect of the management of fireworks.	LC	November 2021			28/10/2021		08/11/21 LC	Anna Smy	Place	Housing, Strategic Partnerships and Transformation			
PC4051	Results of the Employee Attitude Survey	To consider the results of the EAS including benchmarking data and comparisons with previous surveys.	PC	November 2021					12/11/21 PC	Abi Witting/Rebecca Bird	Resources	Internal Governance, Leisure and Culture			
PC4050	Recruitment and Pay Scales	To consider a sample of current recruitment activity in order to analyse where employees are being recruited to on the banding within pay scales. This information had been requested by the Personnel Committee.	PC	November 2021			08/07/2021		12/11/21 PC	Abi Witting	Resources	Internal Governance, Leisure and Culture			

Overview and Scrutiny Management Commission Work Programme

The following items will be considered in addition to Standing Items (Financial Performance (Quarterly), Key Accountable Performance (Quarterly), New Ways of Working Reviews (ad hoc) and Corporate Programme (annually/ on request)

Last Updated:
09 Aug 2021

Item	OSMC Theme	Purpose	Lead Officer	Portfolio Holder/ Lead Member	Pre or post decision?	
12 October 2021 (Report Deadline 1 October)						
20	Equalities and Diversity Strategy	<i>Policy Effectiveness</i>	To review the draft Equalities and Diversity Strategy	Catalin Bogos	This report applies to all portfolios	Pre decision
21	Covid-19: Lessons Learned	<i>Corporate Effectiveness</i>	To report on what was exposed by the Covid-19 pandemic, lessons learned, and changes put in place / planned as a result.	Matt Pearce	Health and Wellbeing	OSMC decision
14 December 2021 (Report Deadline 3 December)						
22	Leisure Strategy	<i>Policy Effectiveness</i>	To report the findings of the scrutiny review into the draft Leisure Strategy	Matt Pearce	Internal Governance, Leisure and Culture	Pre decision
23	Communications and Engagement Strategy - Operational Review	<i>Policy Effectiveness</i>	To review progress in implementing the Communications and Engagement Strategy	Gabrielle Mancini	District Strategy and Communications	Post decision
24	Effective employee appraisal and the management training and development programme	<i>Corporate Effectiveness</i>	To review the Council's current employee appraisal system and management training and development program	Sarah Clarke	Internal Governance, Leisure and Culture	OSMC decision
25	Kennet and Avon Towpath / Thames Path	<i>Partnership Effectiveness</i>	To consider how West Berkshire Council can work with the Canal and River Trust, Sustrans Environment Agency and other partners to repair / enhance the Kennet and Avon Canal Towpath and Thames Path	Paul Hendry	Planning and Transport	OSMC decision
22 March 2022 (Report Deadline 11 March)						
26	Economic Development Strategy Operational Review	<i>Policy Effectiveness</i>	To review progress in implementing the Economic Development Strategy	Katharine Makant	Finance and Economic Development	Post decision
27	Thames Water activities	<i>Partnership Effectiveness</i>	To review Thames Water's investment priorities within West Berkshire for the next five year period.	TBC	Environment and Waste	OSMC decision

Key:

- 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 partnership
- Crime and Disorder Committee

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