

# Notice of Meeting

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# Executive

**Thursday 22nd September, 2022 at 5.00 pm**

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

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

Date of despatch of Agenda: Tuesday 13 September, 2022

For further information about this Agenda, or to inspect any background documents referred to in Part I reports, please contact Sadie Owen (Principal Democratic Services Officer) on 01635 519052, e-mail: [sadie.owen1@westberks.gov.uk](mailto:sadie.owen1@westberks.gov.uk)

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



## Agenda - Executive to be held on Thursday, 22 September 2022 (continued)

<b>To:</b>	Councillors Lynne Doherty (Chairman), Steve Ardagh-Walter, Dominic Boeck, Graham Bridgman, Ross Mackinnon, Thomas Marino, Richard Somner, Joanne Stewart and Howard Woollaston
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# Agenda

## Part I

	<b>Pages</b>
1. <b>Apologies for Absence</b> To receive apologies for inability to attend the meeting (if any).	5 - 6
2. <b>Minutes</b> To approve as a correct record the Minutes of the meeting of the Executive held on 7 July 2022.	7 - 14
3. <b>Declarations of Interest</b> 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' <a href="#">Code of Conduct</a> .	15 - 16
4. <b>Public Questions</b> Members of the Executive to answer questions submitted by members of the public in accordance with the Executive Procedure Rules contained in the Council's Constitution.	17 - 20
5. <b>Petitions</b> Councillors or Members of the public may present any petition which they have received. These will normally be referred to the appropriate Committee without discussion.  Petition to be presented by Mr Nicholas Carter and Ms Rebecca Barker requesting that the Council ensure its Executive reject any request(s) they receive from Sovereign Housing Association to lift restrictive covenant(s) or any other restrictions in respect of Windmill Court, the lifting of which would allow the eviction of residents from Windmill Court.	21 - 22

## Items as timetabled in the Forward Plan

	<b>Pages</b>
6. <b>Capital Financial Performance Report Quarter One 2022/23 (EX4248)</b> Purpose: to report on the forecast under or over spends against the Council's approved capital budget. The report presents the forecast outturn position for financial year 2022/23 as at Quarter One.	23 - 40



**Agenda - Executive to be held on Thursday, 22 September 2022 (continued)**

7. **2022/23 Revenue Financial Performance Quarter One (EX4247)** 41 - 62  
Purpose: to report on the financial performance of the Council's revenue budgets and provide a year-end forecast. This report is Quarter One 2022/23.
- 
8. **Financial Year 2021/22 Annual Treasury Outturn Report (EX4237)** 63 - 78  
Purpose: the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) requires the Council to approve treasury management semi-annual and annual reports. This report provides an overview of the treasury management activity for financial year 2021/22 as at 31st March 2022.
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9. **Cultural Heritage Strategy Delivery Plan 2021-2026 (EX4120)** 79 - 110  
Purpose: to present the Cultural Heritage Strategy Delivery Plan (2021-2026) for approval, and to highlight that funding offers have been secured from partners, with agreements pending for the proposed West Berkshire Local Cultural Education Partnership (LCEP), a key project included in the Cultural Heritage Strategy Delivery Plan.
- 
10. **Response to the Help the Taxi Trade Go Greener Motion (EX4215)** 111 - 124  
Purpose: to set out a response to the motion tabled by Councillor Adrian Abbs at the 18 January 2022 Council meeting which sought to introduce a fee based incentive scheme to help all forms of vehicles licensed by West Berkshire for public transport to go green. The motion also asked that consideration be given to the provision (where practical) of fast charging points next to taxi ranks to remove range anxiety for taxi drivers.
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11. **Notrees Care Home - Response to Consultation (EX4258)** 125 - 132  
Purpose: the report sets out new recommendations following the public consultation on the proposed closure of Notrees Care Home.
- 
12. **Adult Social Care - Preparation for CQC Inspection (EX4255)** 133 - 140  
Purpose: to update on the preparations West Berkshire Council is making for the planned Care Quality Commission (CQC) inspections of local authority Adult Social Care (ASC) functions and to identify areas for investment.
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13. **Agency and Temporary Staff Managed Service Contract 2023 (EX4245)** 141 - 168  
Purpose: the report sets out the preferred procurement route for the supply/provision of agency and temporary staff, following consideration of all of the options, and their relative benefits and risks. The report aims to discuss the options available and the recommendation to continue using a managed service provider to fill the council's agency and temporary staff requirements.
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14. **Members' Questions** 169 - 170  
Members of the Executive to answer questions submitted by Councillors in accordance with the Executive Procedure Rules contained in the Council's Constitution.

15. **Exclusion of Press and Public**  
RECOMMENDATION: That members of the press and public be excluded from the meeting during consideration of the following items as it is likely that there would be disclosure of exempt information of the description contained in the paragraphs of Schedule 12A of the Local Government Act 1972 specified in brackets in the heading of each item. [Rule 8.10.4 of the Constitution refers.](#)

## Part II

16. **Agency and Temporary Staff Managed Service Contract 2023 (EX4245)** 171 - 200  
*(Paragraph 1 – information relating to an individual, Paragraph 2 – information identifying an individual, Paragraph 3 – information relating to financial/business affairs of particular person and Paragraph 4 – information relating to terms proposed in negotiations in labour relation matters)*

Purpose: the report sets out the preferred procurement route for the supply/provision of agency and temporary staff, following consideration of all of the options, and their relative benefits and risks. The strategy is based on service consultation, provider discussions, spend/category data, market developments and operational/legislative requirements. The report aims to discuss the options available and the recommendation to continue using a managed service provider to fill the council's agency and temporary staff requirements.

Sarah Clarke  
Service Director: Strategy and Governance

### West Berkshire Council Strategy Priorities

#### Council Strategy Priorities:

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

If you require this information in a different format or translation, please contact Sadie Owen on telephone (01635) 519052.



Executive – 22 September 2022

## **Item 1 – Apologies for absence**

Verbal Item

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## DRAFT

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

### EXECUTIVE

## MINUTES OF THE MEETING HELD ON

**THURSDAY, 7 JULY 2022**

**Members of the Executive Present:** Lynne Doherty (Chairman), Steve Ardagh-Walter, Dominic Boeck, Graham Bridgman, Ross Mackinnon, Thomas Marino, Richard Somner, Joanne Stewart and Howard Woollaston

**Also Present:** Councillors Jeff Brooks, Erik Pattenden and Tony Vickers

**Members Present Remotely:** Councillor Carlyne Culver

**Apologies for inability to attend the meeting:** Councillors Adrian Abbs, Lee Dillon and Alan Macro

**Officers Present:** Nigel Lynn (Chief Executive), Joseph Holmes (Executive Director – Resources), Sadie Owen (Principal Democratic Services Officer), Andy Sharp (Executive Director – People), Shiraz Sheikh (Service Lead – Legal and Democratic) and Jon Winstanley (Service Director – Environment)

### 13. Minutes

The Minutes of the meeting held on 9 June 2022 were approved as a true and correct record and signed by the Leader.

### 14. Declarations of Interest

There were no declarations of interest received.

### 15. Public Questions

Councillor Tony Vickers raised a point of order querying whether any decisions made at the meeting would be lawful, given that members of the public had been unable to access the meeting agenda via the Council website.

Shiraz Sheikh responded that the agenda had been issued in a timely manner and made available in hard copy format at the Council offices, ensuring that any decisions made at the meeting were entirely lawful.

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

### 16. Petitions

There were no petitions presented to the Executive.

### 17. Adult Social Care Strategy (EX4229)

Councillor Lynne Doherty explained that she had approved a request by Councillor Jo Stewart to make a brief statement prior to proceeding with the remainder of the agenda items.

Councillor Stewart took the opportunity to report to Members the conclusion of the consultation in relation to the future of Notrees Care Home. It was noted that the original recommendation had suggested closure of the home due to the significant investment required to the building and the fact that it provided care for residents with relatively low needs which was a declining area of the market.

## EXECUTIVE - 7 JULY 2022 - MINUTES

Councillor Stewart reported that the consultation had closed and thanked all who had responded. Feedback had been clear that the service was valued by residents, their families and the local community and that closure would be particularly detrimental.

Councillor Stewart was pleased to announce that officers in Adult Social Care would update their recommendation to non-closure and explore ways to keep the home open.

Councillor Stewart reported that a letter would be sent to residents and their families informing them of the news, and an updated report with revised options and recommendations would be reviewed at Executive in September.

Councillor Doherty thanked Councillor Stewart for the update.

Councillor Stewart introduced and proposed adoption of the Adult Social Care Strategy (Agenda Item 6).

Councillor Vickers commented that he was pleased at the change in recommendation for Notrees Care Home.

Councillor Vickers queried why the report was not subject to 'call-in'. Andy Sharp responded that to delay publication of the Strategy, would delay production of the Delivery Plan. It was noted that there were a number of legislative changes currently taking place that the Strategy incorporated, and that not having a Strategy would weaken the position of the Council to respond to the changes.

Councillor Jeff Brooks commented that whilst he was pleased that Notrees Care Home would remain open, the proposals had caused much anxiety and the Executive should have been more thorough in their research prior to originally announcing its closure.

Councillor Brooks commented that the Strategy lacked detail and appeared to be a 'tick box' exercise.

Councillor Stewart acknowledged that in relation to Notrees Care Home it was not ideal to have put people in that position and that consequently she, and the Adult Social Care Service Director, had visited the home that day to put the residents, their families and staff minds at rest and alleviate concern.

Councillor Stewart commented that it was a shame that all strategies tended to attract the same criticism, when the intention was to try and introduce better services for residents. Councillor Stewart stated that the delivery plan would provide the detail to make the changes and commented that she would be working with the Adult Social Care teams to ensure a strong delivery plan.

Councillor Carolyn Culver drew attention to the 'Build Back Better' section of the Strategy and queried whether there was any indication from central government in relation to problems that it may pose for the Council in terms of cost and having to provide services to more people.

Councillor Culver further queried membership of the Carers Strategy Board, and what was being done to assist unpaid carers in relation to respite care.

Councillor Culver suggested that in association with planning colleagues it would be beneficial to ensure that new build developments included pre-adapted units of housing for the elderly or those with disabilities.

Councillor Stewart commented that Councillor Culver's final point was an interesting suggestion and that she would pursue it further

Andy Sharp reported that the Carers Strategy Board was comprised of carers' organisations and carers themselves, and that he would provide a more detailed written response following the meeting.



## EXECUTIVE - 7 JULY 2022 - MINUTES

Andy Sharp commented that 'Build Back Better' was still evolving, however some government guidance had been received which officers were analysing and reviewing in relation to costs and impact.

In relation to section 3.10 of the Strategy, Councillor Vickers commented that historically there was a team who used to visit the elderly and disabled and provide 'hands on' guidance in using digital technology. Councillor Vickers queried whether this still occurred.

Andy Sharp commented that it was part of the model of care and support that was currently provided.

Councillor Stewart commented that improving respite care was particularly important and that options were being investigated in relation to proposals for the future of Notrees Care Home.

Councillor Graham Bridgman drew attention to the size of the adult population detailed on page 6 of the Strategy, commenting that the numbers were estimated in mid-2019 and based on the 2011 Census figures. Councillor Bridgman noted that the over 65 population was estimated as 30,568, and that numbers recently published in the 2021 Census had reported a figure of 31,600. This equated to a 3.38% increase between 2011 and 2021. As such, Councillor Bridgman concluded that West Berkshire was an area with a growing over 65 population which would ultimately lead to increased pressure on the Adult Social Care service.

Councillor Bridgman seconded the recommendation.

**RESOLVED that:** Executive adopt and publish the Adult Social Care Strategy.

### 18. **Contract Award for Downlands Sports Centre Expansion Project (EX4199)**

Councillor Ross Mackinnon introduced and proposed the report (Agenda Item 7), which sought delegated authority to award the contract for expansion works at the Downlands Sports Centre following the tender process.

Councillor Culver requested details of the timetable for the tendering process and planning application, querying whether the tender exercise would be dependent on first obtaining planning permission.

Councillor Mackinnon acknowledged that he did not have the information and so would respond to Councillor Culver following the meeting.

Councillor Howard Woollaston seconded the report.

**RESOLVED that:** Executive

- Delegate authority to Executive Director - People to award the contract for the Downlands Sports Centre Expansion Project to the successful bidder following a full tender process, in consultation with the Executive Director (Resources) and the Portfolio Holder for Children, Young People and Education.
- Delegate authority to the Service Lead Legal & Democratic Services to finalise the terms of the agreement as set out in the tender documents and to make any necessary drafting or other amendments to the terms of the agreement which are necessary to reach final agreement but do not materially affect the intent and substance of the agreement.

**Other options considered:** Permission to go out to tender was sought from Procurement Board. The procurement options were set out in the procurement strategy.

**19. Contract Award for The Castle at Theale Secondary SEMH/ ASD Provision-Phase 4 Main Works (EX4180)**

Councillor Dominic Boeck introduced and proposed the report (Agenda Item 8), which sought delegated authority to award the contract for Phase 4 Main Works of The Castle at Theale Social Emotional and Mental Health (SEMH)/Autism Spectrum Disorder (ASD) Secondary Provision project following the tender process.

In seconding the report, Councillor Mackinnon commented that the contract would provide essential provision and real enhancement to the services provided for the children at the school.

**RESOLVED that:** Executive

- Delegate authority to the Head of Education Services to award the contract for Phase 4 the Castle at Theale SEMH/ASD Secondary Provision to the successful bidder following a full tender process, in consultation with the Executive Director (Resources) and the Portfolio Holder for Children, Young People and Education.
- Delegate authority to the Service Lead Legal & Democratic Services to finalise the terms of the agreement as set out in the tender documents and to make any necessary drafting or other amendments to the terms of the agreement which are necessary to reach final agreement but do not materially affect the intent and substance of the agreement.

**Other options considered:** Permission to go out to tender was sought from Procurement Board. The procurement options were set out in the procurement strategy.

**20. Recovery Strategy - Closure Report (EX4225)**

Councillor Doherty introduced and proposed the report (Agenda Item 9), which summarised the actions that had occurred to deliver the Covid-19 Recovery Strategy, and notified Members of the intention to move all outstanding work into Business As Usual and be considered as part of the future Council Strategy 2023-27.

Councillor Doherty recognised the significant long term impact that Covid would have on the district, particularly having very sadly caused the death of three hundred and thirty-two residents to date.

Councillor Doherty noted that the Covid-19 Recovery Strategy had received cross-party partnership and unity in recognising the three key areas of focus, namely health, education and the economy.

Councillor Doherty highlighted the help of volunteers in rolling out the vaccine across the county, the fact that four hundred and fifty West Berkshire business had benefitted from £6.42M of Additional Restrictions Grant funding (ARG), and the beneficial impact to health which had been achieved with the 'Get Active' and 'Surviving to Thriving' initiatives in partnership with the Greenham Trust.

Councillor Doherty thanked everybody for their work in making the Covid-19 Recovery Strategy so successful.

Councillor Mackinnon thanked the Revenue and Benefits Team for working so hard to ensure that grant money was awarded to businesses as quickly as possible.

Councillor Stewart commented that there was a small sum of 'Surviving to Thriving' money left should any community group have a project for improving mental health that required additional funding.

Councillor Erik Pattenden queried how well 'catch up' was doing in schools, and what was being done to redress the education that had been missed as a result of Covid.

## EXECUTIVE - 7 JULY 2022 - MINUTES

Councillor Doherty referred Councillor Pattenden to page 87 of the Agenda pack which detailed the programmes in place to assist, but acknowledged that information was still coming to light as to long term effects, and that it was likely that work would be required for many years to come.

Councillor Boeck commented on a recent press release in relation to Key Stage 2 results which noted that results were generally not as good as pre-pandemic, but that reading scores had improved from past years.

Councillor Culver expressed the Green Group's thanks to all that had worked so hard during lockdown, particularly the volunteers and community groups, and to the Council for all the help given to local businesses.

In relation to the lack of available domiciliary care referred to on page 76 of the agenda pack, Councillor Vickers queried whether it was due to the latest Covid variant or to the lack of competitiveness in the job market.

Andy Sharp reported that it was a national issue as well as being a local problem. He commented that West Berkshire Council had been successful in supporting the market through Covid in comparison to other local authorities, and added that work was underway to try and grow the workforce.

Councillor Bridgman seconded the report, and reflected that whilst there was a move to a 'business as usual approach', Covid had not disappeared and that needed to be reflected to remind the public that people still needed to be aware of the continued, albeit reduced threat.

Councillor Bridgman commented that the community response had been magnificent and that the town and parish involvement and engagement that had been initiated was now being built upon.

**RESOLVED that:** Executive approve the disbanding of Covid-19 recovery work and move any outstanding work into 'business as usual' and/or form part of the Council Strategy 2023-27.

**Other options considered:** Council could continue monitoring the Strategy but this has been disregarded as it is substantively completed. The Council could also formulate a new Strategy for the longer term but this is disregarded as this thinking should be built into the wider Council Strategy for 2023-27.

### 21. **2021/22 Performance Report Quarter Four (EX4003)**

Councillor Marino introduced and proposed the report (Agenda Item 10), which sought to provide assurance that the core business and Council priorities for improvement measures in the Council Strategy 2019-2023 were being managed effectively. Councillor Marino commended all officers for their hard and tireless work.

The report highlighted a number of improvement achievements as well as successes in the delivery of core business services. In cases where performance had fallen below the expected level, information was presented on the remedial action taken and the impact of that action.

Councillor Stewart acknowledged that Adult Social Care had not managed to achieve a 100% success rate in relation to CQC inspections which had been a big disappointment to the team. Councillor Stewart commented that the team had worked hard at Birchwood nursing home to address the concerns that had been highlighted. Councillor Stewart reported that the rise in adult safeguarding enquiries had been as a direct result of the Birchwood nursing home findings.

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Councillor Stewart commended the hard work of the financial assessments team that had worked tirelessly, resulting with only two assessments short of 100% completion.

Councillor Steve Ardagh-Walter noted that in relation to litter, Covid had initially had an impact by forcing a shift in resources from street care to household waste collection. Whilst it was being rectified, Councillor Ardagh-Walter admitted that rates were still not back to expected levels, but was confident that they would be in the near future.

Further, Councillor Ardagh-Walter acknowledged that recycling rates were slightly lower than expected, but suggested that the forthcoming food waste collection service, which was due to start at the end of October, would significantly drive the figures up within two years.

Councillor Ardagh-Walter noted that fly tipping had risen during the pandemic but was now starting to reduce to pre-pandemic numbers. He reported that resources had been added to the fly-tipping enforcement team with the hope that the numbers would reduce further soon.

Councillor Richard Somner acknowledged that there were a number of red RAG rated items within his own Portfolio. He reported that in relation to the Highways department, a number of projects were still suffering from the effects of the pandemic but Councillor Somner re-assured Members and residents that projects had only been delayed and not cancelled.

Councillor Somner reported that he was working with senior executives to look at the structure of the Planning department and how it worked with its customer base, and was hoping for improvements in the near future.

Councillor Brooks commented that the actions lacked updates and current target dates. Councillor Marino acknowledged the comment and agreed to review with officers.

Councillor Vickers commented that the target for repair of 'A' roads seemed quite demanding (page 146). Councillor Somner commented that it was a local target for the area to get into the top 25% nationally and agreed that it was a stringent target.

Councillor Vickers voiced concern over the financial implications update in relation to adopting a Rights of Way Improvement Plan (page 147), that noted 'the eventuality that the project cannot be completed'. Councillor Somner felt that such an outcome would be highly unlikely and did not currently envisage not completing the scheme.

Councillor Vickers queried whether housing benefit claim targets had been reviewed, given the rise in the cost of living and the potential increase in number of claims.

Councillor Mackinnon replied that the target had been challenging, and only just missed. He noted that there had been a 500% increase in grant applications and payments in the previous quarter, and whilst noting the rising cost of living, hoped that performance against the target would improve as applications reduced.

Councillor Vickers queried the remedial target detailed on page 156 that stated that the performance target would be achieved 'going forward'.

Councillor Somner reported that a date could not currently be provided but that work was ongoing and he was happy to discuss the matter further with Councillor Vickers at future meetings of the Planning Advisory Group.

Councillor Vickers queried the reason for ongoing delays to the provision of cycle routes (page 162). Jon Winstanley reported that delays were due to lengthy negotiations with private landowners.

## EXECUTIVE - 7 JULY 2022 - MINUTES

Councillor Pattenden commented that in relation to the 'percentage of Children in Care where the child has been visited in the past 6 weeks' exception report, the remedial action that the figure was 'expected to gradually return to normal' did not seem particularly ambitious.

Councillor Boeck agreed that the point was well made, but that the service was focusing on the issue and the figure was improving, having increased to 91% the previous month. Councillor Boeck stated that children were not at risk by the target not being achieved.

Councillor Pattenden queried the exception reports detailed on pages 157 and 158, observing that both sets of figures appeared to be getting worse rather than improving.

In relation to the report detailed on page 158, Councillor Boeck reported that there was a process problem and that the figures reflected the manner in which the reporting was done rather than the number of children affected.

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

### 22. **Statutory Consultation on Hackney Carriage Tariffs 2022**

Councillor Marino, introduced and proposed the report (Agenda Item 11), and thanked Members for allowing its urgent review. The report reviewed the hackney carriage fare scale in the light of increasing fuel costs, and asked the Executive to consider a variation to the current table of fares which would be consulted on if this was recommended.

Councillor Marino reported that following informal consultation there had been support amongst the trade for both a 5% and 10% fare increase. As a consequence an increase of 8% was proposed.

Councillor Marino clarified that as an amendment to the report, fouling charges of £75 for the interior and £25 for the exterior of the vehicle were also being proposed.

Councillor Bridgman highlighted a required amendment to the fare tables suggesting a change in wording from 'Maximum requirement' to 'Minimum requirement'.

Councillor Marino clarified that should fuel prices reduce, the hackney carriage fares would be adjusted accordingly.

Councillor Somner encouraged the industry to explore alternatives to fuel, so as to avoid rising fuel costs in the future.

Councillor Vickers suggested that the notice of proposed fare changes be clearly displayed to all passengers.

**RESOLVED that:** Executive

- **NOTES** the existing tariffs which have been in place since 19 November 2021 (Appendix A).
- **CONSIDERS** the reasons for the proposals, the outcome of the recent non-statutory consultation undertaken with the Taxi Trade as set out in Appendix B and the views of the Licensing Committee.
- **RESOLVES** whether or not to make variations to the current table of fares for hackney carriage tariffs based on the proposals set out in Appendix C or Ci to this report.

If the Executive decides to make any changes to the current table of fares they are asked to:

**EXECUTIVE - 7 JULY 2022 - MINUTES**

- **RESOLVE** that the period within which objections to the variation(s) can be made (the statutory consultation) will be the 14 July 2022 to the 28 July 2022 or a longer period determined at the meeting.
- **AGREE** that a public notice (akin to the one set out in Appendix D) will be placed in the Newbury Weekly News and the Reading Chronicle on the 14 July 2022.
- **AGREE** that the consultation will be promoted on the website and a note will be displayed at the Market Street Offices by the 14 July 2022.
- **AGREE** that a copy of the notice should be emailed individually to all West Berkshire licensed Hackney Carriage Proprietors for their comments.
- **NOTE** that if objections are received, and not withdrawn, the Executive at its meeting on the 22 September 2022 will consider the objections and determine whether the varied table of fares shall be modified or not, and set a date when the varied table of fares, with or without modification, will come into operation. The implementation date must be no later than two months after the period for objections closes.
- **NOTE** that if no objections are received, or if the objections are withdrawn, the varied table of fares will come into effect on the day after the statutory consultation closes.
- **NOTE** that the outcome of the statutory consultation and any subsequent decisions of the Executive will be reported back to the next meeting of the Licensing Committee due to take place on the 7 November 2022.

**Other options considered:**

- Not to make any variations to the tariffs.
- To delay the decision to make any variations until the September Executive meeting.

**23. Members' Questions**

Councillor Brooks had left the meeting at 6:30pm and so would receive a written response to his question.

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

*(The meeting commenced at 5.00 pm and closed at 6.45 pm)*

**CHAIRMAN** .....

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

Executive – 22 September 2022

## **Item 3 – Declarations of Interest**

Verbal Item

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## Item 4:

### **Public Questions to be answered at the Executive meeting on 22 September 2022.**

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

**A. Question submitted by John Gotelee to the Portfolio Holder for Finance and Economic Development:**

*"In respect of the plans for the LRIE to remain an industrial estate one can assume that vehicle movements will remain roughly the same so is the new A339 junction just another tax payer funded white elephant demonstrating that the council cannot be trusted with the public purse?"*

**B. Question submitted by Richard Bobrucki to the Portfolio Holder for Housing, Leisure and Culture:**

*"Please may I have an update on the progress on the development of the Lido at the Northcroft Leisure Centre, including milestones reached so far and the next significant steps?"*

**C. Question submitted by Paul Morgan to the Portfolio Holder for Finance and Economic Development:**

*"Can the Council please provide full details on how much officers time, over the past 10 years, has been recorded against the overall "LRIE re-development project"?"*

**D. Question submitted by Simon Pike to the Portfolio Holder for Planning, Transport & Countryside:**

*"Why does the last bus for Thatcham on Monday to Saturday leave Newbury at 8.25pm, whereas the last bus for Theale leaves Reading at 22.30, and for Burghfield and Mortimer leaves Reading at 23.00?"*

**E. Question submitted by Graham Storey to the Portfolio Holder for Housing, Leisure and Culture:**

*"Why was the Weavers Yard development on land owned by the council allowed to be developed with 1) no social housing included, and 2) just 13 affordable apartments out of 232, well outside the council's policy of 30% affordable housing policy for brown field sites"*

**F. Question submitted by Alan Pearce to the Portfolio Holder for Finance and Economic Development:**

*"Please can the Council say if the London Road Industrial Estate Steering Group changed its name to the London Road Industrial Estate Project Board? and can you provide an updated list of the current members (Councillors and Officers) of this Steering Group /Project Board with their respective roles and responsibilities?"*

**G. Question submitted by Vaughan Miller to the Portfolio Holder for Housing, Leisure and Culture:**

*"With the pending / upcoming Judicial Review, and despite the council's publicly expressed confidence in their case, would it not be prudent, in light of*

## Item 4:

### Public Questions to be answered at the Executive meeting on 22 September 2022.

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

*the Council's track record with legal challenges, to remove the risk of wasting yet more taxpayers money should they lose the case, by withdrawing the current application / approval and submitting a new application that is totally unambiguous and states categorically that the Monks Lane Sports Hub is intended as the main part of a replacement facility for the Faraday Road Football Stadium?"*

**H. Question submitted by Lee McDougall to the Portfolio Holder for Housing, Leisure and Culture:**

*"When will the Council end its ban on allowing organised children's football on the football pitch in Faraday Road?"*

**I. Question submitted by John Gotelee to the Portfolio Holder for Finance and Economic Development:**

*"What problems in relation to planning does the council see in turning a greenfield (faraday rd pitch) into a brownfield site?"*

**J. Question submitted by Paul Morgan to the Portfolio Holder for Housing, Leisure and Culture:**

*"Can the Council please confirm the details (scope) and £ value of the contract(s) awarded (to date) to Alliance Leisure Services with respect to the Monks Lane Sports Hub?"*

**K. Question submitted by Simon Pike to the Portfolio Holder for Planning, Transport & Countryside:**

*"Why did the Council identify the need for a 'refined landscape review' so late in its development of the new Local Plan?"*

**L. Question submitted by John Gotelee to the Portfolio Holder for Housing, Leisure and Culture:**

*"The pitches represented by the NPPF are Football, Rugby union, Rugby League, Hockey and cricket. As only 2 of these will be represented at Monks Lane is calling it a sports hub a case of mis leading the public by mis representation?"*

**M. Question submitted by Simon Pike to the Portfolio Holder for Planning, Transport & Countryside:**

*"When will the results of the Council's review of "the number of new homes in North East Thatcham for the draft local plan's next stage" be made public?"*

**N. Question submitted by John Gotelee to the Portfolio Holder for Finance and Economic Development:**

*"Is there any way that the proposed regeneration of the LRIE is viable without building either commercial or residential units on the old football pitch area?"*

**Item 4:**

**Public Questions to be answered at the Executive meeting on 22 September 2022.**

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

**O. Question submitted by Simon Pike to the Leader of the Council:**

*"Why are West Berkshire Council press releases not published on its website?"*

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Executive – 22 September 2022

## **Item 5 – Petitions**

Petition to be presented by Mr Nicholas Carter and Ms Rebecca Barker requesting that the Council ensure its Executive reject any request(s) they receive from Sovereign Housing Association to lift restrictive covenant(s) or any other restrictions in respect of Windmill Court, the lifting of which would allow the eviction of residents from Windmill Court.

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# Capital Financial Performance Report Quarter One 2022/23

<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	22 September 2022
<b>Portfolio Member:</b>	Councillor Ross Mackinnon
<b>Report Author:</b>	Shannon Coleman-Slaughter
<b>Forward Plan Ref:</b>	EX4248

## 1 Purpose of the Report

The financial performance report provided to Members reports on the forecast under or over spends against the Council's approved capital budget. This report presents the forecast outturn position for financial year 2022/23 as at Quarter One.

## 2 Recommendations

- 2.1 That the Executive approve the proposed reprofiling of £4.2 million of future expenditure from 2022/23 into financial year 2023/24.
- 2.2 That the Executive note the report

## 3 Implications and Impact Assessment

Implication	Commentary
<b>Financial:</b>	At the end of Quarter One, expenditure of £64.8 million has been forecast against a revised budget of £75.8 million, an overall forecast underspend of £11 million. £4.2 million of future expenditure is proposed to be reprofiled into financial year 2023/24.
<b>Human Resource:</b>	Not applicable
<b>Legal:</b>	Not applicable
<b>Risk Management:</b>	A key ongoing risk is the potential impact of engaged suppliers to default on contractual obligations through financial

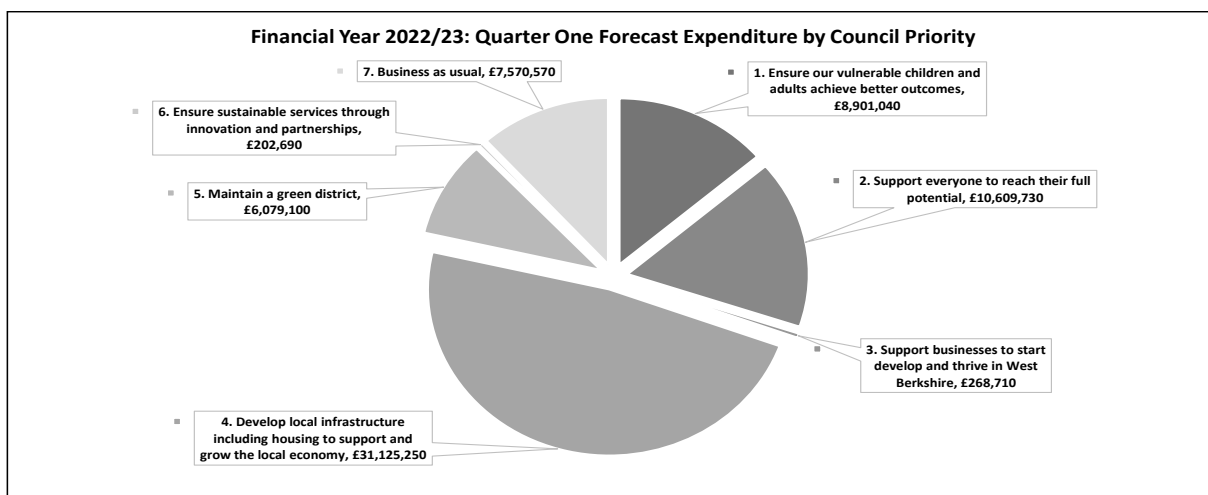
	difficulties. Budget Managers and Capital Strategy Group are closely monitoring these risks to highlight projects with potential suppliers of concern and where there is an ongoing risk of default and/or the potential to retender agreed contracts at potentially higher cost.			
<b>Property:</b>	Not applicable			
<b>Policy:</b>	Not applicable			
	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equalities Impact:</b>				
<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		
<b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		
<b>Environmental Impact:</b>		X		
<b>Health Impact:</b>		X		
<b>ICT Impact:</b>		X		
<b>Digital Services Impact:</b>		X		



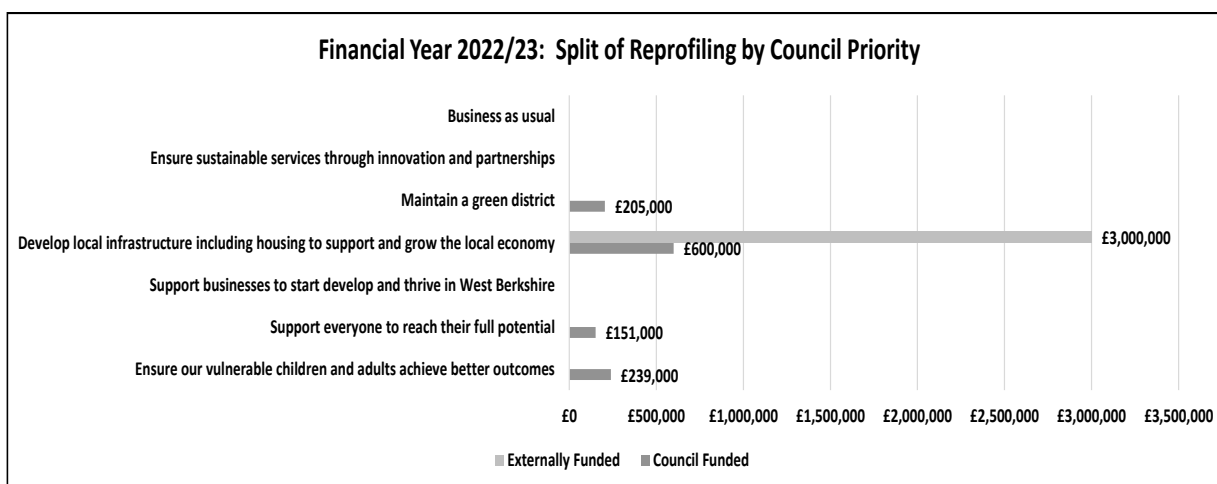
<b>Council Strategy Priorities:</b>		X		
<b>Core Business:</b>		X		
<b>Data Impact:</b>		X		
<b>Consultation and Engagement:</b>	<p>Joseph Holmes, Executive Director for Resources, s151 Officer</p> <p>Capital Strategy Group (CSG)</p> <p>The report was taken to Overview and Scrutiny Management Commission (OSMC) on 6 September 2022 – comments below:</p> <ul style="list-style-type: none"> <li>• OSMC asked if capital projects would be delayed due to inflationary pressures and increased borrowing costs. It was noted that there would be a comprehensive update when the Capital Strategy was reviewed in March.</li> <li>• It was noted that many capital projects had already been procured, but inflation would have a more significant impact on future schemes.</li> <li>• Concern was expressed that project scopes may be scaled back, which would lead to reduced benefits being delivered and could potentially prove more costly in the long-term.</li> <li>• Members noted the disappointing income from solar schemes due to delivery being behind schedule and sought assurance that this situation would improve in coming quarters</li> </ul>			

## 4 Executive Summary

- 4.1 The capital programme enables delivery of key Council schemes focused on supporting the approved Capital and Council Strategies. At Quarter One expenditure of £64.8 million is forecast to be incurred in delivering against the approved capital programme in financial year 2022/23. The forecast expenditure of £64.8 million against an approved budget of £75.8 million, generates a forecast underspent at the yearend of £11.0 million.
- 4.2 £9.0 million of expenditure was reprofiled from financial year 2021/22 into 2022/23, which equates to a 13.8% increase on the approved 2022/23 capital programme of £65.6 million. The quarter one forecast proposes a total programme (i.e. approved programme plus slippage from 2021/22), delivery of 85.5% in financial year 2022/23. Forecast expenditure against the capital programme is aligned to the approved Council Strategy. The graphic below shows the forecast expenditure in year based on Council priority.



4.3 £4.2 million of future planned expenditure is proposed to be reprofiled into financial year 2023/24, a detailed breakdown of proposed reprofiling is included in Appendix B. £1.2 million of Council funded expenditure (i.e. financed through external borrowing) and £3 million of externally funded expenditure is proposed to be reprofiled into financial year 2023/24. The proposed reprofiling is broken down as follows:



4.4 In respect of financing the capital programme, as at 30th June 2022, the Council’s total level of long term borrowing to fund capital spend stood at £191.2 million. During financial year 2021/22 a strategy of not undertaking long term borrowing in respect of Public Works and Loan Board (PWLB) financing was pursued, instead focusing on supporting delivery of the capital programme through short term borrowing and cash balances. The strategy of keeping borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low has continued in the first quarter of 2022/23. Principal repayments of £4.3 million are due by the 31st March 2023 which will reduce the total level of long term borrowing to £186.9 million at the 31st March 2023 if no further long term borrowing is taken out during the current financial year.

4.5 In respect of the economic outlook, the Bank of England Monetary Policy Committee has approved a series of stepped increase in Base Rate in 2022, which stands at 1.75% at the time of writing this report with anticipated further increases potentially reaching 3% within the current financial year. Appendix C details the interest rate forecasts as

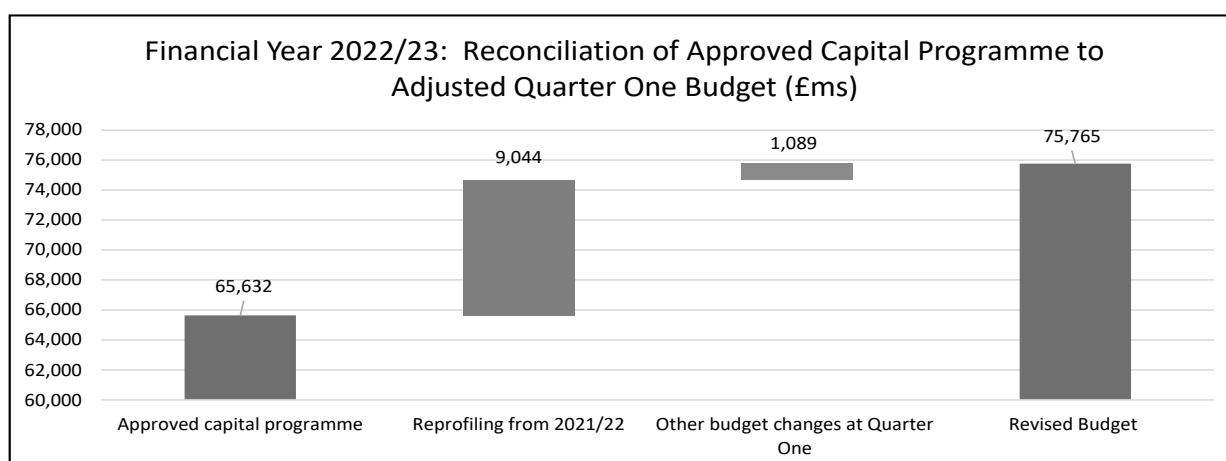
supplied by the Council’s external treasury advisors Arlingclose. In a rising interest environment, the Council will face risks of increased cost on any new external borrowing undertaken to support delivery of planned capital works, in addition to general cost inflationary pressures. The capital programme approved by Council Committee in March 2022 was set with the expectation to undertake £14.5 million of new long term borrowing alongside £8.1 million of short term borrowing during 2022/23; officers are seeking to mitigate the use of additional long term borrowing during this financial year.

4.6 In respect of developments to regulations and restrictions relating to Local Government capital financing, a ‘capital finance risk management’ clause has been included within the Levelling Up and Regeneration Bill included within the Queens’ Speech laid before Parliament on 11 May. The clause provides the Secretary of State with new powers to intervene in individual councils in order to “reduce or mitigate financial risk”, i.e. the Secretary of State may direct a local authority to set borrowing limits or require a council to “divest itself of a specified asset”. Furthermore, in May 2022 the Treasury issued updated guidance on Public Works and Loan Board (PWLB) lending to say that the PWLB will not typically advance new loans if there is a “more than negligible risk” that a new loan will not be repaid without future government support. The capital financing position of the Council’s approved capital programme for 2022/23 will be monitored by Treasury Management Group during 2022/23.

## 5 Supporting Information

### Introduction

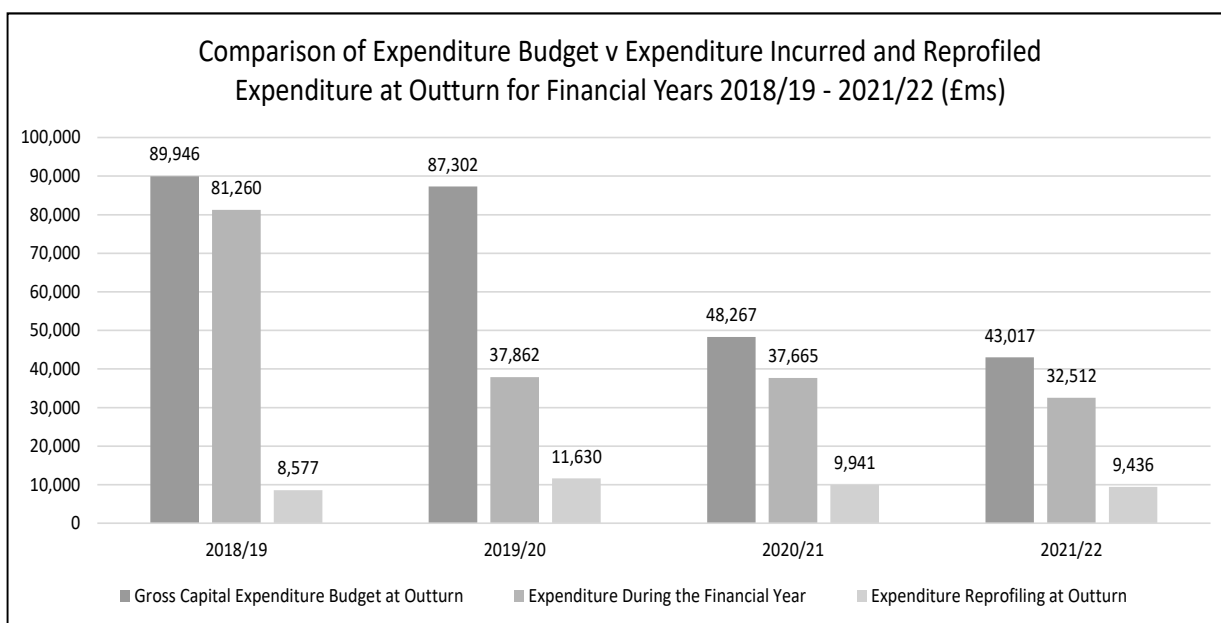
5.1 The 2022/23 capital programme was agreed by Council in March 2022 with a gross expenditure budget of £65.6 million split between externally funded expenditure of £28.7 million and £36.9 million of Council funded expenditure (i.e. application of capital receipts and external borrowing). The repayment of principal sums and interest on loans used to fund capital expenditure are met from the revenue budget for capital financing and risk management. Included within the capital programme for 2022/23 is £20.3 million of expenditure reprofiled from the 2021/22 approved capital programme. At outturn (financial year 2021/22) a further £9 million of planned expenditure was approved for reprofiling into financial year 2022/23 in addition to the approved 2022/23 capital programme. At Quarter One financial year 2022/23 gross planned expenditure on the capital programme is £75.7 million. The graphic below details the changes from the approved programme to Quarter One.



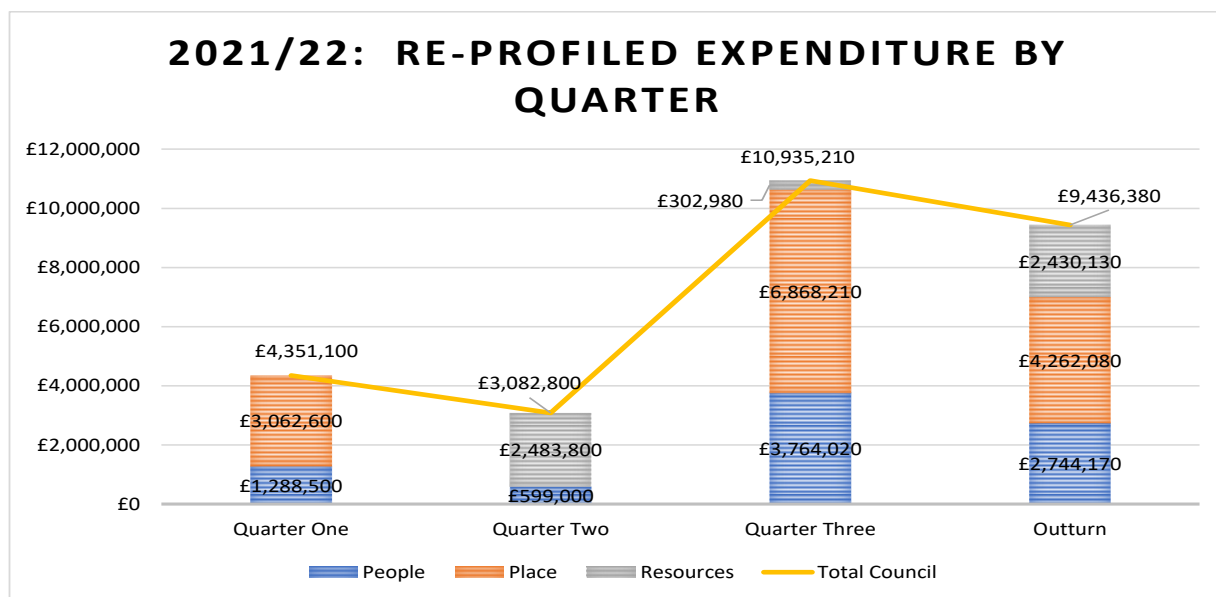
5.2 During the financial year budget changes may occur, mainly as a result of budgets brought forward from prior financial years, additional grants, s106 and CIL allocations received in year and expenditure re-profiled in future financial years. Changes of less than £250k can be approved by the s151 Officer in conjunction with the portfolio holder, all other changes must be approved by Capital Strategy Group (CSG) and reported to Executive as set out in the Council’s Financial Regulations. As part of the budget monitoring process, the forecast year end position of the capital projects is reviewed and proposals for unutilised budgets to be re-profiled into subsequent financial years is reviewed by Capital Strategy Group (CSG). Appendix A provides a breakdown of budget changes as at the 2022/23 year end.

**Background**

5.3 As part of the annual budget build cycle future expenditure identified in a financial year that is unlikely to be incurred is reprofiled into the subsequent financial years capital programme. Reprofiled is undertaken up to an including Quarter Three annually. At outturn annually further previously unidentified sums are reprofiled, often termed slippage into the subsequent financial year. The graphic below shows the capital programme budget at outturn compared to expenditure incurred and sums reprofiled/slipped at outturn for the previous four financial years.



5.4 In respect of the reprofiling of planned expenditure from 2021/22 to 2022/23, the graphic below details reprofiling undertaken throughout 2021/22 on a directorate basis, including reprofiling undertaken at outturn.



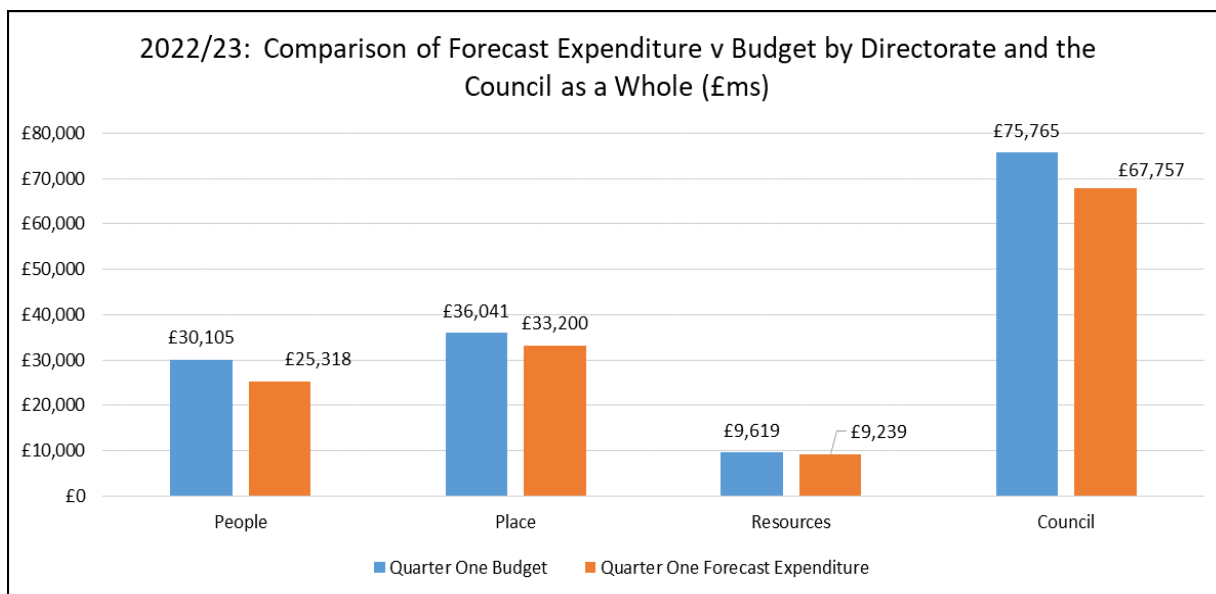
5.5 The table below details the major projects with planned expenditure reprofiled from 2021/22 into 2022/23. £6.9 million of reprofiling was directly attributable to major projects, with the balance of reprofiling spread across smaller budgets.

Service	Project Title	Reprofiled at	Quarter One	Forecast	Variance
		Outturn 2021/22	Budget 2022/23	Expenditure	(underspend)/over spend against budget
		£	£	£	£
Adult Social Care	Care Director V6 Upgrade	566,960	566,960	566,960	0
Adult Social Care	Occupational Therapy Equipment	206,000	1,390,520	1,390,520	0
Education Services	Speenhamland 2FTE Project	273,000	429,610	298,400	-131,210
Education Services	Parsons Down Rationalisation Project	406,000	585,680	445,630	-140,050
Communities & Wellbeing	Expansion of Berkshire Records Office	188,000	1,447,450	1,447,450	0
Communities & Wellbeing	Hungerford Modular Exercise Studio	151,000	290,830	290,830	0
Development & Regulation	Disabled Facilities Grant	648,000	2,334,860	2,334,860	0
Development & Regulation	Four Houses Corner	518,000	2,017,910	2,017,910	0
Environment	Newbury Train Station Redevelopment	1,350,000	5,555,500	2,555,500	-3,000,000
Environment	Renewable Energy Provision	299,000	2,949,200	2,949,200	0
Environment	Active Travel Infrastructure	208,000	982,520	982,520	0
Environment	Transport Services Fleet Upgrade	196,000	335,830	318,650	-17,180
ICT	Full Fibre to Schools Upgrade	1,347,090	1,347,090	1,347,090	0
Finance & Property	Building Maintenance	205,000	593,230	593,230	0
Finance & Property	Landlord Refits - Commercial Properties	180,000	969,920	969,920	0
Finance & Property	Rationalisation of Corporate Offices	118,000	908,780	908,780	0
Strategy & Governance	Digitisation Infrastructure	80,300	180,300	180,300	0

5.6 The Newbury Train Station Redevelopment forecast underspend of £3 million is proposed as reprofiling at Quarter One 2022/23 into financial year 2023/24. In respect of this project the delays in project completion are due to external parties, further detail is provided in section 5.12 (a).

### Financial Year 2022/23 Forecasting as at Quarter One

5.7 Total forecast expenditure against the approved capital programme of £75.8 million for financial year 2022/23 amounts to £64.8 million. The graph below details the forecast expenditure outturn position by directorate and the Council as a whole.



### The People Directorate

5.8 The directorate is forecasting total expenditure of £25.3 million against a budget of £30.1 million.

People Directorate	Quarter One Budget	Quarter One Forecast Expenditure	Forecast (Under)/Over spend at Quarter One
Adult Social Care	£3,808,020	£3,866,280	£58,260
Childrens and Family Services	£30,000	£30,000	£
Education	£14,506,170	£10,012,470	(£4,493,700)
Communities & Wellbeing	£11,760,470	£11,409,470	(£351,000)
<b>Total Directorate</b>	<b>£30,104,660</b>	<b>£25,318,220</b>	<b>(£4,786,440)</b>

5.9 The forecast position is driven by the Education Service with underspends against the following key projects:

- (a) Downlands Sport Centre Replacement & Extension (forecast £2.1 million underspend), has been delayed by three months due to issues in establishing an agreed drainage scheme with planning. A revised drainage scheme has now been submitted.
- (b) SEMH/ASD Secondary Resourced Provision (forecast £660k underspend), phase 1 (demolition) is now complete, phase 2 (MUGA and car park) are scheduled to complete in August. Stage 1 of the tender process for stage 4 of the project s programmed for September with a final project completion anticipated in 2023.
- (c) Education Services: i-college Project (forecast £406k underspend), due to delays appointing a contractor and accessing the site. Further delays to

the project are dependent on preliminary works being completed prior to planning permission expiring.

- (d) Education Services: The Education Planned Maintenance Programme. (forecast £280k underspend), delays in survey returns has compromised overall project delivery.

5.10 The forecast underspend within the Communities & Wellbeing service relates to the refurbishment of both Kennet and Northcroft Leisure Centres. The forecast underspend of £351k is combined across both projects and is the result of delays in a new leisure management contract being awarded, which is scheduled for March 2023.

### The Place Directorate

5.11 The directorate is forecasting total expenditure of £30.2 million against a budget of £36.0 million.

Place Directorate	Quarter One Budget	Quarter One Forecast Expenditure	Forecast (Under)/Over spend at Quarter One
Development & Regulation	£6,232,210	£6,232,210	£
Environment	£29,808,630	£23,967,680	(£5,840,950)
Directorate Totals	£36,040,840	£30,199,890	(£5,840,950)

5.12 The forecast position is driven by the Environment Service and relates to three main projects:

- (a) Newbury rail Station Improvements (forecast £3 million underspend), the project is jointly funded with external parties, various stages of the project are dependent on other parties completing works.
- (b) Theale Station Improvements (forecast £1.4 million underspend), the project now has a revised completion date of October 2023. This is a complex project involving a number of organisations seeking to deliver some significant infrastructure at the station and over the rail track. The team are currently awaiting the spend profile from Great Western Railways. Network Rail have appointed a contractor to deliver the AfA footbridge and lift (expected installation Dec 2022-Jan 2023).
- (c) Robin Hood Roundabout and A4 improvements (forecast £1.5 million underspend), there is a further risk of this project being delayed, which is dependent on consultation responses.

### The Resources Directorate

5.13 The directorate is forecasting total expenditure of £9.2 million against a budget of £9.6 million.

Directorate	Quarter One Budget	Quarter One Forecast Expenditure	Forecast (Under)/Over spend at Quarter One
ICT	£4,604,220	£4,599,620	(£4,600)
Finance and Property	£4,433,820	£4,358,110	(£75,710)
Strategy and Governance	£581,250	£281,250	(£300,000)
Directorate Totals	£9,619,290	£9,238,980	(£380,310)

5.14 The main the contributing factor to the directorate forecast position is the Education Management Information System project (forecast £250k underspend). The project is currently delayed due to the supplier withdrawing from the project.

### Capital Financing

5.15 The Prudential Code requires authorities to look at capital and investment plans in light of overall organisation strategy and resources to ensure that decisions are made with sufficient regard to the long term financing implications and risks to the Council. To demonstrate that local authorities have fulfilled these objectives, the code sets out a number of indicators, the code does not include suggested indicative limits or ratios. Local Authorities are to set their own limits and ratios, subject to controls under section 4 of the Local Government Act 2003. The Council's capital programme is a key driver of the treasury management activity.

5.16 A key indicator is the Council's Operational Boundary for debt which was approved at Council on 3<sup>rd</sup> March 2022, at £350.7 million for financial year 2022/23. As well as the level of borrowing needed to fund capital expenditure, the Operational Boundary also allows for debt embedded in the Waste PFI contract and any temporary borrowing which is required for cash flow purposes during the year (up to a maximum of £20 million at any one time).

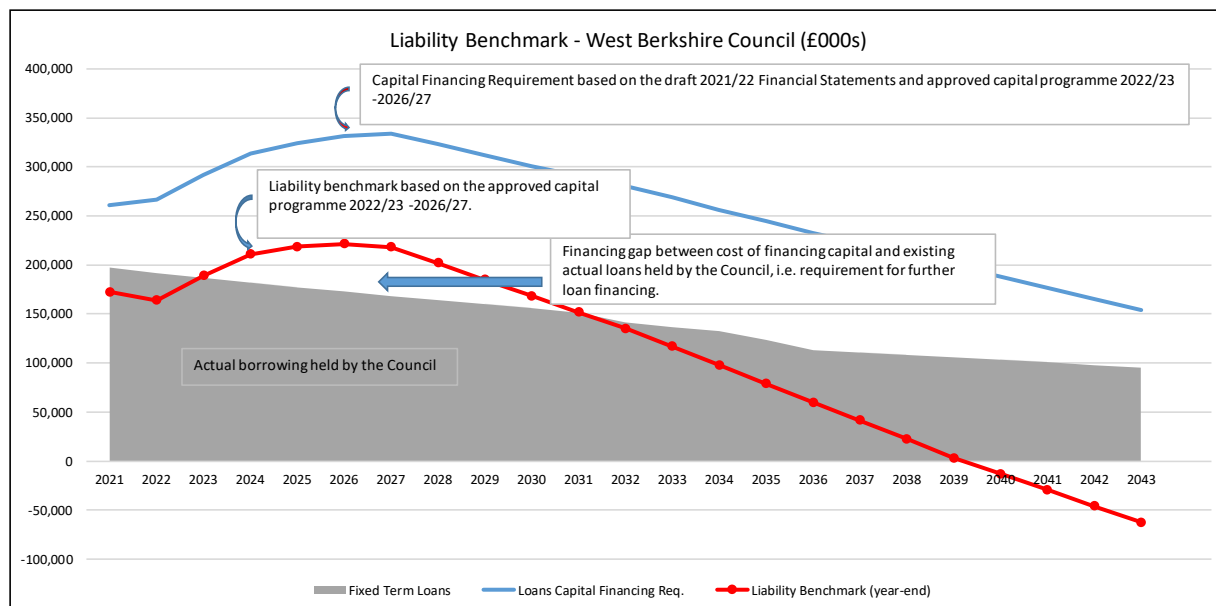
5.17 As at 30th June 2022, the Council's total level of long term borrowing to fund capital spend stood at £191.2 million. During financial year 2021/22 a strategy of not undertaking long term borrowing in respect of Public Works and Loan Board (PWLB) financing was pursued, instead focusing on supporting delivery of the capital programme through short term borrowing and cash balances. The strategy of keeping borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low has continued in the first quarter of 2022/23. Principal repayments of £4.3 million are due by the 31st March 2023 which will reduce the total level of long term borrowing to £186.9 million at the 31st March 2023 if no further long term borrowing is taken out during the current financial year.

5.18 In August 2021 HM Treasury significantly revised guidance for the Public Works Loan Board (PWLB), lending facility and CIPFA published its revised Prudential Code for Capital Finance and Treasury Management Code on 20th December 2021. To comply with the Prudential Code, authorities must not borrow to invest primarily for financial return. This Code also states that it is not prudent for local authorities to make investment or spending decision that will increase the CFR (the underlying need to



borrow for capital purposes is measured by the Capital Financing Requirement (CFR)), unless directly and primarily related to the functions of the authority.

5.19 The 2022/23 capital programme is forecast (based on the approved 2022/23 -2026/27 Capital Strategy), expected to increase the Council’s CFR by £23 million to £291.9 million by 31.3.2023 based on the Council’s draft 2021/22 financial statements and the approved capital programme.

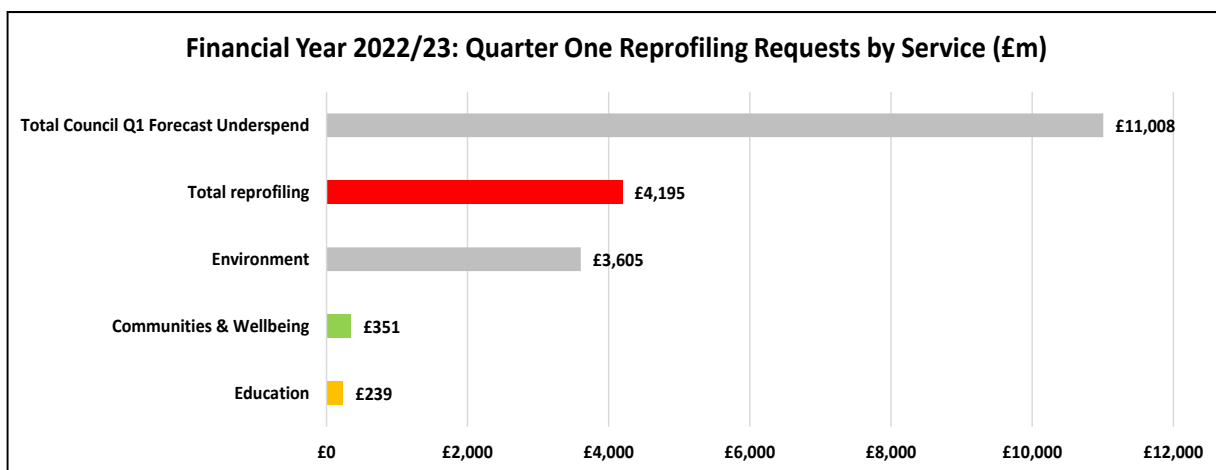


5.20 In respect of existing commercial investments under the new enhanced rules Councils are not required to disinvest (i.e. sell assets); however, Councils with existing commercial investments who expect to need to borrow should review the options for exiting these investments. Included within proposed capital expenditure to be funded by external borrowing in financial year 2022/23 is £969k of planned expenditure (forecast to be fully spent by 31.3.2023) on refit costs for commercial properties.

**Proposals**

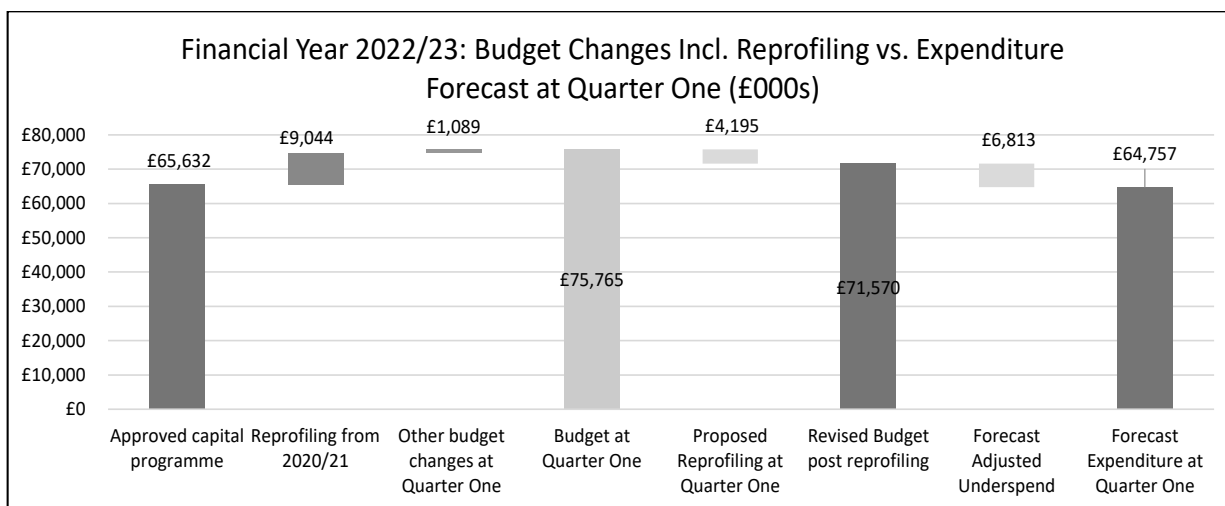
5.21 As part of the Quarter One budget monitoring review, expenditure has been identified as unlikely to be incurred in the current financial year and is requested to be reprofiled into subsequent financial years. £4.2 million of proposed reprofiling has been identified across the Education, Communities & Wellbeing and Environment capital programmes, Appendix B provides a breakdown of project expenditure identified for reprofiling.

## Capital Financial Performance Report Quarter One 2022/23



5.22 The funding of the proposed reprofiling is split between £1.2 million of Council funding (i.e. expenditure funded through external borrowing) and £3 million of external funding (i.e. external grants, s106 and Cil). Post reprofiling the adjusted forecast 31.3.2023 outturn position for the capital programme is £6.8 million.

Directorate	Approved Programme (Including Slippage)	Quarter One Budget	Quarter One Forecast Expenditure	Forecast (Under)/Over spend at Quarter One	Proposed Expenditure Re-profiling	Forecast (Under)/Over spend adjusted for Re-Profiling
People	£29,760,970	£30,104,660	£25,318,220	(£4,786,440)	£590,000	(£4,196,440)
Place	£35,951,080	£36,040,840	£30,199,890	(£5,840,950)	£3,605,000	(£2,235,950)
Resources	£8,963,890	£9,619,290	£9,238,980	(£380,310)	£	(£380,310)
Chief Executive	£	£	£	£	£	£
<b>Total Council</b>	<b>£74,675,940</b>	<b>£75,764,790</b>	<b>£64,757,090</b>	<b>(£11,007,700)</b>	<b>£4,195,000</b>	<b>(£6,812,700)</b>

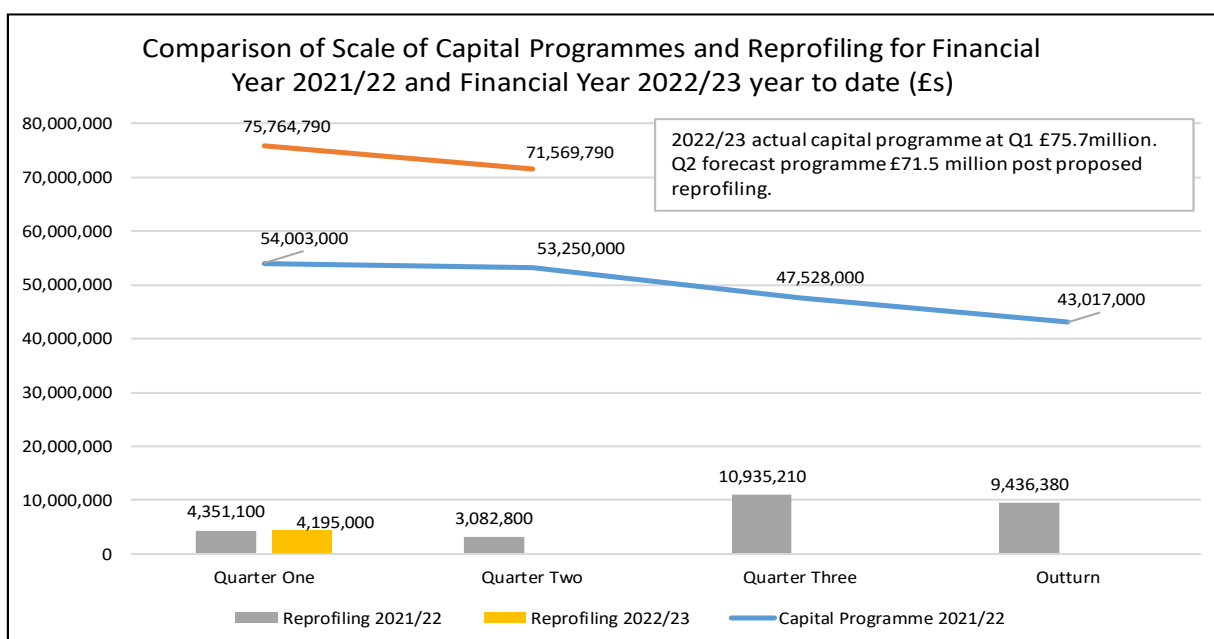


## 6 Other options considered

Not applicable.

## 7 Conclusion

- 7.1 In respect of the full programme at Quarter One there is a forecast underspend of £11 million with a proposal to reprofiled £4.2 million of future expenditure into financial year 2023/24.
- 7.2 The programme is subject to a number of financial risks. Current construction inflation forecasts for 2022 indicate that a reasonable estimate would be 8 – 10%. The impact is that current contracts are subject to a reduction in scope to deliver within agreed financial terms and tender cost for new projects subject to significant increases. The scale of the programme itself is also dependant on sufficient resourcing both internally and externally being available to support delivery. During financial year 2021/22 in total £27.8 million of expenditure was reprofiled into 2022/23 (including £9 million reprofiled at outturn), which equated to 58% of the original 2021/22 capital programme. The graphic below shows a comparison in scale of capital programme and the level of reprofiling at Quarter One for financial years 2021/22 and 2022/23.



- 7.3 The financial position and risks associated with delivery of the capital programme will be monitored throughout the financial year by Capital Strategy Group. As part of the 2023/24 and ten year capital programme budget build process, expenditure identified as unlikely to occur in 2022/23 will be reprofiled into later financial years.

## 8 Appendices

Appendix A – Budget Changes as at Quarter One

Appendix B – Re-profiling Proposal

Appendix C – Arlingclose Future Rate Forecasts

**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

**Officer details:**

Name: Shannon Coleman-Slaughter  
Job Title: Chief Financial Accountant  
Tel No: 01635 503225  
E-mail: Shannon.colemanslaughter@westberks.gov.uk

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## Budget Changes: As at Quarter One Financial Year 2021/22

Service Area	Original Gross Expenditure Budget 2022/23	Budget Agreed by CSG to be Re-profiled from 2021/22	Other Changes to 2021/22 Budget	Revised Budget for 2022/23	Explanation of Other Agreed Changes
<b>PEOPLE DIRECTORATE</b>					
Adult Social Care	3,022,170	785,850		3,808,020	
Children & Family Services	20,000	10,000		30,000	
Education	13,023,530	1,138,950	343,690	14,506,170	£8,530 Salary Adjustment required as per agreement at CSG to balance estimates approved in March 2022 £293,690 Additional Budget Approved for SEMH Project at CSG £50,000 approved by CSG for Kennet School PDR Unit Remodelling Works £45,340 Salary transferred from Property Budget - Correction of post location approved by JH on 30/05/22
Communities & Wellbeing	11,104,120	656,350		11,760,470	
<b>Total for People Directorate</b>	<b>27,169,820</b>	<b>2,591,150</b>	<b>343,690</b>	<b>30,104,660</b>	
<b>PLACE DIRECTORATE</b>					
Development & Regulation	4,978,720	1,253,490		6,232,210	
Environment	26,744,120	2,974,750	89,760	29,808,630	£186,300 Increased budget approved for Separate Food Waste Collection Project (£96,540) Salary Adjustment required as per agreement at CSG to balance estimates approved in March 2022
<b>Total for Place Directorate</b>	<b>31,722,840</b>	<b>4,228,240</b>	<b>89,760</b>	<b>36,040,840</b>	
<b>RESOURCES DIRECTORATE</b>					
ICT	3,178,760	1,425,460		4,604,220	

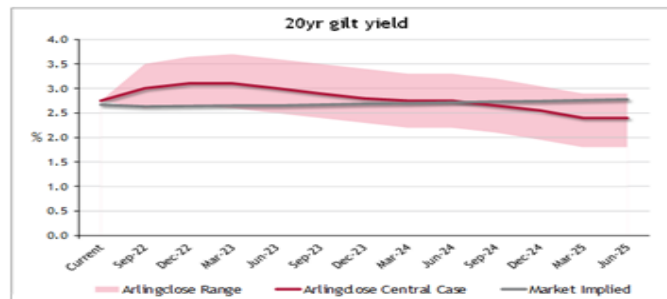
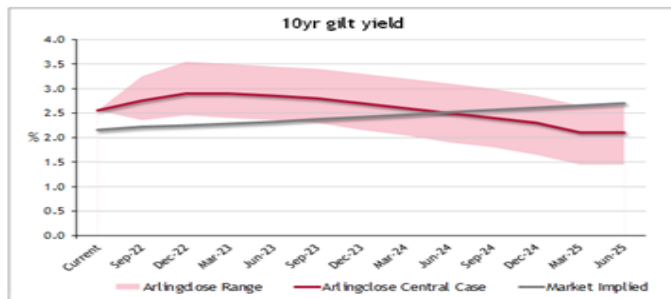
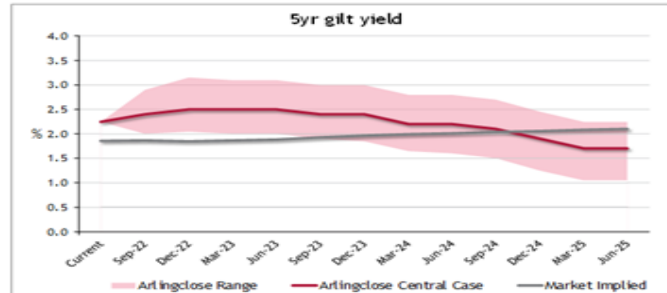
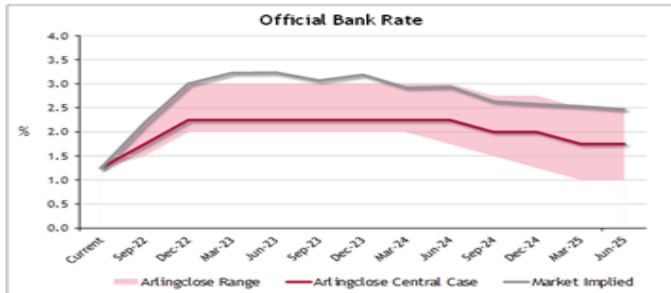
**Capital Financial Performance Report Quarter One 2022/23**

Finance & Property	3,114,120	694,300	625,400	4,433,820	£691,130 - Timelord 2 Capital Funding - Budget amended to reflect the Executive paper from 2021-22
Strategy & Governance	446,000	105,250	30,000	581,250	£30,000 for Youth Participation Project approved at CSG
<b>Total for Resources Directorate</b>	<b>6,738,880</b>	<b>2,225,010</b>	<b>655,400</b>	<b>9,619,290</b>	
<b>CHIEF EXECUTIVE</b>					
Chief Executive	0	0	0	0	
<b>Total Capital Budget</b>	<b>65,631,540</b>	<b>9,044,400</b>	<b>1,088,850</b>	<b>75,764,790</b>	

## Proposed Reprofiling at Quarter One

Service	Project Title	Expenditure Budget	Expenditure at Q1	Underspend at Quarter 1	Re-profiling Request	Externally Funded Re-profiling	Council Funded Value
Education	SEMH/ASD Resourced Provision - Secondary	3,125,060	2,464,660	(660,400)	239,000		(239,000)
		<b>3,125,060</b>	<b>2,464,660</b>	<b>(660,400)</b>	<b>239,000</b>	<b>0</b>	<b>(239,000)</b>
Communities & Wellbeing	Refurbishment of Northcroft Leisure Centre preliminary works	151,000	0	(151,000)	151,000		(151,000)
Communities & Wellbeing	Refurbishment of Kennet Leisure Centre	200,000	0	(200,000)	200,000		(200,000)
	<b>Wellbeing Total</b>	<b>351,000</b>	<b>0</b>	<b>(351,000)</b>	<b>351,000</b>	<b>0</b>	<b>(351,000)</b>
Environment	Newbury Rail Station Road Improvements	5,555,500	2,555,500	(3,000,000)	3,000,000	(3,000,000)	
Environment	Theale Station Improvements	1989290	500000	(1,489,290)	400,000		(400,000)
Environment	Natural Carbon Reduction Measures	1225000	500000	(725,000)	205,000		(205,000)
	<b>Total</b>	<b>8,769,790</b>	<b>3,555,500</b>	<b>(5,214,290)</b>	<b>3,605,000</b>	<b>(3,000,000)</b>	<b>(605,000)</b>
		<b>12,245,850</b>	<b>6,020,160</b>	<b>(6,225,690)</b>	<b>4,195,000</b>	<b>(3,000,000)</b>	<b>(1,195,000)</b>

# Arlingclose Future Rate Forecasts



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# 2022/23 Revenue Financial Performance Quarter One

<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	22 September 2022
<b>Portfolio Member:</b>	Councillor Ross Mackinnon
<b>Report Author:</b>	Melanie Ellis
<b>Forward Plan Ref:</b>	EX4247

## 1 Purpose of the Report

- 1.1 To report on the financial performance of the Council's revenue budgets and provide a year-end forecast. This report is Quarter One 2022/23.

## 2 Recommendations

- 2.1 To note the forecast £4.6m over spend, after taking account of provision that was made in reserves for specific risks at the time of budget setting. Without this provision, the forecast would be an over spend of £8.1m.
- 2.2 To review the amendments totalling £1.5m and suggested mitigations totalling £1m which would reduce the overspend to £2.1m and agree what actions can be implemented.
- 2.3 To discuss what further actions could be taken to restrict expenditure.

## 3 Implications and Impact Assessment

Implication	Commentary
<b>Financial:</b>	£4.6m forecast over spend, after taking account of provision in reserves. Without this provision, £8.1m over spend. Amendments and mitigations could reduce the overspend to £2.1m.
<b>Human Resource:</b>	None
<b>Legal:</b>	None

<b>Risk Management:</b>	Risks to next years' budget are included where relevant in the report. Where identified these will form part of the budget build process for 2023/24. Specifically this includes inflation risk being seen in care costs and energy.			
<b>Property:</b>				
<b>Policy:</b>	No			
	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equalities Impact:</b>				
<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		Y		
<b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		Y		
<b>Environmental Impact:</b>		Y		
<b>Health Impact:</b>		Y		
<b>ICT Impact:</b>		y		
<b>Digital Services Impact:</b>		y		
<b>Council Strategy Priorities:</b>		y		Business as usual

<b>Core Business:</b>		y		
<b>Data Impact:</b>		y		
<b>Consultation and Engagement:</b>	<p>Budget holders, Heads of Service and Directors.</p> <p>The report was taken to Overview and Scrutiny Management Commission (OSMC) on 6 September 2022 – comments below:</p> <ul style="list-style-type: none"> <li>• OSMC highlighted issues about inflationary pressures which were only showing in a limited way in the Q1 report, but would accelerate from Q2 onwards. It was suggested that this be highlighted in the report.</li> <li>• Rising energy costs will be a particular challenge and while it was noted that these would be partly offset by Timelord 2, OSMC considered it likely that officers would wish to return to the office rather than pay to heat their homes.</li> <li>• Members also highlighted the potential impact of the impending staff pay award.</li> <li>• Concern was expressed about the potential for overspend to eat into reserves and take these below the required minimum level.</li> <li>• Members challenged the modelling for Adult Social Care and the significant changes in client numbers – this was related to the way the model was constructed and changes to funding for Covid patients.</li> <li>• Regarding savings on agency staff in Planning and other services, Members sought assurance that this would not lead to workload building up, since this would have knock-on impacts for the economy. It was noted that efficiency savings would help to ensure that this did not happen.</li> <li>• It was recommended that a section / table be added outlining the amount of agency expenditure in each directorate / main service. This should be shown as a % of that service's total staff costs and how it compares with the budget for agency staff in the service / directorate. Where there are issues, this should be accompanied by a brief commentary and any mitigation plans.</li> </ul>			

## 4 Executive Summary

- 4.1 The 2022/23 net revenue budget of £144m was set in March 2022, using £140m of revenue funding and £4m of reserves. During the budget build, inflationary pressures were identified in demand led services. Not all of these pressures were built into the budget, with some being put aside in earmarked reserves to be called on should the pressures arise.

- 4.2 Inflation has increased further and at Quarter One we are seeing pressures across the Council totalling £8.1m. After factoring in drawing down on the reserves that were set aside to support this, the forecast overspend is £4.6m.
- 4.3 A detailed review has been undertaken by Finance of all forecast overspends, in order to find mitigating underspends. These total £1.5m. A range of mitigation suggestions have been drawn up, some costed and some to be confirmed, and currently total £1m. These are also shown below. After these actions, the forecast could be reduced to £2.1m overspend or lower once all mitigations are costed.

Directorate Summary	Current Net Budget	(Under)/over spend							Mitigation	Revised Forecast
		Quarter One					Year end forecast	Amendments		
		Budget Manager Forecast	Proposed budget transfer	Provided in Earmarked Reserve	Provided in General Fund	£000				
£000	£000	£000	£000	£000	£000	£000	£000	£000		
People	85,665	7,839	(850)	(2,218)	(624)	4,147	(212)	(473)	3,463	
Place	31,145	1,347	(40)	(194)	(400)	713	(695)	(214)	(196)	
Resources	11,631	241	0	(32)	0	209	(473)	(291)	(555)	
Chief Executive	534	(15)	0	0	0	(15)	0	(10)	(25)	
Capital Financing	15,460	(1,271)	850	0	0	(421)	(130)	0	(551)	
<b>Total</b>	<b>144,435</b>	<b>8,141</b>	<b>(40)</b>	<b>(2,444)</b>	<b>(1,024)</b>	<b>4,633</b>	<b>(1,510)</b>	<b>(988)</b>	<b>2,136</b>	

- 4.4 In the People Directorate, the Adult Social Care (ASC) forecast over spend is £4.1m, reducing to £1.9m after use of reserves.
- Long term services (LTS) are £2.8m over spent. There are higher client numbers: 1804 compared to 1734 modelled, with the rise attributable to higher levels of new requests for support, mirroring the national picture set out by the Association of Directors of Adult Social Services in their Spring Budget survey. There is an increase in the cost of new client care packages, due to current inflation (provided for in reserves) and complexities. There is lower occupancy in our own care homes and clients have had to be placed in externally commissioned beds costing more.
  - Short term services are £0.3m over spent due to higher costs and more complex needs and there is a forecast over spend of £0.8m in our own care homes due to being unable to admit new clients in some homes. The remaining overspend is across staffing budgets due to agency cover.
- 4.5 In CFS, the forecast is a £2.5m over spend; £1.4m over spend in placements as identified in the model during budget build and £1.1m in Family Safeguarding teams due to agency costs. The risk provision for residential placements could be used which would reduce the over spend to £1.1m.
- 4.6 Education is reporting a £0.7m over spend, predominantly due to Home to School Transport, and Communities and Wellbeing is reporting a £0.5m overspend due to income pressures in leisure.
- 4.7 The Place Directorate is forecasting overspends of £0.4m in Development & Regulation (D&R) and 0.9m in Environment.

- In D&R there are agency pressures covering sickness and vacancies, however planning income is overachieving supported by these agency staff.
- In Environment, car parking income has significantly reduced compared to pre-pandemic levels. There is £400k set aside in reserves for this, as it was identified as an expected pressure at the time of budget build, leaving an unfunded pressure of £325k. Solar energy income is not achieving the expected levels of income based on current output of the installed solar panels. However, waste management is seeing increased levels of recycling income and reduced use of landfill leading to a favourable variance of £270k. Other reserves can be drawn on taking the overspend down to £0.3m.

4.8 The Resources Directorate forecast over spend is £0.2m arising from covering staff with agency in Finance and ICT, offset by the agency rebate in Commissioning & Procurement.

4.9 The Capital Financing forecast is an under spend of £0.4m from utilisation of short term borrowing and cash flow as opposed to longer term financing. Savings have also been achieved through the prepayment of pension contributions. There is an underspend of £130k in Risk Management after releasing a provision from reserves that is no longer required.

4.10 The 2021/22 savings and income generation programme of £5.3m is 69% Green.

## 5 Supporting Information

### Introduction

5.2 The 2022/23 net revenue budget of £144m was set in March 2022, using £140m of revenue funding and £4m of reserves.

5.3 During the budget build, inflationary pressures were identified in demand led services. Not all of these pressures were built into the budget, with some being put aside in earmarked reserves to be called on should the pressures arise.

5.4 Inflation has further increased and as such at Quarter One we are seeing pressures across the Council, and are factoring in drawing down on the reserves that were set aside to support this.

### Quarter One 2022/23

5.5 The table below shows the budget manager forecast of £8.1m overspend, which after taking account of £3.4m provision that was made in reserves for specific risks at the time of budget setting, would reduce to £4.6m.

5.6 A detailed review has been undertaken by Finance of all forecast overspends, in order to find any mitigating underspends. These total £1.5m and details are shown below the table.

5.7 A range of mitigation suggestions have been drawn up, some costed and some to be confirmed, and currently total £1m. These are also shown below.

## 2022/23 Revenue Financial Performance Quarter One

5.8 After these actions, the forecast could be reduced to £2.1m overspend or lower once all mitigations are costed.

Directorate Summary	Current Net Budget	(Under)/over spend						Mitigation	Revised Forecast
		Quarter One							
		Budget Manager Forecast	Proposed budget transfer	Provided in Earmarked Reserve	Provided in General Fund	Year end forecast	Amendments		
£000	£000	£000	£000	£000	£000	£000	£000	£000	
People	85,665	7,839	(850)	(2,218)	(624)	4,147	(212)	(473)	3,463
Place	31,145	1,347	(40)	(194)	(400)	713	(695)	(214)	(196)
Resources	11,631	241	0	(32)	0	209	(473)	(291)	(555)
Chief Executive	534	(15)	0	0	0	(15)	0	(10)	(25)
Capital Financing	15,460	(1,271)	850	0	0	(421)	(130)	0	(551)
<b>Total</b>	<b>144,435</b>	<b>8,141</b>	<b>(40)</b>	<b>(2,444)</b>	<b>(1,024)</b>	<b>4,633</b>	<b>(1,510)</b>	<b>(988)</b>	<b>2,136</b>

5.9 Amendments:

Directorate	Service	Cost Centre	Description	Proposed Amendment	Proposed Amendment
People	C&W	44110	Library stock	(5,000)	Underspend to date
People	ES	70402	Residential	(63,000)	Underspend to date
People	ES	70410	Castlegate	(5,000)	Salary underspend
People	ES	90727	Head of service	(7,000)	Supplies and services
People	ES	90077	PRC dismissal	(16,000)	Underspend to date
People	ES	90340	Ed psych	(10,000)	Professional fees
People	ASC		Dom care	(50,000)	Spend not going ahead
People	All		Asylum funding	(56,000)	Grant funding
				<b>(212,000)</b>	
Place	ENVTC	18220	Car parks	(192,600)	Supplies and services
Place	ENVTC	18220	Car parks	(250,000)	Car parking upturn seen in July continuing
Place	ENVTC	19960	Transport	(2,200)	Supplies and services
Place	ENVDIR	29000	Director	(9,979)	Supplies and services
Place	All		Asylum funding	(240,000)	Grant funding
				<b>(694,779)</b>	
Resources	F&P	49020	Timelord	(14,680)	Transformation fund
Resources	F&P		New burdens	(109,000)	Release from reserves
Resources	F&P	40356	School H&S	(25,000)	Income
Resources	F&P	40355	H&S	(32,000)	Vacant post
Resources	F&P	46194	Montagu Evans - Property	(193,000)	Update to Rental Income Forecast
Resources	ICT		Business support	(24,490)	Covid funding
Resources	S&G	40140	School HR	(7,200)	Income
Corporate	Risk Mgt		Reserves	(130,000)	Release from reserves
Resources			Asylum funding	(68,000)	Grant funding
				<b>(603,370)</b>	
			<b>Total</b>	<b>(1,510,149)</b>	

## 2022/23 Revenue Financial Performance Quarter One

### 5.10 Mitigation proposals:

Directorate	Service	Cost Centre	Description	Proposed Mitigation	
People	C&W	44110	Library stock	(34,500)	No further spend
People	C&W		Opening hours		Reduction leisure, libraries
People	ASC		Client numbers	(438,000)	Managing demand to the model
People	ASC		Front door		Agency reduction
People	ASC		Care homes		Review of usage criteria
				<b>(472,500)</b>	
Place	ENVDR	11100	Dev ctrl	(100,000)	Restrict agency to match salary underspends
Place	ENVDR	13200	Planning policy	(114,000)	Restrict agency to match salary underspends
				<b>(214,000)</b>	
Resources	S&G	40800	Corporate review	(255,000)	Transformation fund
Resources	S&G	40125	Leadership mgt training	(36,000)	Stop spend
				<b>(291,000)</b>	
Corporate	All		Recruitment		Recruitment & Agency Panel
Corporate	All		Expenditure review		Change in Agresso spend approval limits
Chief Exec			Contingency	(10,000)	Release remaining budget
				<b>(10,000)</b>	
			Total	<b>(987,500)</b>	

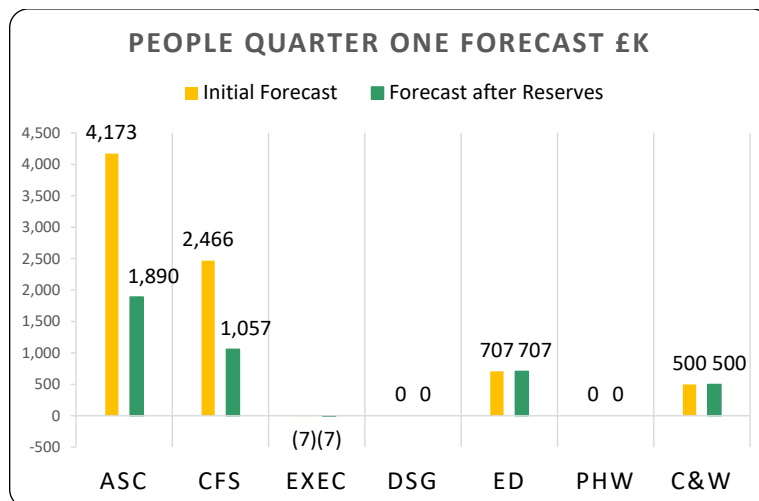
### 5.11 The forecasts by service are shown in the following chart:

	Current Net Budget	(Under)/over spend						Amendments	Mitigation	Revised Forecast
		Quarter One								
		Budget Manager Forecast	Proposed budget transfer	Provided in Earmarked Reserve	Provided in General Fund	Year end forecast				
£000	£000	£000	£000	£000	£000	£000	£000	£000		
Adult Social Care	55,120	4,173	0	(1,760)	(523)	1,890	(50)	(438)	1,402	
Children & Family Services	18,134	2,466	(850)	(458)	(101)	1,057	0	0	1,057	
Executive Director	331	(7)	0	0	0	(7)	0	0	(7)	
Education DSG funded	(444)	0	0	0	0	0	0	0	0	
Education	9,757	707	0	0	0	707	(125)	0	582	
Public Health & Wellbeing	286	0	0	0	0	0	0	0	0	
Communities & Wellbeing	2,481	500	0	0	0	500	(37)	(35)	429	
<b>People</b>	<b>85,665</b>	<b>7,839</b>	<b>(850)</b>	<b>(2,218)</b>	<b>(624)</b>	<b>4,147</b>	<b>(212)</b>	<b>(473)</b>	<b>3,463</b>	
Development & Regulation	6,664	430	(40)	0	0	390	(228)	(214)	(52)	
Executive Director	215	0	0	0	0	0	(22)	0	(22)	
Environment	24,266	917	0	(194)	(400)	323	(445)	0	(122)	
<b>Place</b>	<b>31,145</b>	<b>1,347</b>	<b>(40)</b>	<b>(194)</b>	<b>(400)</b>	<b>713</b>	<b>(695)</b>	<b>(214)</b>	<b>(196)</b>	
ICT	2,223	77	0	0	0	77	(24)	0	53	
Executive Director	313	0	0	0	0	0	0	0	0	
Commissioning & Procurement	791	(237)	0	0	0	(237)	0	0	(237)	
Finance & Property	1,314	208	0	0	0	208	(402)	0	(194)	
Strategy & Governance	6,990	193	0	(32)	0	161	(47)	(291)	(177)	
<b>Resources</b>	<b>11,631</b>	<b>241</b>	<b>0</b>	<b>(32)</b>	<b>0</b>	<b>209</b>	<b>(473)</b>	<b>(291)</b>	<b>(555)</b>	
<b>Chief Executive</b>	<b>534</b>	<b>(15)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(15)</b>	<b>0</b>	<b>(10)</b>	<b>(25)</b>	
Capital Financing	14,610	(421)	0	0	0	(421)	0	0	(421)	
Risk Management	850	(850)	850	0	0	0	(130)	0	(130)	
<b>Capital Financing</b>	<b>15,460</b>	<b>(1,271)</b>	<b>850</b>	<b>0</b>	<b>0</b>	<b>(421)</b>	<b>(130)</b>	<b>0</b>	<b>(551)</b>	
<b>Total</b>	<b>144,435</b>	<b>8,141</b>	<b>(40)</b>	<b>(2,444)</b>	<b>(1,024)</b>	<b>4,633</b>	<b>(1,510)</b>	<b>(988)</b>	<b>2,136</b>	

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

## People Directorate

5.12 The Directorate forecast is an over spend of £7.8m. The over spend could be reduced to £4.1m by accessing specific reserves which were set aside for risks relating to inflation and demand that have arisen.



5.13 A further detailed review has been undertaken by Finance of all forecast overspends, in order to find any mitigating underspends. These total £212k.

5.14 A range of mitigation suggestions have been drawn up, some costed and some to be confirmed, and currently total £473k.

5.15 After these actions, the forecast could be reduced to £3.5m overspend.

5.16 In ASC, the forecast over spend is £4.2m. The over spend could be reduced to £1.9m by using the provisions for inflation that were made in the service risk reserves and against the General Fund during the budget build process.

5.17 Long term services (LTS) are £2.8m over spent.

- There are higher client numbers than modelled, 1804 compared to 1734 modelled. The rise in clients is attributable to higher levels of new requests for support, mirroring the national picture set out by the Association of Directors of Adult Social Services in their Spring Budget survey.
- There is an increase in the cost of new client care packages, due to current inflation (provided for in reserves) and complexities.
- There is lower occupancy in our own care homes and clients have had to be placed in externally commissioned beds costing more.

5.18 Short term services are £0.3m over spent due to higher costs and more complex needs.

5.19 There is a forecast over spend of £0.8m in our own care homes due to being unable to admit new clients in some homes.

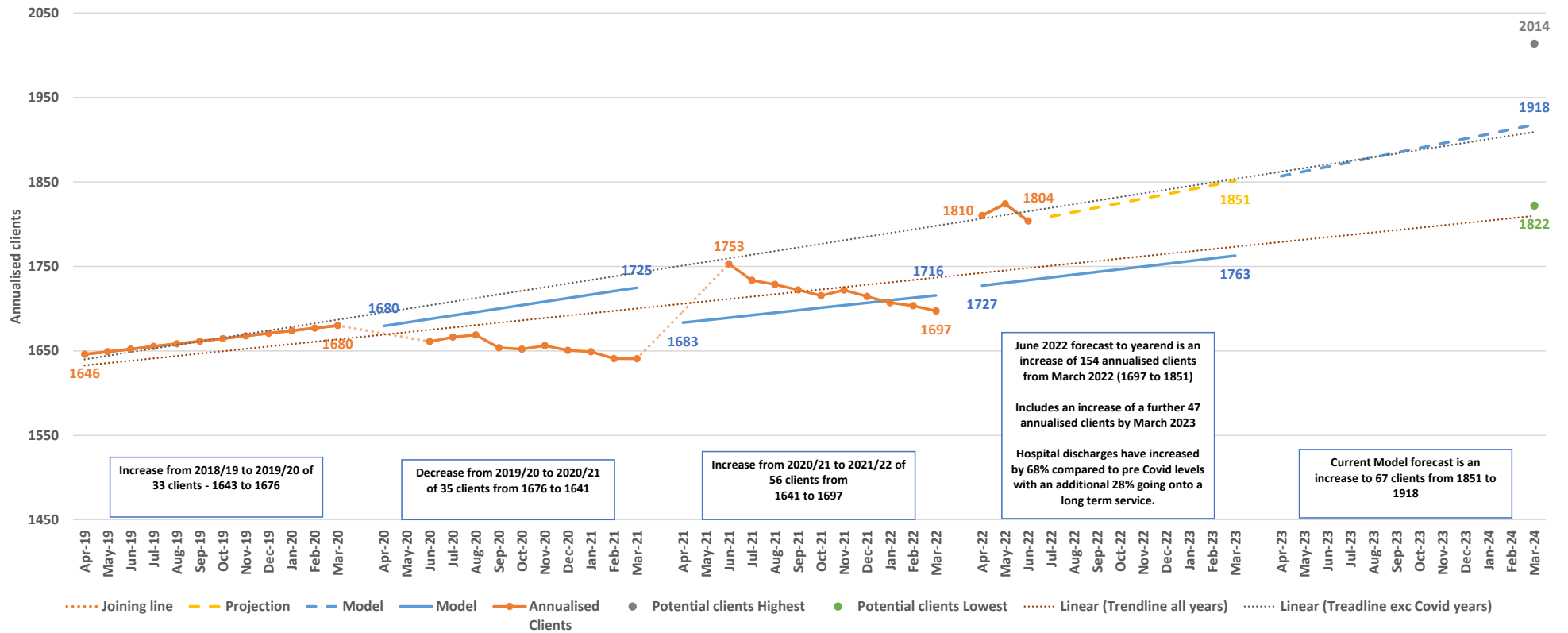
5.20 The remaining overspend is across staffing budgets due to agency cover.



- 5.21 The service continues to take action to suppress market demand such as reinforcing the three conversations model suppressing the need for long term services, strategic review of in-house care home provision, use of technology enabled care and maximising external funding streams. Market Management is working with local providers to ensure supply and demand are better aligned and offering better value for money. Net weekly spend on long term services is carefully monitored. All requests for long term services are scrutinised weekly at Good Practice Forum by senior management to ensure Care Act compliance and also make best uses of resources. Staffing options are being explored with HR.
- 5.22 The ASC Model for long term services will be updated monthly throughout this financial year to inform the 2023-24 budget. The assumptions are reviewed and agreed by the ASC Financial Planning Steering group and reported at the ASC Financial Planning meeting on a monthly basis. The modelling produces a financial impact range between low cost, most likely and high cost. The model inflation is at 3.5%, reflecting increases expected in costs balanced against increases already in place.

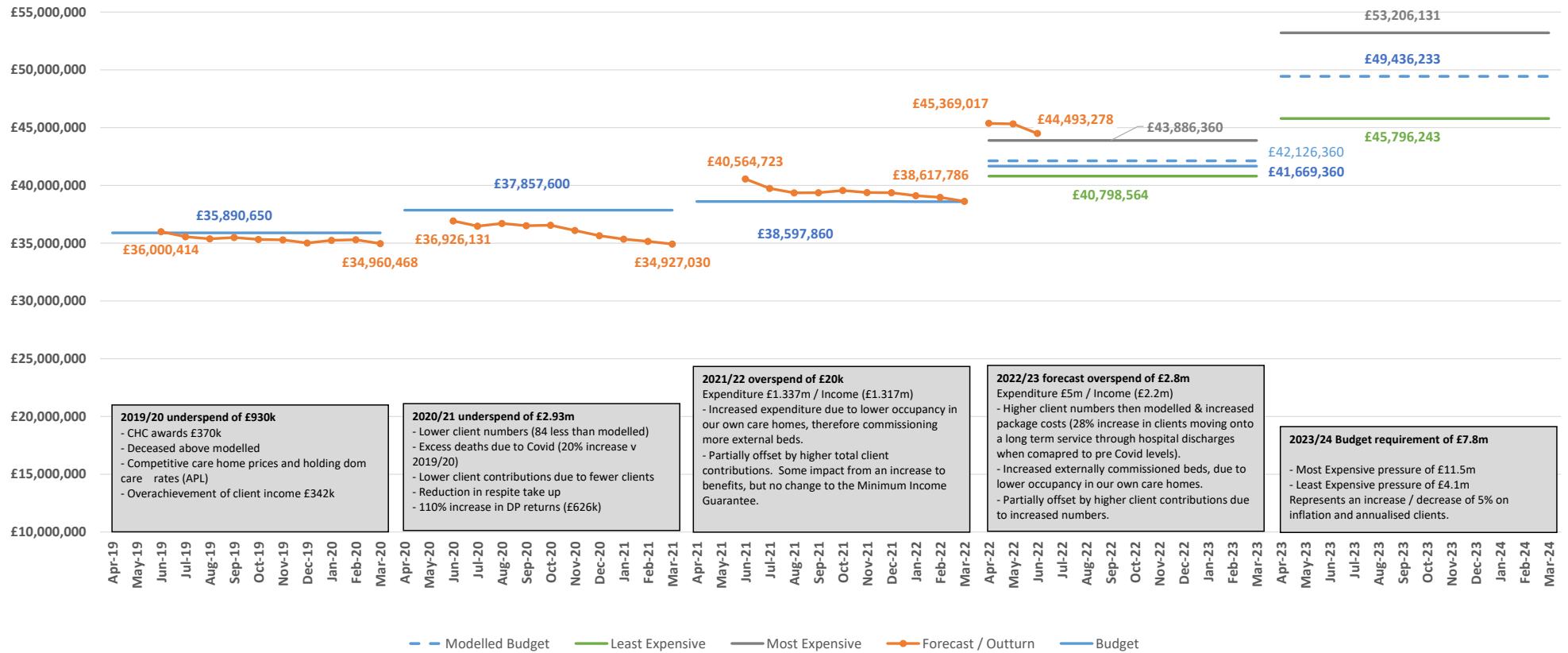
The graphs below shows client numbers from April 2019 and net expenditure for Long Term Services.

Adult Social Care  
Annualised client numbers for Long Term Services



2022/23 Revenue Financial Performance Quarter One

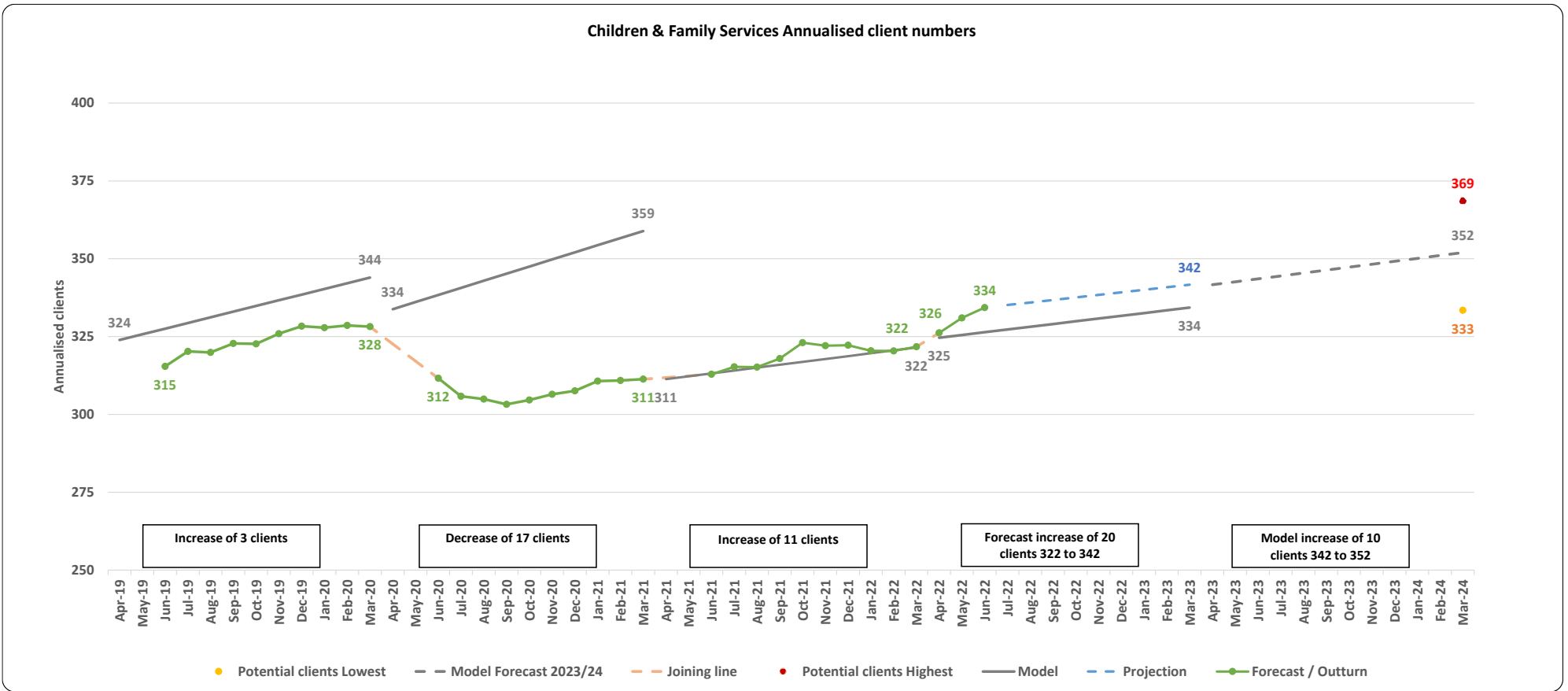
Adult Social Care  
Net Expenditure for Long Term Services



5.23 In CFS, the forecast is a £2.5m over spend. The risk provision for residential placements could be used which would reduce the over spend to £1.1m.

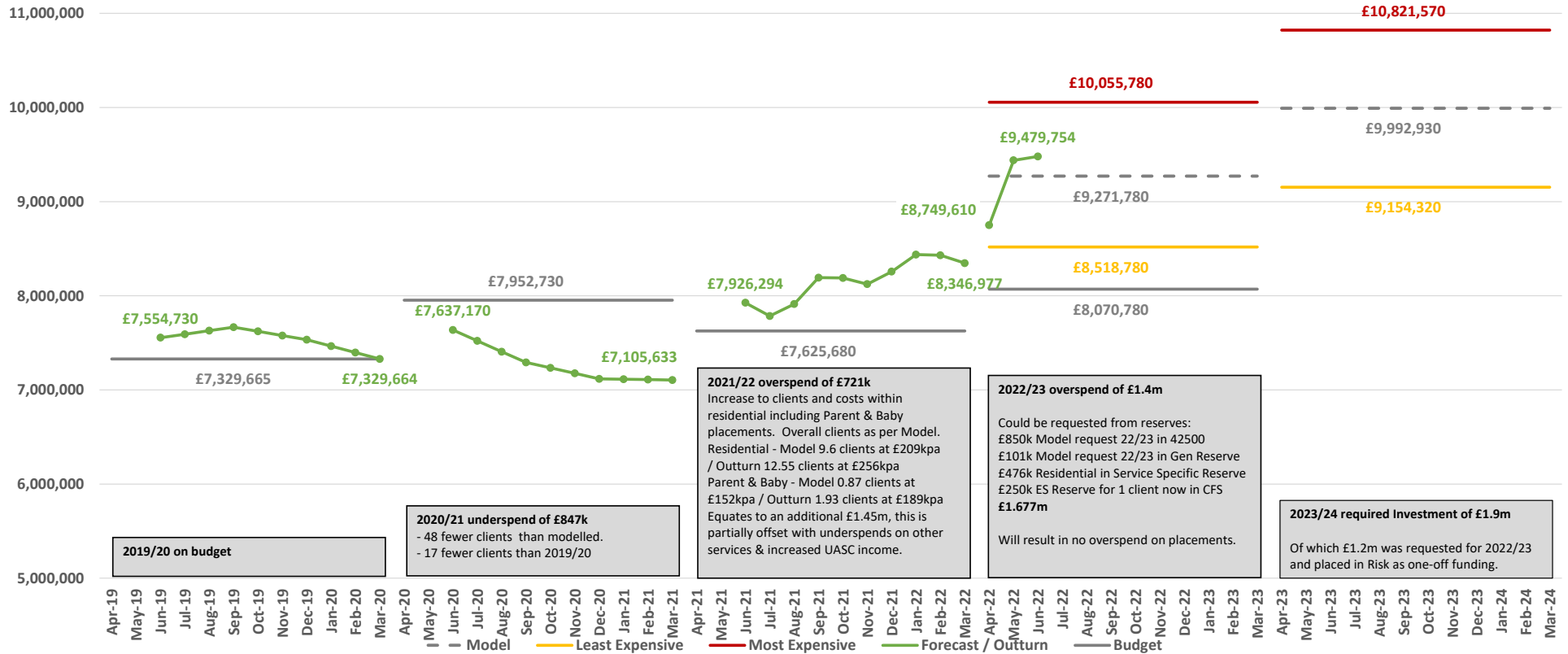
- There is a forecast £1.4m over spend in placements which was identified in the model during budget build and is fully provided for in reserves.
- The Family Safeguarding teams are overspending by £1.1m due to agency costs. This has been required to cover vacancies, maternity leave and additional capacity. There are 19 vacancies across the East and West Teams and six maternity leaves, with a further four social workers required for capacity.

5.24 The model for placements has been refined and will be updated monthly. Client numbers and net expenditure are shown in the graphs below.



2022/23 Revenue Financial Performance Quarter One

Children & Family Services Net Expenditure



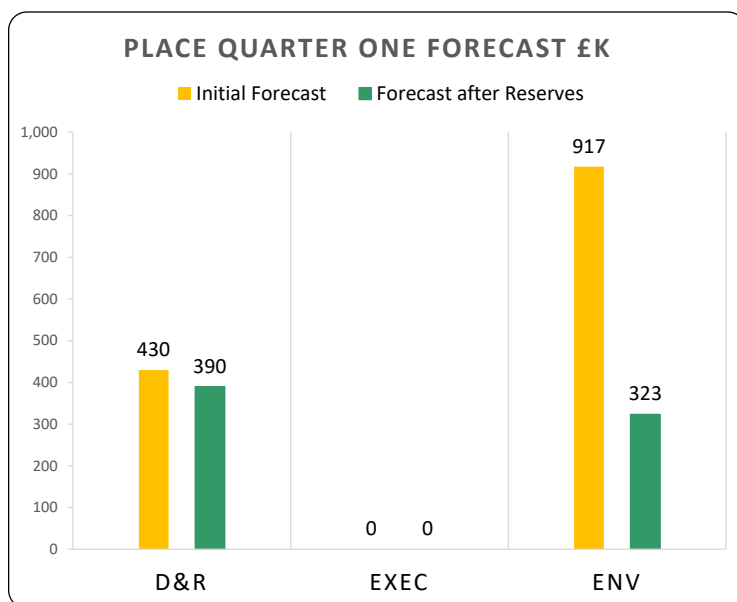
5.25 Education is reporting a £0.7m over spend. The over spend is predominantly due to a forecast pressure on Home to School Transport, where there are a higher number of eligible SEN students and increasing transport costs.

5.26 Communities and Wellbeing is reporting a £0.5m overspend due to income pressures in leisure.

5.27 The Public Health grant forecast is on line, and any variances to budget will be transferred to the Public Health Reserve at year end. There is currently an estimated £140k under spend which will transfer to the reserve. This is mainly due to staff projects being supported from COMF funding.

**Place Directorate**

5.28 The Place Directorate is forecasting an overspend of £1.3m against a budget of £31m. The overspend could be reduced to £0.7m by accessing reserves that were set aside during the budget build for specific pressures.



5.29 A further detailed review has been undertaken by Finance of all forecast overspends, in order to find any mitigating underspends. These total £695k.

5.30 A range of mitigation suggestions have been drawn up, some costed and some to be confirmed, and currently total £214k.

5.31 After these actions, the forecast could be reduced to £196k underspend.

5.32 In Development and Regulation, there is a £390k forecast over spend. There are agency pressures from covering sickness and vacancies and the service are struggling to recruit qualified permanent staff, however planning income is overachieving supported by these agency staff.

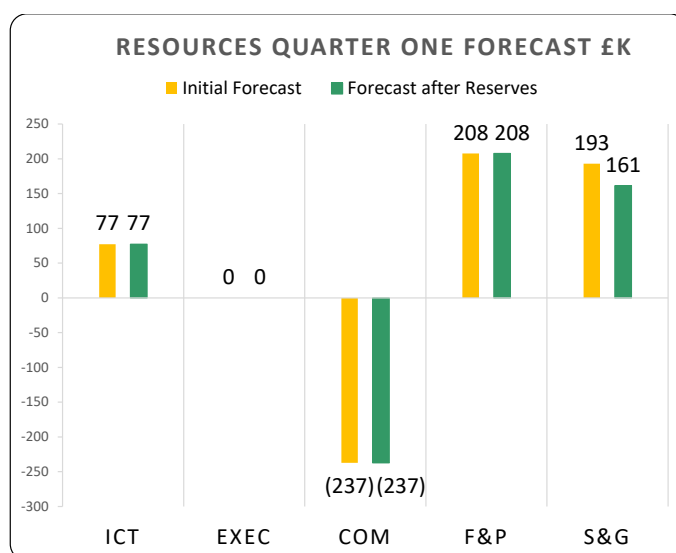
5.33 In Environment, there is a £917k forecast under spend, which could reduce to £323k by using reserves set aside as part of the budget process for pressures identified.

## 2022/23 Revenue Financial Performance Quarter One

- The largest area of pressure is parking income which is seeing significant reductions compared to pre-pandemic levels. There is £400k set aside in reserves for this, as it was identified as an expected pressure at the time of budget build. This leaves a further unfunded pressure of £325k.
- Other pressures include solar energy income which is not achieving the expected levels of income based on current output of the installed solar panels.
- Waste management are seeing increased levels of recycling income and reduced use of landfill leading to a favourable variance of £270k.

### Resources Directorate/Chief Executive

5.34 The Directorates are forecasting an overspend of £226k against a budget of £12m, and after use of reserves of £32k, the overspend would reduce to £194k.



5.35 In Commissioning, there is a £237k forecast surplus income largely from the agency contract rebate, as a result of the increased agency usage.

5.36 In ICT the forecast over spend of £77k is from covering staff absence, income shortfall from school buy back and loss of print and reprographic income.

5.37 In Finance and Property, the £208k forecast over spend has arisen as follows:

- Temporary staff costs covering workload pressures in the Financial Reporting Team is expected to lead to an over spend of £113k. There are further agency pressures in Exchequer Services totalling £55k.
- Energy costs in corporate buildings are causing a pressure of £25k.

5.38 Strategy and Governance is forecasting a £193k overspend, which could reduce to £161k after use of reserves.

- In Legal this is due to Coroners Court increased costs £65k, legal fee income £49k and client disbursements £32k (covered by reserve).



- In Customer Services & Engagement there are pressures of £33k in digital services.
- In HR there are £14k pressures from contract increases.

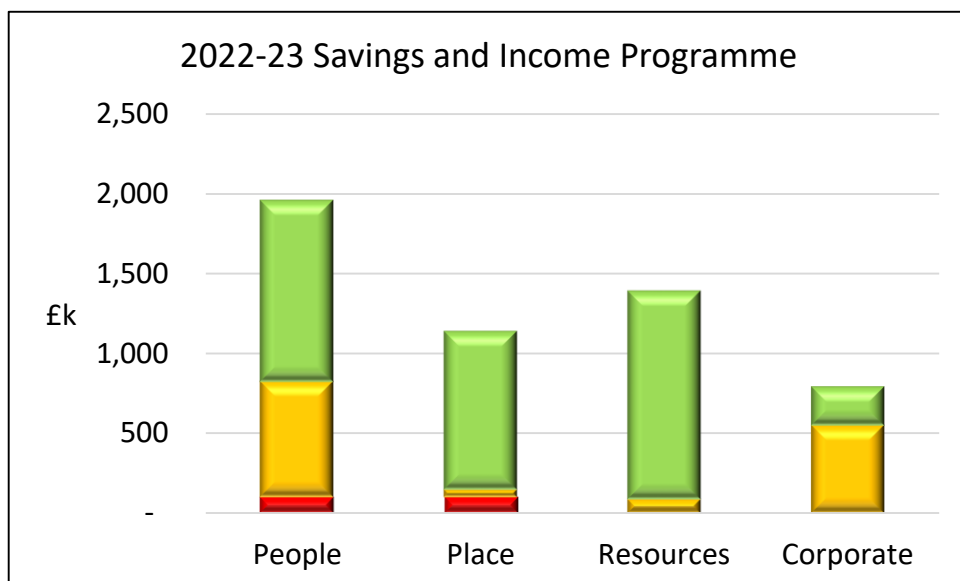
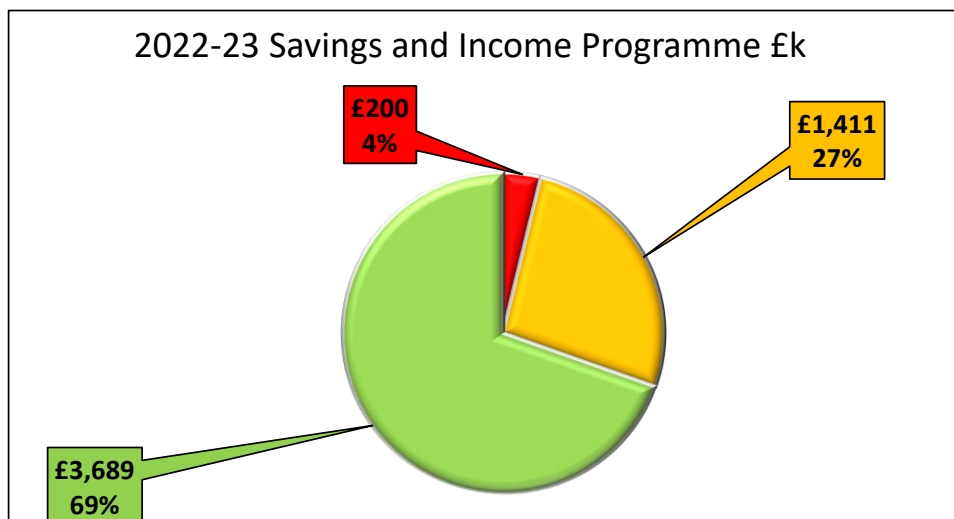
**Capital Financing and Risk Management**

5.39 The Capital Financing forecast is an under spend of £0.4m. Capital financing costs are lower than expected due savings on capital financing through utilisation of short term borrowing and cash flow as opposed to longer term financing. Savings have also been achieved through the prepayment of pension contributions.

5.40 There is an underspend of £130k in Risk Management after releasing a provision from reserves that is no longer required.

**2022/23 Savings and income generation programme**

5.41 In order to meet the funding available, the 2022/23 revenue budget was built with a £5.3m savings and income generation programme. The programme is monitored using the RAG traffic light system. The status is shown in the following charts:



5.42 Red items are as follows:

- £100k for ASC utilisation of the workforce reform grant. This is not achievable within the funding received and the conditions placed on the grants.
- £100k for Environment in delivery of solar PV projects. An investment bid has been proposed for 2023/24 to realign unachievable income.

5.43 Amber items are as follows:

- £250k from Timelord reduced mileage.
- £300k from recruitment lag for staffing investment.
- £36k for supported living in ASC due to delays in construction of a new Learning Disability service due to supply chain issues.
- £26k Resource Allocation System software which will be implemented as part of Care Director V6 upgrade.
- £175k market management in ASC as efforts to manage the market are more than offset by the national picture relating to inflationary increases.
- £52k review of care packages in ASC.
- £43k for ASC digital pathway which will be implemented with Care Director upgrade.
- £135k for Children's placements.
- £133k for Children's staffing capacity savings.
- £42k for income from Northcroft leisure expansion.
- £80k traded income in Education.
- £250k family hubs public health funding.
- £43k mental health worker public health funding.
- £35k home improvement agency income, not achievable for private adaptation work.
- £15k temporary accommodation maintenance as the cost of materials have increased.
- £32k print and postage due to increased costs of paper and lack of external income.
- £25k from Timelord2 due to energy costs.
- £32k from property disposals, still awaiting sale.

## Proposals

5.44 To note the year-end forecast £4.6m over spend, after taking account of provision that was made in reserves for specific risks at the time of budget setting. Without this provision, the forecast would be an over spend of £8.1m.

5.45 To review the amendments totalling £1.5 and suggested mitigations totalling £1m which would reduce the overspend to £2.1m, and agree what actions can be implemented to reduce the overspend.

5.46 To discuss what further actions could be taken to restrict expenditure.

## 6 Other options considered

6.1 None.

## 7 Conclusion

- 7.1 The 2022/23 financial year is presenting financial challenges for the Council due to inflation and demand. Provision that was set aside in reserves will be required to reduce the overspend by £3.5m, and a range of other mitigations are being considered to bring the overspend down further.
- 7.2 The £5.3m savings and income generation programme is forecast to be 69% achieved and will be reported on each quarter.

## 8 Appendices

- 8.1 Appendix A – Quarter One position
- 8.2 Appendix B – Budget changes

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### Subject to Call-In:

Yes:  No:

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

### Officer details:

Name: Melanie Ellis  
Job Title: Chief Management Accountant  
Tel No: 01635 519142  
E-mail: Melanie.Ellis@westberks.gov.uk

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## Appendix A – Quarter One position

	Budget				Forecasted Performance							
	Original Budget 2022/23 £	Changes in year 2022/23 £	Funding Released from Reserves 2022/23 £	Revised Budget 2022/23 £	Expenditure			Income			Net	
					Annual Expenditure Budget for 2022/23 £	Annual Expenditure Forecast for 2022/23 £	Expenditure Variance for 2022/23 £	Annual Income Budget for 2022/23 £	Annual Income Forecast for 2022/23 £	Income Variance for 2022/23 £	Net Variance £	
Adult Social Care	55,119,550	0	0	55,119,550	74,647,930	81,715,350	7,067,420	-19,528,380	-22,422,700	-2,894,320	4,173,100	
Children & Family Services	17,972,860	161,000	0	18,133,860	19,971,080	23,158,190	3,187,110	-1,837,220	-2,557,930	-720,710	2,466,400	
Executive Director - People	330,710	0	0	330,710	330,710	323,510	-7,200	0	0	0	-7,200	
Education (DSG Funded)	-444,000	0	0	-444,000	117,426,970	117,414,490	-12,480	-117,870,970	-117,858,490	12,480	0	
Education	9,891,580	-161,000	26,890	9,757,470	13,328,400	14,938,370	1,609,970	-3,570,930	-4,474,180	-903,250	706,720	
Public Health & Wellbeing	-80,000	0	365,660	285,660	6,488,450	6,349,290	-139,160	-6,202,790	-6,063,630	139,160	0	
Communities & Wellbeing	2,427,920	38,380	15,000	2,481,300	3,909,360	4,043,330	133,970	-1,428,060	-1,062,030	366,030	500,000	
<b>People</b>	<b>85,218,620</b>	<b>38,380</b>	<b>407,550</b>	<b>85,664,550</b>	<b>236,102,900</b>	<b>247,942,530</b>	<b>11,839,630</b>	<b>-150,438,350</b>	<b>-154,438,960</b>	<b>-4,000,610</b>	<b>7,839,020</b>	
Development & Regulation	6,584,490	0	79,920	6,664,410	12,728,090	17,472,998	4,744,908	-6,063,680	-10,378,720	-4,315,040	429,868	
Executive Director – Place	214,610	0	0	214,610	214,610	214,610	0	0	0	0	0	
Environment	24,207,560	0	58,630	24,266,190	35,760,840	36,172,410	411,570	-11,494,650	-10,989,020	505,630	917,200	
<b>Place</b>	<b>31,006,660</b>	<b>0</b>	<b>138,550</b>	<b>31,145,210</b>	<b>48,703,540</b>	<b>53,860,018</b>	<b>5,156,478</b>	<b>-17,558,330</b>	<b>-21,367,740</b>	<b>-3,809,410</b>	<b>1,347,068</b>	
ICT	2,222,590	0	0	2,222,590	3,096,190	3,069,150	-27,040	-873,600	-769,390	104,210	77,170	
Executive Director - Resources	313,430	0	0	313,430	313,430	329,450	16,020	0	-16,020	-16,020	0	
Commissioning & Procurement	744,880	34,250	11,870	791,000	10,352,740	10,372,740	20,000	-9,561,740	-9,818,980	-257,240	-237,240	
Finance & Property	1,340,410	-34,250	7,700	1,313,860	32,857,380	40,158,260	7,300,880	-31,543,520	-38,636,720	-7,093,200	207,680	
Strategy & Governance	7,000,150	-38,380	28,520	6,990,290	8,072,250	8,180,430	108,180	-1,081,960	-997,060	84,900	193,080	
<b>Resources</b>	<b>11,621,460</b>	<b>-38,380</b>	<b>48,090</b>	<b>11,631,170</b>	<b>54,691,990</b>	<b>62,110,030</b>	<b>7,418,040</b>	<b>-43,060,820</b>	<b>-50,238,170</b>	<b>-7,177,350</b>	<b>240,690</b>	
Chief Executive	533,970	0	0	533,970	533,970	518,970	-15,000	0	0	0	-15,000	
<b>Chief Executive</b>	<b>533,970</b>	<b>0</b>	<b>0</b>	<b>533,970</b>	<b>533,970</b>	<b>518,970</b>	<b>-15,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-15,000</b>	
Capital Financing & Management	14,610,470	0	0	14,610,470	14,730,470	14,633,500	-96,970	-120,000	-443,590	-323,590	-420,560	
Risk Management	850,000	0	0	850,000	850,000	0	-850,000	0	0	0	-850,000	
<b>Capital Financing and Management</b>	<b>15,460,470</b>	<b>0</b>	<b>0</b>	<b>15,460,470</b>	<b>15,580,470</b>	<b>14,633,500</b>	<b>-946,970</b>	<b>-120,000</b>	<b>-443,590</b>	<b>-323,590</b>	<b>-1,270,560</b>	
<b>Total</b>	<b>143,841,180</b>	<b>0</b>	<b>594,190</b>	<b>144,435,370</b>	<b>355,612,870</b>	<b>379,065,048</b>	<b>23,452,178</b>	<b>-211,177,500</b>	<b>-226,488,460</b>	<b>-15,310,960</b>	<b>8,141,218</b>	

## Appendix B – Budget Changes

Service	Original Net Budget £000	Approved Budget B/F from 2021-22 £000	Budget changes not requiring approval £000	FAGG approved release from reserves £000	Approved by S151 & Portfolio Holder £000	Approved by Executive £000	Budget C/F to 2023-24 £000	Final Net Budget £000
Adult Social Care	55,120							55,120
Children and Family Services	17,973		161					18,134
Executive Director	331							331
Education DSG funded	(444)							(444)
Education	9,892		(161)	27				9,757
Public Health & Wellbeing	(80)			366				286
Communities & Wellbeing	2,428		38	15				2,481
<b>People</b>	<b>85,219</b>	<b>0</b>	<b>38</b>	<b>408</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>85,665</b>
Development & Regulation	6,584			80				6,664
Executive Director	215							215
Environment	24,208			59				24,266
<b>Place</b>	<b>31,007</b>	<b>0</b>	<b>0</b>	<b>139</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,145</b>
ICT	2,223							2,223
Executive Director	313							313
Commissioning & Procurement	745		34	12				791
Finance & Property	1,340		(34)	8				1,314
Strategy & Governance	7,000		(38)	29				6,990
<b>Resources</b>	<b>11,621</b>	<b>0</b>	<b>(38)</b>	<b>48</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,631</b>
Chief Executive	534							534
<b>Capital Financing &amp; Risk</b>	<b>15,460</b>							<b>15,460</b>
<b>Total</b>	<b>143,841</b>	<b>0</b>	<b>0</b>	<b>594</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>144,435</b>

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# Financial Year 2021/22 Annual Treasury Outturn Report

<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	22 September 2022
<b>Portfolio Member:</b>	Councillor Ross Mackinnon
<b>Date Portfolio Member agreed report:</b>	12 July 2022
<b>Report Author:</b>	Shannon Coleman-Slaughter
<b>Forward Plan Ref:</b>	EX4237

## 1 Purpose of the Report

The Chartered Institute of Public Finance and Accountancy’s Treasury Management in the Public Services: Code of Practice (the CIPFA Code) requires the Council to approve treasury management semi-annual and annual reports. This report provides an overview of the treasury management activity for financial year 2021/22 as at 31st March 2022.

## 2 Recommendation

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

## 3 Implications and Impact Assessment

Implication	Commentary
<b>Financial:</b>	<p>The Treasury function is responsible for the daily cash flow management of the Council. Income from investments contributes to the Council’s annual budget.</p> <p>With short-term interest rates remaining much lower than long-term rates and temporary investments earning Bank Rate or lower, it was considered to be more cost effective in the near term to use borrowed rolling temporary / short-term loans. At 31<sup>st</sup> March 2022 the Council held £191.8 million of loans, (a decrease of £5.6 million compared to 31st March 2021, as part of its strategy for funding previous and current years’ capital programmes.</p>

<b>Human Resource:</b>	Not applicable			
<b>Legal:</b>	<p>The Council's Investment &amp; Borrowing Strategy for 2021/22 was approved at a meeting on 2 March 2021. Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year and, as a minimum, a semi-annual and annual treasury outturn report. This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.</p>			
<b>Risk Management:</b>	<p>All investments are undertaken with a view to minimising the risk of financial loss. The Investment and Borrowing Strategy approved by the Council sets parameters to ensure this. Furthermore in August 2021 HM Treasury significantly revised guidance for the Public Works Loan Board (PWLB), lending facility and CIPFA published its revised Prudential Code for Capital Finance and Treasury Management Code on 20th December 2021. The key changes in the two codes are around permitted reasons to borrow, knowledge and skills, and the management of non-treasury investments. To comply with the Prudential Code, authorities must not borrow to invest primarily for financial return. This Code also states that it is not prudent for local authorities to make investment or spending decision that will increase the CFR unless directly and primarily related to the functions of the authority. The principles of the Prudential Code took immediate effect and compliance will be monitored through the Treasury Management Group and capital Strategy Group.</p>			
<b>Property:</b>	Not applicable			
<b>Policy:</b>	Not applicable			
	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equalities Impact:</b>				



<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		
<b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		
<b>Environmental Impact:</b>		X		
<b>Health Impact:</b>		X		
<b>ICT Impact:</b>		X		
<b>Digital Services Impact:</b>		X		
<b>Council Strategy Priorities:</b>		X		Business as usual
<b>Core Business:</b>		X		
<b>Data Impact:</b>		X		
<b>Consultation and Engagement:</b>	Joseph Holmes – Executive Director for Resources, s151 Officer			

## 4 Executive Summary

- 4.1 The Council's Investment and Borrowing Strategy for 2021/22 was approved at a meeting on 2 March 2021. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates.
- 4.2 On 31st March 2021, the Council had a Capital Financing Requirement (CFR) of £273.2 million (i.e. the underlying need to borrow for capital purposes is measured by the CFR,

while usable reserves and working capital are the underlying resources available for investment). The Council's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Council's long-term plans change being a secondary objective. In keeping with this objective, with short-term interest rates remaining much lower than long-term rates and temporary investments earning Bank Rate or lower, it was considered to be more cost effective in the near term to use borrowed rolling temporary / short-term loans. At 31<sup>st</sup> March 2022 the Council held £191.8 million of loans, (a decrease of £5.6 million compared to 31<sup>st</sup> March 2021, as part of its strategy for funding previous and current years' capital programmes. The Council's borrowing position is summarised in the table below.

Borrowing	Balance at 31.3.2021 £m	Movement In Year £m	Balance at 31.3.2022 £m	Weighted Average %	Weighted Average Maturity Years
Public Works Loan Board	-196.5	5.4	-191.0	3.35	30.78
Local Authorities (short term)	0.0	0.0	0.0	-	-
Community Investment Bond	-1.0	0.2	-0.8	1.2	3.55
<b>Total Borrowing</b>	<b>-197.5</b>	<b>5.6</b>	<b>-191.8</b>	<b>3.34</b>	

- 4.3 The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. During the year, the Council's investment balances ranged between £35.1 million as at 31<sup>st</sup> March 2021 to £36.7 million as at the end of March 2022 due to timing differences between income and expenditure. The investment position is shown in the table below.

Investments Held	Balance as at 31.3.2021 £m	Movement In Year £m	Balances as at 31.3.2022 £m	Income Return at 31.3.2022 %	Weighted Average at 31.3.2022 Days
Bank & Building Society Deposits (unsecured)	12.9	-9.0	3.9	0.02	1.0
Government (incl Local Authorities)	14.0	4.0	18.0	0.04	86.0
Money Market Funds	8.2	6.6	14.8	0.10	1.0
<b>Total Investments</b>	<b>35.1</b>	<b>1.6</b>	<b>36.7</b>	<b>0.05</b>	<b>43.0</b>

- 4.4 In respect of changes impacting on 2022/23, in August 2021 HM Treasury significantly revised guidance for the Public Works Loan Board (PWLB), lending facility. Councils that are purchasing or intending to purchase investment assets primarily for yield will not be able to access the PWLB except to refinance existing loans or externalise internal borrowing. CIPFA published its revised Prudential Code for Capital Finance and Treasury Management Code on 20<sup>th</sup> December 2021. The key changes in the two codes are around permitted reasons to borrow, knowledge and skills, and the management of non-treasury investments. The principles of the Prudential Code took immediate effect although local authorities could defer introducing the revised/enhanced reporting requirements until financial year 2023/24.
- 4.5 To comply with the Prudential Code, authorities must not borrow to invest primarily for financial return. This Code also states that it is not prudent for local authorities to make investment or spending decision that will increase the CFR unless directly and primarily related to the functions of the authority. Existing commercial investments are not required to be sold; however, Councils with existing commercial investments who expect to need to borrow should review the options for exiting these investments.

- 4.6 Essentially acceptable use of PWLB borrowing includes cash flow management, interest rate risk management, to refinance current borrowing and to adjust levels of internal borrowing. Borrowing to refinance capital expenditure primarily related to the delivery of a local authority's function but where a financial return is also expected is allowed, provided that financial return is not the primary reason for the expenditure.
- 4.7 Changes to the guidance for PWLB and the Prudential Code should be reviewed in conjunction with additional powers awarded to the Secretary of State for levelling Up as part of the Queen's Speech, which focus on Council's having appropriate levels of debt. Treasury Management Group in conjunction with the s151 Officer will review and report on the treasury management activities of the Council during financial year 2022/23. In respect of financial year 2021/22 the S151 Officer is satisfied that treasury management practices in year have been compliant with the regulatory guidance and the approved performance management criteria.

## 5 Supporting Information

### Introduction

- 5.1 The Council's Investment & Borrowing Strategy for 2021/22 was approved at a meeting on 2 March 2021. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Council's treasury Investment & Borrowing Strategy.
- 5.2 Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year and, as a minimum, a semi-annual and annual treasury outturn report.
- 5.3 The Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Council's 2021/22 Capital Strategy, complying with CIPFA's requirement, was approved by full Council on 21 January 2021.

### Background

- 5.4 **Economic background:** The continuing economic recovery from coronavirus pandemic, together with the war in Ukraine, higher inflation, and higher interest rates were major issues over the period. Bank Rate was 0.1% at the beginning of the reporting period. UK CPI was 0.7% in March 2021 but thereafter began to steadily increase. Initially driven by energy price effects and by inflation in sectors such as retail and hospitality which were re-opening after the pandemic lockdowns, inflation then was believed to be temporary. Thereafter price rises slowly became more widespread, as a combination of rising global costs and strong demand was exacerbated by supply shortages and transport dislocations. The surge in wholesale gas and electricity prices led to elevated inflation expectations. CPI for February 2022 registered 6.2% year on year, up from 5.5% in the previous month and the highest reading in the National

Statistic series. Core inflation, rose to 5.2%. The Bank of England increased Bank Rate from 0.10% to 0.25% in December, with a further increases to 0.50% in February and 0.75% in March.

**5.5 Local Context:** On 31st March 2021, the Council had net investments of £35.1 million arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors are summarised in the table below.

Net investments	31.3.21 Actual £m
General Fund CFR	273.2
Less: Other debt liabilities - Waste PFI	-12.2
<b>Borrowing CFR</b>	<b>260.9</b>
External borrowing	-197.5
Internal (over) borrowing	63.4
	Less: Usable reserves
	-99.6
	Less: Working capital
	1.1
<b>Net investments</b>	<b>-35.1</b>

5.6 Lower official interest rates have lowered the cost of short-term, temporary loans and investment returns from cash assets that can be used in lieu of borrowing. The Council has pursued its strategy of keeping borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low. The treasury management position at 31st March 2022 and the change during the year is shown in the table below.

Net Borrowing	31.3.21 Balance £m	Movement £m	31.3.22 Balance £m	31.3.22 Rate %
Long-term borrowing	-197.5	5.6	-191.8	3.34
Short-term borrowing	-	-	-	-
<b>Total borrowing</b>	<b>-197.5</b>	<b>5.6</b>	<b>-191.8</b>	<b>3.34</b>
Long-term investments	-	-	-	-
Short-term investments	14	4	18	0.04%
Cash and cash equivalents	21.1	-2.4	18.7	0.06%
<b>Total investments</b>	<b>35.1</b>	<b>1.6</b>	<b>36.7</b>	<b>0.05%</b>
<b>Net Borrowing</b>	<b>-162.4</b>	<b>7.2</b>	<b>-155.2</b>	

5.7 As at March 2022 the Council held £191.8 million of loans (a decrease of £5.6 million on 31<sup>st</sup> March 2021). Outstanding loans as at 31<sup>st</sup> March 2022 as detailed in the table below.

Borrowing	31.3.21 Balance £m	Net Movement £m	31.3.22 Balance £m	31.3.22 Weighted Average Rate %	31.3.22 Weighted Average Maturity (years)
Public Works Loan Board	-196.5	5.4	-191	3.35	30.78
Community Bond	-1	0.2	-0.8	1.2	3.55
<b>Total borrowing</b>	<b>-197.5</b>	<b>5.6</b>	<b>-191.8</b>	<b>3.34</b>	<b>30.73</b>

- 5.8 The Council's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Council's long-term plans change being a secondary objective. In keeping with this strategy no new borrowing was undertaken in financial year 2021/22. £5.6 million of loans were allowed to mature without replacement enabling the Council to reduce net borrowing costs.
- 5.9 Although not classified as borrowing the Council has additional capital financing in respect of the Private Finance Initiative for the Waste contract. After £766k repayment of prior years' liabilities, total debt PFI financing stood at £11.5 million on 31st March 2022.
- 5.10 In respect of the Council's total debt, inclusive of PFI financing, borrowing at 31<sup>st</sup> March 2022 was £203.3 million.
- 5.11 In respect of treasury activity, CIPFA published a revised Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes on 20th December 2021. These define treasury management investments as investments that arise from the organisation's cash flows or treasury risk management activity that ultimately represents balances that need to be invested until the cash is required for use in the course of business. The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. During financial year 2021/22, the Council's investment balances ranged between £35.1 million and £36.7 million due to timing differences between income and expenditure. The investment position is shown in the table below.

Investments Held	Balance as at 31.3.2021 £m	Movement In Year £m	Balances as at 31.3.2022 £m	Income Return at 31.3.2022 %	Weighted Average at 31.3.2022 Days
Bank & Building Society Deposits (unsecured)	12.9	-9.0	3.9	0.02	1.0
Government (incl Local Authorities)	14.0	4.0	18.0	0.04	86.0
Money Market Funds	8.2	6.6	14.8	0.10	1.0
<b>Total Investments</b>	<b>35.1</b>	<b>1.6</b>	<b>36.7</b>	<b>0.05</b>	<b>43.0</b>

- 5.12 Both the CIPFA Code and government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
- 5.13 Ultra-low short-dated cash rates, which were a feature since March 2020 when Bank Rate was cut to 0.1%, prevailed for much of the 12-month reporting period which resulted in the return on sterling low volatility net asset value (LVNAV) Money Market Funds being close to zero. However, higher returns on cash instruments followed the increases in Bank Rate in December, February and March.
- 5.14 Similarly, deposit rates with the Debt Management Account Deposit Facility (DMADF) initially remained very low with rates ranging from 0% to 0.1%, but following the hikes

to policy rates increased to between 0.55% and 0.85% depending on the deposit maturity.

5.15 The total amount of interest earned on Money Market Funds in 2021/22 was £10.7k.

5.16 The definition of investments in CIPFA's revised 2021 Treasury Management Code covers all the financial assets of the Council as well as other non-financial assets which the Council holds primarily for financial return. Investments that do not meet the definition of treasury management investments (i.e. management of surplus cash) are categorised as either for service purposes (made explicitly to further service objectives) and or for commercial purposes (made primarily for financial return). Investment Guidance issued by the Department for Levelling Up Housing and Communities (DLUHC) also broadens the definition of investments to include all such assets held partially or wholly for financial return.

5.17 In respect of non-treasury investments the Council holds directly owned property of £13.6 million. These investments generated £535K of investment income for the Council after taking account of direct costs, representing a rate of return of 3.94%. A breakdown of property owned is included in Appendix B

5.18 In respect of non-treasury investments held for commercial purposes, the Council holds £59.0 million of directly owned property. These investments generated £501K of investment income for the Council after taking account of direct costs, representing a rate of return of 0.85%. A breakdown of property owned is included in Appendix B.

## Proposals

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

## 6 Other options considered

No other options considered, report is to note only.

## 7 Conclusion

7.1 The Council measures the financial performance of its treasury management activities both in terms of its impact on the revenue budget and its relationship to interest rates as shown in the table below.

Borrowing	Actual Interest Cost 2021/22 £000s	Forecast Interest Cost 2021/22 £000s	Budgeted Interest Cost 2021/22 £000s	Under / (Over) £000s	Actual Interest Rate at 31.3.2022 %
Short-term borrowing	0	0	-9	9	-
Public Works Loan Board	-6527	-6527	-6648	121	3.35
Community Bond	-11	-11	0	-11	1.2
<b>Total borrowing</b>	<b>-6538</b>	<b>-6538</b>	<b>-6657</b>	<b>119</b>	<b>3.34</b>
PFI Debt	-748	-748	-748	0	6.1
<b>Total Debt</b>	<b>-7286</b>	<b>-7286</b>	<b>-7405</b>	<b>119</b>	<b>3.49</b>

## Financial Year 2021/22 Annual Treasury Outturn Report

Investing	Actual Interest Received 2021/22 £000s	Forecast Interest Received 2021/22 £000s	Budgeted Interest Received 2021/22 £000s	(Under)/ Over £000s	Actual Interest Rate YTD %
Short Term Investments	18	18	113	-95	0.04
Cash and Cash Equivalents	13	13	5	8	0.06
Total Treasury Investments	31	31	118	-87	0.05
Pre-paid Pension Contributions (PPC)	123	123	0	123	5.10
Total Treasury Investments (inc PPC)	154	154	118	36	0.05

7.2 The Executive Director for Resources, Section 151 Officer reports that all treasury management activities undertaken during the year complied fully with the CIPFA Code of Practice and the Council's approved Investment & Borrowing Strategy. Compliance with specific investment limits is demonstrated below.

Compliance with Approved Boundaries	Maximum During 2021/22 £m	Actual at 31.3.2022 £m	Operational Boundary 2021/22 £m	Authorised Limit 2021/22 £m	Complied Yes/No
Borrowing	197.5	191.8	282.0	292.0	Yes
PFI and Finance Leases	12.2	11.5	12.0	12.0	No
Total Debt	209.7	203.3	294.0	304.0	N/A

7.3 One instance of non-compliance with both the Operational Boundary and Authorised Limit was identified during the financial year. The boundary was breached due to timing issue relating to the in year payment of the PFI liability. As at 31.3.2022 the Council was compliant with both the Operational Boundary and Authorised Limit.

7.4 The table below details the individual institutional counterparty limits and the Council's compliance during 2021/22. The individual counter party limits (as adopted in the Council's approved Investment & Borrowing Strategy) were complied with throughout the financial year.

Counterparty/Investment Limits	Maximum Invested £m	31.03.2022 Actual Invested £m	2021/22 Individual Counterparty Limit £m	Complied Yes / No
Debt Management Office (DMO)	44.0	10.5	Unlimited	Yes
UK Local Authorities (inc Police, Fire and similar)	25.0	7.0	5.0	Yes - individual counterparty have not been exceeded.
UK Building Societies (ranked 1 - 11 by asset size)	0.0	0.0	5.0	Yes
UK Building Societies (ranked 12 - 21 by asset size)	0.0	0.0	4.0	Yes
UK Building Societies (ranked 22 - 25 by asset size)	0.0	0.0	3.0	Yes
UK Banks and other financial institutions with Moody's short term rating or P1 or equivalent	5.0	3.9	5.0	Yes - individual counterparty have not been exceeded.
UK Banks and other financial institutions with Moody's short term rating or P2 or equivalent	0.0	0.0	4.0	Yes
UK Banks and other financial institutions with Moody's short term rating or P3 or equivalent	0.0	0.0	3.0	Yes
UK based money market funds rated AAAmf	5.0	14.8	5.0	Yes - individual counterparty have not been exceeded.
Registered Charities, Public Sector Bodies and Council owned companies, joint ventures.	0.0	0.0	5.0	Yes

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

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

Maturity Structure	31.3.2022 Actual	Upper Limit	Lower Limit	Complied Yes/No
Under 12 Months	2.60%	0%	50%	Yes
12 Months and within 24 Months	2.58%	0%	50%	Yes
24 Months and within 5 Years	9.21%	0%	50%	Yes
5 Years and within 10 Years	14.20%	0%	50%	Yes
10 Years and Above - see analysis below	71.42%	0%	50%	No
<b>Analysis of 10 Years and Above</b>				
10 Years and within 15 Years	15.06%			
15 Years and within 20 Years	6.70%			
20 Years and within 25 Years	7.10%			
25 Years and within 30 Years	4.31%			
30 Years and within 35 Years	3.63%			
35 Years and within 40 Years	1.07%			
40 Years and within 45 Years	20.84%			
45 Years and within 50 Years	12.71%			
<b>Total 10 Years and Above Inc Commercial Property</b>	<b>71.42%</b>	<b>0%</b>	<b>50%</b>	

Note: Commercial Property Financing 40 Years and within 50 Years

Note: The maturity date of borrowing is the earliest date on which the lender can demand repayment. Time periods start on the first day of each financial year.

**7.7 Principal Sums Invested for Periods Longer than a year:** The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The Council recognises the increasing risk and low returns from short-term unsecured bank investments, however, the period for which funds are invested is determined by the cash flow needs of the Council. Funds are invested for as long as possible, in order to maximise the rate of return, while still ensuring that sufficient funds are available to meet the Council's outgoings. The normal maximum period for which funds may prudently be committed is 12 months. If sufficient funds become available, and market conditions are favourable enough to permit secure longer term investment, funds may, from time to time be invested for longer periods which will offer a better rate of return. However, in order to minimise risk and ensure liquidity, no more than 40% of the Council's funds will be held at any one time in investments longer than 12 months. At 31.3.2022 £18 million of funds were invested beyond the yearend, all of the invested funds will mature before the end of financial year 2022/23.

**7.8** In conclusion the Section 151 Officer is satisfied that treasury management practices in year have been complaint with the regulatory guidance during financial year 2021/22. The Council has operated in accordance with its approved performance management criteria.

## 8 Appendices

8.1 Appendix A – Economic Outlook Position – Arlingclose

8.2 Appendix B – Details of Commercial and Investment Properties held



**Subject to Call-In:**

Yes:  No: X

- 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 X

**Officer details:**

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Tel No: 01635 503225  
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## Appendix A

### Economic Outlook Position – Arlingclose

**Economic background:** The continuing economic recovery from coronavirus pandemic, together with the war in Ukraine, higher inflation, and higher interest rates were major issues over the period.

Bank Rate was 0.1% at the beginning of the reporting period. April and May saw the economy gathering momentum as the shackles of the pandemic restrictions were eased. Despite the improving outlook, market expectations were that the Bank of England would delay rate rises until 2022. Rising, persistent inflation changed that.

UK CPI was 0.7% in March 2021 but thereafter began to steadily increase. Initially driven by energy price effects and by inflation in sectors such as retail and hospitality which were re-opening after the pandemic lockdowns, inflation then was believed to be temporary. Thereafter price rises slowly became more widespread, as a combination of rising global costs and strong demand was exacerbated by supply shortages and transport dislocations. The surge in wholesale gas and electricity prices led to elevated inflation expectations. CPI for February 2022 registered 6.2% year on year, up from 5.5% in the previous month and the highest reading in the National Statistic series. Core inflation, which excludes the more volatile components, rose to 5.2% y/y from 4.4%.

The government's jobs furlough scheme insulated the labour market from the worst effects of the pandemic. The labour market began to tighten and demand for workers grew strongly as employers found it increasingly difficult to find workers to fill vacant jobs. Having peaked at 5.2% in December 2020, unemployment continued to fall and the most recent labour market data for the three months to January 2022 showed the unemployment rate at 3.9% while the employment rate rose to 75.6%. Headline 3-month average annual growth rate for wages were 4.8% for total pay and 3.8% for regular pay. In real terms, after adjusting for inflation, total pay growth was up 0.1% while regular pay fell by 1.0%.

With the fading of lockdown – and, briefly, the 'pingdemic' – restraints, activity in consumer-facing sectors improved substantially as did sectors such as oil and mining with the reopening of oil rigs but materials shortages and the reduction in the real spending power of households and businesses dampened some of the growth momentum. Gross domestic product (GDP) grew by an upwardly revised 1.3% in the fourth calendar quarter of 2021 according to the final estimate (initial estimate 1.0%) and took UK GDP to just 0.1% below where it was before the pandemic. The annual growth rate was revised down slightly to 7.4% (from 7.5%) following a revised 9.3% fall in 2020.

Having increased Bank Rate from 0.10% to 0.25% in December, the Bank of England hiked it further to 0.50% in February and 0.75% in March. At the meeting in February, the Monetary Policy Committee (MPC) voted unanimously to start reducing the stock of its asset purchase

scheme by ceasing to reinvest the proceeds from maturing bonds as well as starting a programme of selling its corporate bonds.

In its March interest rate announcement, the MPC noted that the invasion of Ukraine had caused further large increases in energy and other commodity prices, with the expectation that the conflict will worsen supply chain disruptions around the world and push CPI inflation to around 8% later in 2022, even higher than forecast only a month before in the February Monetary Policy Report. The Committee also noted that although GDP in January was stronger than expected with business confidence holding up and the labour market remaining robust, consumer confidence had fallen due to the squeeze in real household incomes.

**Financial markets:** The conflict in Ukraine added further volatility to the already uncertain inflation and interest rate outlook over the period. The Dow Jones started to decline in January but remained above its pre-pandemic level by the end of the period while the FTSE 250 and FTSE 100 also fell and ended the quarter below their pre-March 2020 levels.

Bond yields were similarly volatile as the tension between higher inflation and flight to quality from the war pushed and pulled yields, but with a general upward trend from higher interest rates dominating as yields generally climbed.

The 5-year UK benchmark gilt yield began the quarter at 0.82% before rising to 1.41%. Over the same period the 10-year gilt yield rose from 0.97% to 1.61% and the 20-year yield from 1.20% to 1.82%.

The Sterling Overnight Rate (SONIA) averaged 0.39% over the quarter.

**Credit review:** In the first half of FY 2021-22 credit default swap (CDS) spreads were flat over most of period and are broadly in line with their pre-pandemic levels. In September spreads rose by a few basis points due to concerns around Chinese property developer Evergrande defaulting but then fell back. Fitch and Moody's revised upward the outlook on a number of UK banks and building societies on the Authority's counterparty to 'stable', recognising their improved capital positions compared to 2020 and better economic growth prospects in the UK.

Fitch also revised the outlook for Nordea, Svenska Handelsbanken and Handelsbanken plc to stable. The agency considered the improved economic prospects in the Nordic region to have reduced the baseline downside risks it previously assigned to the lenders.

The successful vaccine rollout programme was credit positive for the financial services sector in general and the improved economic outlook meant some institutions were able to reduce provisions for bad loans. However, in 2022, the uncertainty engendered by Russia's invasion of Ukraine pushed CDS prices modestly higher over the first calendar quarter, but only to levels slightly above their 2021 averages, illustrating the general resilience of the banking sector.

Having completed its full review of its credit advice on unsecured deposits, in September Arlingclose extended the maximum duration limit for UK bank entities on its recommended lending list from 35 days to 100 days; a similar extension was advised in December for the non-UK banks on this list. As ever, the institutions and durations on the Council's counterparty list recommended by Arlingclose remains under constant review.

## Appendix B

## Listing of Commercial and Investment Property held by the Council as at 31.3.2022

### Commercial property held at 31 March 2022

Name and address of property	Property type	Value at 31 Mar
		2022 £'000
Dudley Port Petrol Filling Station, Tipton	Petrol Filling Station	3,765
79 Bath Road, Chippenham	Retail Warehouse	11,775
Lloyds Bank, 104 Terminus Road, Eastbourne	Retail	1,800
Aldi/Iceland, Cleveland Gate Retail Park, Gainsborough	Retail Warehouse	6,300
303 High Street and 2 Waterside South, Lincoln	Retail	2,950
3&4 The Sector, Newbury Business Park	Office	18,010
Sainsbury's, High Street, North Allerton	Retail	7,185
Ruddington Fields Business Park, Mere Way, Nottingham	Office	7,200
<b>Total value</b>		<b>58,985</b>

### Investment property held at 31 March 2022

Name and address of property	Property type	Value at 31 Mar
		2022 £'000
The Stone Building, The Wharf, Newbury	Café	31
Pelican Lane Creche, Pelican Lane	Children's Nursery	0
Rainbow Nursery, Priory Road, Hungerford	Children's Nursery	40
Clappers Farm/Beech Hill Farm, Grazely	Tenanted Smallholding	1,800
Bloomfield Hatch Farm, Grazely	Tenanted Smallholding	1,100
Shaw Social Club, Almond Avenue, Shaw	Community Centre	70
Swings n Smiles, Lower Way, Thatcham	Children's Day Centre	400
Units 1 to 7, Kennet Enterprise Centre, Hungerford	Industrial	565
London Road Industrial Estate, Newbury	Industrial	9,565
<b>Total value</b>		<b>13,571</b>

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# Cultural Heritage Strategy Delivery Plan (2021-2026)

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<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	22 September 2022
<b>Portfolio Member:</b>	Councillor Howard Woollaston
<b>Date Portfolio Member agreed report:</b>	22 August 2022
<b>Report Author:</b>	Nicola Peacock
<b>Forward Plan Ref:</b>	EX4120

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## 1 Purpose of the Report

1.1 The purpose of the report is:

- (a) To present the Cultural Heritage Strategy Delivery Plan (2021-2026) for approval.
- (b) To highlight that funding offers have been secured from partners, with agreements pending for the proposed West Berkshire Local Cultural Education Partnership (LCEP), a key project included in the Cultural Heritage Strategy Delivery Plan.
- (c) Funding for a West Berkshire LCEP is as follows: £10k from Arts Council England for Phase I. Three year match funding up to the value of £150k from Greenham Trust (pending). The council has already committed £50k from COMF funding. To meet the potential offer from Greenham Trust, the council would be required to contribute up to £50k per annum for years 2023/24 and 2024/25. It is important to note: The following option would reduce the budget required from the council:  
  
Should the council approval a contribution lower than 50k per annum for years 2023/24 and 2024/25, there is potential to negotiate a proportional reduction in match funding from Greenham Trust.
- (d) To highlight that a project within the Delivery Plan has been approved for inclusion in the council's UKSPF submission. Funding will enable project delivery.
- (e) To highlight that a request for council Revenue/Transformation Funding will be made to fund a fixed term post with the sole purpose of delivering the approved Cultural Heritage Strategy and associated Delivery Plan for a 3 year period in line with the duration of the Delivery Plan.
- (f) Approval of this Delivery Plan will enable the council to make applications for funds to realise projects, including partnership bids with and other council teams.

- (g) To seek agreement of the process for monitoring, updating and reporting progress of the Delivery Plan.

## 2 Recommendation

2.1 That the Executive:

- (a) Approve the Cultural Heritage Strategy Delivery Plan (2021 – 2026) as included in Appendix C.
- (b) Agree the proposed process for monitoring, updating and reporting on the progress of the Plan detailed in section 5 of this report.

## 3 Implications and Impact Assessment

Implication	Commentary
<p><b>Financial:</b></p>	<p>Adoption of the Delivery Plan has the following financial implications.</p> <p>Revenue budgets</p> <p>The majority of projects to be delivered by Shaw House and the Museum will be funded through existing budget allocation.</p> <p>Cross service projects will be delivered through a combination of revenue budgets e.g. Public Health and Wellbeing, Economic Development, Education Service, and external funding.</p> <p>Cross service and external partner projects will be delivered through either:</p> <ul style="list-style-type: none"> <li>(a) a combination of revenue budgets and external funding</li> <li>(b) external funding</li> </ul> <p>Where relevant, applications to council funds will be made, including for ‘seed’ or match funding to enable the council to bid for external funds</p> <p>The Council’s Project Management Methodology (PMM) and forward planning will be used for relevant projects, to seek the required additional funding through the budget setting process. The Culture and Leisure Programme Board provides the governance for this area of work and will have an overview of any financial implications as delivery progresses.</p>



	<p>For the development and delivery of a West Berkshire Cultural Education Partnership (LCEP) a key project included in the Delivery Plan, a total of up to £160k of external funding has been offered. This is broken down as:</p> <p>£10k, Arts Council England for Phase I.</p> <p>Up to £50k per annum for three years from Greenham Trust (pending) for Phase II.</p> <p>Funding from Greenham Trust is conditional on match funding from the council. The council has allocated £50k from Contain Outbreak Management Fund (COMF) for year 1. The council would be required to contribute up to £50k per annum for the financial years 2023/24 and 2024/25. To note: Should the council approval a contribution lower than 50k per annum for years 2023/24 and 2024/25, there is potential to negotiate a proportional reduction in match funding from Greenham Trust.</p> <p>A bid for Council Revenue funding has been made to fund a fixed term post with the sole purpose of delivering the approved 10 year Cultural Heritage Strategy for a 3 year period in line with the duration of the Delivery Plan. Delivery is currently being undertaken by a member of staff on a casual contract.</p> <p>Melanie Ellis 10.8.22</p>
<p><b>Human Resource:</b></p>	<p>Delivery of some actions in the Delivery Plan require additional resource.</p>
<p><b>Legal:</b></p>	<p>It is not envisaged that there are any legal implications for the Delivery Plan.</p>
<p><b>Risk Management:</b></p>	<p>Where relevant project's included in the Delivery Plan will be assessed and risks managed.</p> <p>Risks associated with the implementation of the Delivery Plan will be overseen by the Culture and Leisure Programme Board</p>
<p><b>Property:</b></p>	<p>n/a</p>
<p><b>Policy:</b></p>	<p>The Delivery Plan sets out how over the period of 2021 – 2026 and beyond, the 10 year Cultural Heritage Strategy will be realised. This is one of a number of strategies which contributes to fulfilling the aspirations set out in the West</p>

	<p>Berkshire 2036 Vision, which itself is a key component of the council's policy making in the years to 2036.</p> <p>The 10 year Cultural Heritage Strategy and accompanying Delivery Plan aligns and links with a range of other council strategies. These are indicated in the Delivery Plan.</p> <p>It is anticipated, that as other council strategies and plans are developed, further links will be made. This includes the Leisure Strategy, and the West Berkshire Library Service Review and resulting Plan.</p>			
	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equalities Impact:</b>				
<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?	X			This Delivery Plan has a strong emphasis on increasing access to, and engagement with cultural heritage. A proportion of projects have a particular focus on those with protected characteristics.
<b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	X			This Delivery Plan has a strong emphasis on increasing access to, and engagement with cultural heritage, training and mentoring opportunities, and reducing health inequalities. A proportion of projects have a particular focus on those with protected characteristics.
<b>Environmental Impact:</b>	X			Projects in the Cultural Heritage Strategy Delivery Plan will be undertaken where required, in consultation with the Environment Service.
<b>Health Impact:</b>	X			This Plan has a strong Health and Wellbeing component, with projects which focus on improving the Health and Wellbeing outcomes for people within the District.

<b>ICT Impact:</b>		X		There is not a significant impact on ITC Services from the Cultural Heritage Strategy Delivery Plan. Where projects have a requirement that involves this Service this will be highlighted to the relevant Boards.
<b>Digital Services Impact:</b>		X		This Plan includes some projects which may require the support of Digital Services. As necessary this will be highlighted to the relevant Boards.

<p><b>Council Strategy Priorities:</b></p>	<p>X</p>		<p>This Plan will contribute to the following Council priorities:</p> <p>Enhance the arts, culture and leisure offering of the District: Implement the West Berkshire Cultural Heritage Strategy to improve access for all and promote health and wellbeing. Identify and deliver projects which support the 6 strategic themes in the strategy to improve the arts, culture and the local heritage.</p> <p>Support businesses to start, develop and thrive in West Berkshire through partnership working, joint applications for funding and securing inward investment. To develop cultural heritage tourism to increase spend and support economic development, and the day and night time economy.</p> <p>Improve the Health &amp; Wellbeing of our residents by increasing participation in physical activities, for example. Creative and Heritage Health Walks.</p> <p>Improve mental health and wellbeing by increasing participation in projects for example Links to Thrive - Creative Social Prescribing.</p> <p>Support engagement in education, employment or training and life-long learning including through the development of a West Berkshire Cultural Education Partnership, mentoring and training opportunities, including those who are currently underrepresented in the cultural heritage sector.</p> <p>Minimise the impact on the environment when delivering our services by ensuring that the recommendations of the Environment Strategy that relate to activity, are supported and adopted.</p> <p>Expand our work with partner organisations and communities to improve services for local residents and to tackle inequalities, through a range of projects</p>
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				set out in the Delivery Plan including activities at the Museum, Shaw House, and with partners.
<b>Core Business:</b>	X			<p>The successful implementation of the Plan should positively support the council's core business.</p> <p>Developing projects which engage people in culture, and enhance the arts, culture and leisure offering of the district, with joint actions to be planned and delivered with the Library Service and emerging Leisure Strategy and Delivery Plan.</p> <p>Supporting education through the development of projects and a West Berkshire Cultural Education Partnership</p> <p>Ensuring the wellbeing residents across a wide demographic through a range of partnership projects.</p> <p>Economic development through supporting the sustainability of our cultural heritage organisations, businesses, and individual arts/heritage professionals. Developing a cultural heritage tourism offer.</p>
<b>Data Impact:</b>		X		It is not envisaged that there will be a data impact resulting from the Cultural Heritage Strategy Delivery Plan (2021 – 2026).

<p><b>Consultation and Engagement:</b></p>	<p>The development of the Delivery Plan reflects the partnership approach outlined in the Strategy. It was developed in three phases (see below) to ensure engagement with key parties. This built on the consultation undertaken to inform the 10 year Cultural Heritage Strategy, this included public, partners, stakeholder, and town and parish council consultation.</p> <p>Cultural Heritage Strategy Delivery Board</p> <p>A temporary board was convened to input into the Delivery Plan. The Board included parish and town councils, representation from the culture and heritage, and voluntary sector.</p> <p>External Partner and Stakeholder Liaison</p> <p>External partners were engaged with to identify links with existing or planned projects, and consider options for new projects.</p> <p>Council Service Engagement and Liaison</p> <p>Identify opportunities to work jointly on existing and planned projects within the council, and consider options for new projects.</p> <p>Finance/Budgets: Melanie Ellis</p>
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## 4 Executive Summary

- 4.1 The purpose of this report is to present the Cultural Heritage Strategy Delivery Plan (2021-2026) which incorporates changes in response to feedback received from a recent Council Leadership Team meeting, the Culture and Leisure Programme Board, and liaison with individual senior council officers and teams. It sets out the way in which the Delivery Plan will be monitored, updated and reported so that progress on project delivery can be tracked.
- 4.2 The Strategy covers a ten year life span. Initially the Delivery Plan covered the same time period, however, in order to make this a more manageable document, it was recommended by the previous Chief Executive of West Berkshire Council, Nick Carter, that it should be reduced to five years. The Delivery Plan reflects this decision.
- 4.3 This is the first time the Council has developed a Strategy and associated Delivery Plan which encompasses cultural heritage as defined by the Department of Digital Culture Media and Sport. The breadth of the definition is reflected in the Strategy and accompanying Delivery Plan. In brief, the definition covers arts, culture, and heritage in all its forms, including traditional arts, digital, publishing, design, literature, contemporary arts, performing arts, creative projects delivered in the community, arts and culture as a means of improving lives including health and wellbeing, social

cohesion, place making, and heritage – namely folklore, local stories and traditions, built heritage and the historic landscape.

- 4.4 The development of a Cultural Heritage Strategy Delivery Plan is particularly important at this time. It provides recognition of, and a clear commitment to, cultural heritage in its broadest sense, by the council. We know through feedback from locally based arts, culture and heritage organisations, this will assist them in their planning, and relations with bodies such as Arts Council England, and can be cited in for example, applications for funding. For example, both the Watermill Theatre and Newbury Corn Exchange are currently making applications to Arts Council England for National Portfolio Organisation status which secures funding for three years. These organisations have reported the council Strategy and Delivery Plan will strengthen their applications.
- 4.5 The approach to the development of the Delivery Plan has provided a platform for liaison with teams across the council, and an opportunity to work in a more joined up way, and should result in our maximising opportunities and resources.
- 4.6 The Delivery Plan takes a partnership approach, working with external partners and stakeholders, some which have been identified through the development of this Plan. It should be acknowledged this comes with potential complications and risks, however, through careful planning these can be mitigated to a greater extent.
- 4.7 The resourcing of actions in the Delivery Plan include projects which rely on securing external funding, with a contribution from the council as ‘seed’ or match funding. It should be noted, this is likely to result in some projects being adapted, where possible, to the sum of funds received, or not being realised. Through forward planning and risk management, the impact on project delivery can, in most instances, be mitigated.
- 4.8 There is no capacity within the Culture & Libraries Team to deliver the 10 year Cultural Heritage Strategy and Delivery Plan. A bid for Transformation Funding will be submitted to resource a fixed term post.
- 4.9 The proposed Delivery Plan is included in Appendix C. It will remain a ‘live’ document with progress monitored through a proposed Cultural Heritage Delivery Project Group, which will report to the Culture and Leisure Programme Board. This is outlined in section 5.

## **5 Supporting Information**

### **Introduction**

- 5.1 The purpose of this report is to highlight how the Cultural Heritage Strategy Delivery Plan (2021– 2026) has been developed, and to present the Plan for approval. Secondly, the report seeks agreement of the process for monitoring, updating and reporting progress in relation to the Delivery Plan.

### **Background**

- 5.2 The 10 year Cultural Heritage Strategy was approved by the Executive on 14 January 2021. The accompanying Delivery Plan was then developed. The Plan covers a five year period (2021-2026), will be fully reviewed on an annual basis, and developed to

ensure the council delivers on the strategic themes and objectives cited in the 10 year Cultural Heritage Strategy.

### **Development of the Cultural Heritage Strategy Delivery Plan**

- 5.3 A comprehensive Cultural Heritage Strategy Delivery Plan has been developed to facilitate the vision and aspirations set out in the 10 year Cultural Heritage Strategy. It provides a framework for actions which includes timescales, responsibilities, potential partners, potential funders, resource, measures, and links to council strategies and plans.
- 5.4 In order to provide a direct correlation with the Strategy, the Delivery Plan uses the six key themes identified in the strategy as the framework for setting out what will be delivered. The Plan takes a holistic approach with the vast majority of projects delivering on multiple strategic themes.
- 5.5 These are as follows:
- Sustainability
  - Health & Wellbeing
  - Education, Training and Employment
  - Access
  - Heritage and the Historic Environment
  - Economic Development
- 5.6 The Delivery Plan has been developed through three key phases in order to reflect the breadth and scope of the Cultural Heritage Strategy, the partnership and joined up working across the council approach to delivery.

### **Phase I: Cultural Heritage Strategy Delivery Board**

A Cultural Heritage Strategy Delivery Board was temporarily established with a membership of representation from town and parish councils, arts and culture organisations, West Berkshire Voluntary Service, West Berkshire Heritage Forum, and West Berkshire officers and Members. The Board was chaired by Cllr. Howard Woollaston, Portfolio Holder, Leisure and Culture.

- 5.7 The purpose of the Board was to identify and propose existing and new projects for inclusion in the Plan. Following consideration, a selection of projects were approved.
- 5.8 The Cultural Heritage Strategy Delivery Board completed its agreed remit in September 2021.



## Phase II: External Partner and Stakeholder Liaison

5.9 External partners and stakeholders were engaged in the development of the Delivery Plan. This was to identify links with non- council strategies, policies and plans, with existing and planned projects, and the development of new ones.

## Phase III: Council Service Engagement and Liaison

5.10 Senior officers and teams across the council were consulted. Opportunities for joint working were identified for both existing projects and for new ones.

5.11 The overall approach taken to developing and delivering the Plan seeks to maximise existing resources, opportunities to secure external funding and investment, in order to deliver strategic aims and objectives.

## Resource

5.12 Following feedback from the Council Executive and senior officers regarding the resourcing of the Delivery Plan, it should be noted, the realisation of a significant proportion of actions are either solely, or predominantly, dependent on successfully securing external funds with 'seed' or match funding from the council being required to support these funding bids.

5.13 It is important to recognise, given the impact of the pandemic on the cultural heritage sector, competition for funding is high. This may result in a proportion of projects being adapted, or not being delivered.

5.14 It should be noted that there is no capacity within the Culture and Libraries staff establishment to progress this Delivery Plan. Successful implementation of the Delivery Plan is dependent on the provision of Transformation Funding for a 3 year fixed term post to deliver the Cultural Heritage Strategy Delivery Plan (2021-2026).

## Strategic Themes and Summary of Actions

5.15 The Delivery Plan sets out actions in six strategic themes below. However, it should be noted, the majority of projects deliver on multiple themes. This is indicated in the Plan.

### Sustainability

5.16 The impact of the pandemic on the cultural heritage sector has been considerable, and the Strategy and Delivery Plan includes actions which aim to support the economic sustainability of organisations, small and medium enterprises, and individuals working in our district. This is also reflected in proposed actions to develop cultural heritage tourism.

### Health and Wellbeing

5.17 The Strategy includes evidence that engaging in arts and cultural activity, and being in heritage settings and historic landscapes is beneficial to our health. The health and wellbeing of our communities has been impacted by the pandemic and many people participated in, or re-engaged with, creative activity which helped them through the pandemic, and connected people with each other during periods of lockdown reducing

social isolation. The Delivery Plan includes projects which aim to support and improve resident's health and wellbeing.

#### Education, Training and Employment

- 5.18 In developing the 10 year Cultural Heritage Strategy, evidence including that presented in the West Berkshire Vision 2036, and Council Strategy was considered. As a result, the Strategy recommended the council considered the formation of a West Berkshire Local Cultural Education Partnership (LCEP) to address identified issues.
- 5.19 Data suggests those children and young people from lower socio-economic backgrounds have been further disadvantaged as a result of the pandemic. This includes increased anxiety regarding school, transition through statutory education, and a negative impact on social and communication skills. These factors result in a decrease in school attendance, learning outcomes, and academic attainment, which can result in reduced opportunities through life. This is an area identified as potential priority project for a West Berkshire LCEP.
- 5.20 Work has been undertaken to explore the viability of a West Berkshire LCEP. Both within the council and externally there is support, and a group of core partners has been identified. Proposed projects have been identified with Education Services.
- An initial grant of £10k to establish a West Berkshire LCEP, undertake consultation, and develop a three year delivery plan, has been offered by Artswork (an Arts Council England Bridge Organisation with responsibility for engagement with children and young people in the South East).
  - Greenham Trust have offered up to £50k per annum for project delivery for an initial three year period. This conditional on match funding from the council.
  - £50k from the council's Contain Outbreak Management Fund (COMF) has been allocated for year one. . The council would be required to contribute up to £50k per annum for the financial years 2023/24 and 2024/25. It may be possible to negotiate the proposed match funding, with a reduced financial commitment from the council and proportional reduction from Greenham Trust.
  - To note:
  - A condition of claiming the £10k from Artswork is a commitment from the council including financial support for the project.

#### Local Cultural Education Partnerships

- (a) There are 140 LCEP's nationwide. They involve collaborative working with a wide range of partners, including from the cultural, education, higher education, youth, health, criminal justice, voluntary, and commercial creative sectors.

LCEP's aim:

- (b) To increase children and young people's access to professional, high quality cultural opportunities, and to use a creative, arts based approach to engaging

children and young people to improve their lives, life chances, and tackle social issues such as health inequality.

- (c) Identify and respond to local need, providing a flexible approach to planning, delivery and evaluation, whilst benefitting from being part of a network across England.
- (d) Provide Continuous Professional Development and training opportunities for education, healthcare, and other professionals whose focus is working with children and young people.
- (e) LCEPs are supported by Arts Council England's network of Bridge Organisations, who provide developmental and strategic support relevant to their stage of development and need. They are the means by which Department of Digital Culture Media and Sport and Department for Education funds are made available to LCEP's. Artswork is the Bridge Organisation for the South East of England. Bridge Organisations are responsible for leading on the strategic delivery of arts and culture programmes for children and young people.

#### Access

- 5.21 The Delivery Plan includes a range of actions which aim to provide and increase resident's access to our districts cultural heritage, including greater representation of, and engagement with, the increasing diversity within our communities. Place-making and improved social cohesion through intergenerational community public art projects across our district are included in the Plan.
- 5.22 Mentoring and community engagement opportunities with those currently under represented in our offer with for example, the Museum, are to be introduced through the development of this Plan.

#### Heritage and the Historic Environment

- 5.23 The Delivery Plan in its original form, included a broader definition of 'heritage and the historic environment' in line with the Strategy, and projects under this heading reflected this. However, as a result of discussions with senior officers and external partners, the Delivery Plan was revised. The scope has been reduced to ensure projects within the Plan align with the remit of Culture & Libraries, which does not include, for example, undertaking or overseeing local listings, or updating the Heritage at Risk Register.
- 5.24 A number of projects including the above, were proposed by the West Berkshire Heritage Forum. Following consultation with colleagues in Development and Planning, it was agreed these would be removed from the Cultural Heritage Delivery Plan (2021-2026) and be progressed with the Development and Regulation Service. This is due to the nature of these projects which fall, as with other local authorities, within the remit of the Development and Regulation Service. For clarification, this was communicated to the West Berkshire Heritage Forum by the Leader of the Council on 25 February 2022.
- 5.25 Heritage projects not included above, are in the actions in the Delivery Plan either as 'stand-alone' actions, or ones which cover multiple strategic themes. Through these projects we aim to recognise, celebrate, and engage people with our districts heritage.

This ensures within the council we are responding to the strategic theme Heritage and the Historic Environment cited in the 10 year Cultural Heritage Strategy.

#### Economic Development

- 5.26 Given the wealth of cultural heritage across the district, our proximity to London, Oxford, and the South East coast, West Berkshire is well placed to develop a strong tourism offer. This brings with it the potential to generate inward investment through for example, Visit England/Visit South East initiatives, and an uplift in spend within our district through increased visitor numbers. The benefits of which positively impact local businesses and residents through contributing to the day and night time economy across the district.
- 5.27 It is envisaged that through the Delivery Plan, there will be further opportunities to develop projects across the Service, including those with newly identified partners, and as a result be better placed to secure external funding.
- 5.28 As other council plans are developed, there will be opportunities to work jointly. For example, the Leisure Strategy Delivery Plan, where there is crossover with physical activity such as participation in dance which takes place in arts and non-arts settings, across ages, abilities, and backgrounds.
- 5.29 On completion of the West Berkshire Council Library Service Review, further opportunities to work collaboratively to meet joint strategic objectives will be explored and developed. This approach has begun, resulting in for example, the use of branches for Links to Thrive sessions, an arts on prescription programme, and the introduction of library service volunteering and/or involvement in activities once participation in time limited Links to Thrive sessions have ended.

#### **Monitoring, Review and Progress Reporting**

- 5.30 It is proposed that a new Cultural Heritage Task and Finish Group will be formed. This will comprise representatives of organisations who are directly involved in the planning and delivery of projects, and council officers from teams/departments working to develop and deliver projects at a specific time.
- 5.31 The purpose of the group is to plan and deliver projects specified in the Plan. Once a project has been completed, representatives of those organisations working to deliver the project will step down, unless they are involved in the planning and delivery of another Delivery Plan project. This will keep the group focussed and manageable.
- 5.32 The Cultural Heritage Task and Finish Group will report to the Culture and Leisure Programme Board but highlight reports may be required to other boards in the council's governance structure.
- 5.33 Progress of the Delivery Plan will be fully reviewed on an annual basis.
- 5.34 Where necessary, new projects may be added to the Plan to ensure we maximise opportunities which present themselves, whilst remaining focussed on the aims and objectives identified in the Strategy.

5.35 The nature of partnership working inevitably means some projects will be delivered in collaboration with partners not listed in the Plan, as organisations review and change their strategic direction and plans.

5.36 Further cultural heritage activities and projects are highly likely to arise in the future and will be added to the Plan making it a 'live' document which requires regular monitoring.

5.37 Any significant changes, such as additions, deletions or significant changes to actions will be referred from the Cultural Heritage Task and Finish Group to the Culture and Leisure Programme Board for approval.

## 6 Other options considered

6.1 It is acknowledged that there were different methods which could have been used to develop the Delivery Plan, however, the process used was considered to be the most practical and effective given the approach required, resource and time scales available.

## 7 Conclusion

7.19 It is requested that the Executive endorse the Cultural Heritage Strategy Delivery Plan (2021-2026), and approves the process for monitoring, updating and reporting on the progress of the Delivery Plan.

## 8 Appendices

8.1 Appendix A – Equalities Impact Assessment

8.2 Appendix B – Data Protection Impact Assessment – Stage One

8.3 Appendix C – Cultural Heritage Strategy Delivery Plan (2021-2026)

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Background Papers:

The Cultural Heritage Strategy was approved by the Executive on 14 January 2021. The [Cultural Heritage Strategy](#) is published on the council website.

### Subject to Call-In:

Yes:  No:

The item is due to be referred to Council for final approval

Delays in implementation could have serious financial implications for the Council

Delays in implementation could compromise the Council's position

Considered or reviewed by Overview and Scrutiny Management Committee or associated Task Groups within preceding six months

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Item is Urgent Key Decision

Report is to note only

**Wards affected:** The Cultural Heritage Strategy Delivery Plan (2021-2026) will have impacts across the District

**Officer details:**

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**Document Control**

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<b>Author:</b>	Nicola Peacock		
<b>Owning Service</b>	Culture & Libraries/Communities and Wellbeing		

**Change History**

Version	Date	Description	Change ID
1			
2			

## Appendix A

### Equality Impact Assessment (EqIA) - Stage One

<b>What is the proposed decision that you are asking the Executive to make:</b>	To approve the Cultural Heritage Strategy Delivery Plan and the process for reviewing, monitoring and reporting.
<b>Summary of relevant legislation:</b>	
<b>Does the proposed decision conflict with any of the Council's priorities for improvement?</b> <ul style="list-style-type: none"> <li>• Ensure our vulnerable children and adults achieve better outcomes</li> <li>• Support everyone to reach their full potential</li> <li>• Support businesses to start develop and thrive in West Berkshire</li> <li>• Develop local infrastructure including housing to support and grow the local economy Maintain a green district</li> <li>• Ensure sustainable services through innovation and partnerships</li> </ul>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>Name of Budget Holder:</b>	Felicity Harrison
<b>Name of Service/Directorate:</b>	People
<b>Name of assessor:</b>	Nicola Peacock
<b>Date of assessment:</b>	21.04.2022
<b>Version and release date (if applicable):</b>	

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

<b>(1) What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?</b>	
<b>Aims:</b>	To have an approved Cultural Heritage Strategy Delivery Plan.

<b>Objectives:</b>	To plan and co-ordinate projects designed to deliver the Cultural Heritage Strategy and vision.
<b>Outcomes:</b>	To use our districts cultural heritage to improve the lives of residents, support and develop professional culture and heritage organisations and businesses.
<b>Benefits:</b>	Beneficiaries are residents, cultural heritage organisations and businesses, the wider business sector.

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

<b>Group Affected</b>	<b>What might be the effect?</b>	<b>Information to support this</b>
Age	Positive	In response to public, partner and stakeholder engagement undertaken to develop the Strategy, the Delivery Plan includes projects which specifically target this group in order to meet a current gap in provision and identified need. Each project will be monitored and evaluated to determine whether the objective has been met.
Disability	Positive	In response to public, partner and stakeholder engagement undertaken to develop the Strategy, the Delivery Plan includes projects which specifically target this group in order to meet a current gap in provision and identified need. Each project will be monitored and evaluated to determine whether the objective has been met.
Gender Reassignment	Positive	In response to public, partner and stakeholder engagement undertaken to develop the Strategy, the Delivery Plan includes projects which specifically target this group in



		order to meet a current gap in provision and identified need. Each project will be monitored and evaluated to determine whether the objective has been met.
Marriage and Civil Partnership	None	The Delivery Plan is unlikely to have any more impact on a person with a protected characteristic than on anyone else.
Pregnancy and Maternity	None	The Delivery Plan is unlikely to have any more impact on a person with a protected characteristic than on anyone else.
Race	Positive	In response to public, partner and stakeholder engagement undertaken to develop the Strategy, the Delivery Plan includes projects which specifically target this group in order to meet a current gap in provision and identified need. Each project will be monitored and evaluated to determine whether the objective has been met.
Religion or Belief	None	The Delivery Plan is unlikely to have any more impact on a person with a protected characteristic than on anyone else.
Sex	None	The Delivery Plan is unlikely to have any more impact on a person with a protected characteristic than on anyone else.
Sexual Orientation	Positive	In response to public, partner and stakeholder engagement undertaken to develop the Strategy, the Delivery Plan includes projects which specifically target this group in order to meet a current gap in provision and identified need.

		Each project will be monitored and evaluated to determine whether the objective has been met.
<b>Further Comments:</b>		
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.		

<b>(3) Result</b>	
<b>Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>(4) Identify next steps as appropriate:</b>	
<b>EqlA Stage 2 required</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>Owner of EqlA Stage Two:</b>	
<b>Timescale for EqlA Stage Two:</b>	

Name: Nicola Peacock

Date: 20.04.2022

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

Directorate:	People
Service:	Communities and Wellbeing
Team:	Culture and Libraries
Lead Officer:	
Title of Project/System:	Cultural Heritage Strategy Delivery Plan
Date of Assessment:	21.04.2022

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

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

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

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

Cultural Heritage Strategy Delivery Plan – 2021 to 2026

West Berkshire's Cultural Heritage

From work undertaken on the Cultural Heritage Strategy, and through working with partners, stakeholders and parish and town councils to create the Delivery Plan, the following was developed to define:

**Our Cultural Heritage Identity - A rich, unique mix of historic buildings, landscape, waterways, folklore and festivals, with traditional artists/makers through to the contemporary arts, digital industries and film production, reflecting the stories and communities, all within a small district.**

**We will recognise, celebrate and use our cultural heritage to improve the lives of residents, support and develop professional cultural heritage organisations and businesses in the following ways:**

Through:

1. Partnership working and increasing inward investment
2. Creative social prescribing, arts, heritage, landscape and health programmes
3. Place making and social cohesion
4. Increased engagement with education, and using the arts as a means to support children and young people with engaging in education
5. Increased access to arts, culture and heritage
6. Access to and provision of cultural heritage training and employment opportunities
7. Economy – development of cultural heritage tourism, helping to support our cultural heritage sector, and contribution to day and night time economy

Delivery Plan Overview

West Berkshire Council's Cultural Heritage Strategy runs from 2020 – 2030. The Strategy takes a holistic view and the Delivery Plan reflects that approach. The plan covers the period from 2021 to 2026. Some actions are medium or long term, and will be carried forward (subject to review) to the next delivery plan.

- The Cultural Heritage Strategy was designed and written as a partnership document, and the Delivery Plan reflects this.
- This document indicates where actions are linked to multiple strategic themes. This does not necessarily imply actions which meet one strategic theme are less impactful or significant.
- In line with the Cultural Heritage Strategy, projects in the plan respond to the West Berkshire Vision, council strategies and plans, ensuring a cross organisational approach.
- This plan takes into consideration, regional and national strategies from key stakeholders such as the DCMS: Arts Council England, Visit England, and for example, DfE, Historic England, PHE, and local agenda's.
- It should be noted this is a dynamic document and is subject to change in line with shifting sector and community requirements, internal and external factors. This framework provides flexibility, whilst ensuring transparency, and the ability to track progress. •
- This plan will be reviewed annually (subject to agreement)
- West Berkshire Museum is an accredited museum and there are requirements which must be met in order to retain accreditation, these include provision of participatory activity and public access.
- Both West Berkshire Museum and Shaw House having been in receipt of Lottery Funds, are required to have a minimum number of days when they are accessible.
- Core activity for Shaw House currently consists of income generating events and hires.

Performance Measures

Measures and KPIs will be developed in order to track progress and indicate where actions are/are not meeting anticipated targets. Measures will include qualitative and quantitative components, and where appropriate, sector specific methodology.

Timescales

Predicted duration of project from start date to completion.

Short: 1 to 3 years

Medium: 3 to 5 years

Long: 5 years plus

Key

Actions highlighted in blue denote projects/programmes which have commenced

1. Strategic Theme: Sustainability - Ensure our cultural and heritage organisations are sustainable and thrive. This is linked to Economic Development																	
Action: What will be delivered to meet Themes and Objectives	Location	Responsibility	Timescale		Performance Measures	Potential External Partners	Resources	Cost	Funding Available	Indicative Funding Gap	Funding Source	Strategic Themes					Links to WBC Plans/Strategies
			Start	End								Health and Wellbeing	Education, Training and Employment	Access	Historic Environment	Economic Development	
1.1 Fundraising and development plan: Identify to research and schedule applications for projects. Where possible take a cross council approach to maximise fundraising potential	n/a	C&L with WBC services and external partners	2022	Long Term	Develop and utilise plan	Strategic level project partners to contribute to document as required, and to work in partnership to develop bids for submission	WBC Officers: C&L in liaison with WBC Officers depending on proposed projects e.g. PH&W, Economy, Development & Planning	Staff resource				X	X		X	X	
1.2 Funding applications, corporate sector sponsorship and CSR schemes, for projects/programmes to lever inward investment and realise project/programmes	District Wide	C&L, working with WBC services	Commenced	Long Term	Submit applications for funding to realise projects/programme. Timescale project/programme dependent. Make approaches to corporate sector for financial support to realise projects/programmes. Timescale project/programme dependent	As required per project/programme	WBC Officers: C&L in liaison with WBC Officers depending on proposed projects e.g. PH&W Economy Development & Planning	Staff resource				X	X		X	X	
1.3 Newbury Town Centre Master Plan: Joint Working with Economy																	
1.3.1 Ensure arts, culture and heritage organisations, SME's, and individual artists/makers are engaged with discussions	Newbury	C&L with Economy	Long Term	Long Term	Consultation to include arts, culture and heritage organisations, culture SME's and individual artists/makers re: Newbury Town Centre Master Plan	Newbury BID Local businesses Creative Industries	WBC Officers: C&L in liaison with Development & Planning/Economy Potential Funding: Central Government Schemes CIL ACE Visit England/South East	Staff resource					X		X	X	Economic Development Strategy Recovery and Renewal Strategy
1.3.2 Contracts and Commissioning: Inclusion where possible, of local/regional creative industries in the design and delivery of the project in order to financially support and benefit local/regional creative industries e.g. commissioning of wayfinding, public art	District Wide	C&L with Economy	Medium Term	Medium Term	Where possible contract local/regional based artists/makers/SME. Timescale dependent on project plan	Newbury BID Local businesses Creative Industries	WBC Officers: C&L in liaison with Development & Planning/Economy Potential Funding: Central Government Schemes CIL ACE Visit England/South East	Unknown, dependent on final development plans.			WBC, external funding, corporate sponsorship		X		X	X	Economic Development Strategy Recovery and Renewal Strategy Environment Strategy
1.3.3 Marketing and Comms: Arts, culture and heritage organisations, SMEs, and individual artists/makers benefit from this large scale project through marketing to promote Newbury and signposting to locations across West Berkshire. Linked to Economy and tourism	District Wide	C&L with Economy	Long Term	Long Term	Inclusion of information re: local artists/makers/SME across the district in promotional material, marketing and Comms. re: the town centre development on completion. Promotional material to be distributed via range of channels for local/domestic visitors. Dependent on New Town Centre project/timescales.	Newbury BID Local businesses Creative Industries	WBC Officers: C&L in liaison with Development & Planning/Economy Potential Funding: Central Government Schemes CIL ACE Visit England/South East	Unknown.			WBC, external funding		X		X	X	Economic Development Strategy Recovery and Renewal Strategy
1.4 Audience/visitor insight Project																	
1.4.1 Commission insight project to gather data on existing audiences/visitors, leading to targeted activity, marketing and comms. To increase attendance/participation rates and generate income	Newbury	C&L	Short Term	Short Term	Museum: Develop 1 survey form. Shaw House: Develop 1 survey.	Audience Agency Arts Council Museum Development.	WBC Officers: C&L Existing budget allocation				Existing Budget				X	X	Economic Development Strategy Recovery and Renewal Strategy

1.4.2	Audience/visitor development project: trial ways to increase audiences/visitors	Newbury	C&L	Short Term	Short Term	Museum and Shaw House : Trial min. of 1 project per site.		WBC Officers: C&L	Unknown			WBC, external funding				X	X	Economic Development Strategy Recovery and Renewal Strategy
1.4.3	Tracking of attenders/visitor to test efficacy of audience /participant development project	Newbury	C&L	Short Term	Short Term	Track no. of visitors to gauge level of increase. Target % increase TBC dependent on baseline figure from visitor insight project above.		WBC Officers: C&L Existing budget allocation				Existing Budget				X	X	Economic Development Strategy Recovery and Renewal Strategy
<b>1.5 Undertake a Culture &amp; Heritage Capital Assessment</b>																		
1.5.1	In line with DCMS formula to be released, undertake a culture and heritage capital assessment for internal and external use. Link with Defra Natural Capital assessment for West Berkshire	District Wide	C&L	Medium Term	Medium Term	Complete	DCMS Defra District wide cultural heritage organisations AONB BBOWT	WBC Officers: C&L Performance & Research Development & Regulation Economic Development Environment	Staff resource				X	X		X	X	Health & Wellbeing Strategy Economic Development Strategy Environment Strategy Recovery and Renewal Strategy
<b>2. Strategic Theme: Health and Wellbeing – Contribute to the improvement of the health and wellbeing off all our residents</b>																		
	<b>Action: What will be delivered to meet Themes and Objectives</b>	<b>Location</b>	<b>Responsibility</b>	<b>Timescale</b>		<b>Performance Measures</b>	<b>Potential External Partners</b>	<b>Resources</b>	<b>Cost</b>	<b>Funding Available</b>	<b>Indicative Funding Gap</b>	<b>Funding Source</b>	<b>Strategic Themes</b>					<b>Links to WBC Plans/Strategies</b>
				<b>Start</b>	<b>End</b>								<b>Sustainability</b>	<b>Education, Training and Employment</b>	<b>Access</b>	<b>Historic Environment</b>	<b>Economic Development</b>	
<b>2 Links to Thrive - Creative Social Prescribing: Partnership Project with PH&amp;W and External Partners</b>																		
2.1	Creative social prescribing programme. Sessions developed and delivered by arts organisations in partnership with social prescribers and GP Practices Phase I: Develop a pilot project to develop relationships with partners and trial a range of sessions. Links to Thrive Project Phase 1 commenced. Continuation subject to funding	District Wide	C&L PH&W	Short Term	Short Term	Evaluate pilot project: KPIs: participant no. targets, measure improvements in mental health and wellbeing	The Corn Exchange CCG's	WBC Officers: C&L PH&W WBC investment currently via PH&W Potential Funding Greenham Trust National Lottery Fund National Academy of Social Prescribing CCG's ACE	Delivery: 51,600 Evaluation: 10,918 WBC contribution: 21,718.13	Funding secured	n/a	WBC, Greenham Trust, Corn Exchange	X		X			Health and Wellbeing Strategy
2.1.2	Phase II: Develop and expand provision based on learning from Phase I	District Wide	C&L PH&W	Medium Term	Medium Term	TBC on success of pilot - Roll out the creative social prescribing programme across West Berkshire  % of participants who said that their mental health and sense of wellbeing had improved following the creative social prescribing programme (via survey) Increase the number of beneficiaries	The Corn Exchange CCG's	WBC Officers: C&L PH&W WBC investment currently via PH&W Potential Funding Greenham Trust National Lottery Fund National Academy of Social Prescribing CCG's ACE	Delivery: 42,850 WBC contribution: 10,500	Funding secured	n/a	WBC, Greenham Trust, Corn Exchange	X		X			Health and Wellbeing Strategy
<b>2.2 Creative Wellbeing Walks - Landscape/ Historic Landscape</b>																		
Guided walks in the landscape and responding to the landscape through painting, photography, sketching, creative writing																		
2.2.1	Phase I: Pilot/taster sessions	District wide - according to demand	C&L	Short Term	Short Term	Develop and deliver taster sessions in a minimum of 2 locations. Gather informal feedback re: enjoyment level and sense of wellbeing.	BBOWT AONB City Arts The Corn Exchange	WBC Officers: C&L PH&W Active Travel/Planning & Countryside  WBC investment. Currently via PH&W	2,000	2,000	n/a	WBC	X		X	X		Health & Wellbeing Strategy Active Travel Plan Environment Strategy Recovery and Renewal Strategy
2.2.2	Phase II: Develop Phase I and offer programme more widely. Include creative sessions to develop paintings, writing started and inspired by walks. Sessions to take place at local venues e.g. village halls, library branches, community café's	District wide - according to demand	C&L	Medium Term	Medium term	Depending on results of taster sessions set up a sustainable creative wellbeing walks scheme. Min. of 2 locations. Monitor impact on health and wellbeing to measure improved mental health	BBOWT AONB City Arts The Corn Exchange	WBC Officers: C&L PH&W Active Travel/Planning & Countryside  WBC investment  Potential Funding: Greenham Trust National Lottery Fund Trusts/foundations	5,000 per annum		5,000 per annum	WBC, external funding	X		X	X		Health & Wellbeing Strategy Active Travel Plan Environment Strategy Recovery and Renewal Strategy
<b>2.3 Creative Heritage and Wellbeing Walks; Historic towns and villages</b>																		
Guided walks, responding to buildings and scenes through painting, photography, sketching, creative writing																		
2.3.1	Phase I: Pilot scheme through taster sessions	District wide - according to demand	C&L	Short Term	Short Term	Develop and deliver taster sessions in a minimum of 2 locations. Gather informal feedback re: enjoyment level and sense of wellbeing.	City Arts The Corn Exchange Local history societies WB Heritage Forum	WBC Officers: C&L PH&W Active Travel/Planning & Countryside  Potential Funding: Greenham Trust National Lottery Fund Trusts/foundations	3,000		3,000	WBC, external funding	X		X	X		Health & Wellbeing Strategy Active Travel Plan Environment Strategy Recovery and Renewal Strategy
2.3.2	Phase II: Develop Phase I and offer more widely. Include creative sessions to develop creative work at local venue e.g. village halls, library branches, community café's	District wide - according to demand	C&L	Medium Term	Medium Term	TBC Depending on results of taster sessions set up a sustainable creative wellbeing walks scheme. Min. of 2 locations. Monitor impact on health and wellbeing to measure improved mental health. Evaluation framework TBC	City Arts The Corn Exchange Local history societies WB Heritage Forum	WBC Officers: C&L PH&W Active Travel/Planning & Countryside  Potential Funding: Greenham Trust National Lottery Fund Trusts/foundations	Dependent on pilot: 3,000 (est) per annum		3,000 per annum	WBC, external funding	X		X	X		Health & Wellbeing Strategy Active Travel Plan Environment Strategy Recovery and Renewal Strategy
<b>2.4 Green Choirs</b>																		
Singing in green space/landscape including long covid recovery																		
2.4.1	Phase I: Pilot sessions Deliver as part of Links to Thrive	District wide - according to demand	C&L PH&W	Short Term	Short Term	Develop and deliver pilot sessions in 2 locations. Measure % who report an improvement in their mental health and wellbeing. Specific evaluation re: those with long covid. Evaluation framework TBC	Corn Exchange Watermill Theatre Berkshire Maestro's Community Choirs BBOWT AONB	WBC Officers: C&L  Potential Funding: Greenham Trust National Lottery Fund Trust/Foundations	Delivery: 7,000 Evaluation: 5,000		Delivery: 7,000 Evaluation: 5,000	WBC, external funding	X		X	X		Health & Wellbeing Strategy
2.4.2	Phase II: Develop Phase I. Work with more choirs and offer more widely	District wide - according to demand	C&L PH&W	Medium Term	Medium Term	Depending on results of taster sessions set up a sustainable creative wellbeing walks scheme. Min. of 2 locations. Monitor impact on health and wellbeing to measure % improvement in mental health and wellbeing on a regular basis. Evaluation framework TBC	Corn Exchange Watermill Theatre Berkshire Maestro's Community Choirs BBOWT AONB	WBC Officers: C&L  Potential Funding: Greenham Trust National Lottery Fund Trust/Foundations	Dependent on pilot			WBC, external funding	X		X	X		Health & Wellbeing Strategy
<b>2.5 Creative and Green Reminiscence Programme</b>																		
Combining reminiscence sessions, with gardening, creating small community gardens' and/or helping with planting and maintaining grounds of historic heritage sites																		
2.5.1	Pilot project at Shaw House: using the house and grounds as the focus for the reminiscence work, leading into gardening, planting and maintaining raised beds.	District wide - according to demand/available sites	C&L PH&W	Short Term	Short Term	Engage participants to attend a min of 10 sessions. Monitor health and wellbeing, increased connection with heritage site. Evaluation framework TBC	Age UK BBOWT – Team Wilder Corn Exchange and partners re: Links to Thrive project Educate Local Horticultural Societies Churches Artists/makers WB Heritage Forum	WBC Officers: C&L PH&W  Potential Funding: National Lottery Fund BBOWT – existing funds and partnership bids Historic England: social prescribing funds via National Academy of Social Prescribing	8,000 (includes plants)		8,000 (includes plants)	WBC, external funding	X		X	X		Health & Wellbeing Strategy

2.5.2	Once garden established explore use for outdoor arts e.g. painting, photography, creative writing for community groups, art therapy and social prescribing	District wide - according to demand/available sites	C&L PH&W	Medium Term	Medium Term	TBC -dependent on progression of above programme.	Age UK BBOWT – Team Wilder Corn Exchange and partners re: Links to Thrive project Educafe Local Horticultural Societies Churches Artists/makers WB Heritage Forum	WBC Officers: C&L PH&W  Potential Funding: National Lottery Fund BBOWT – existing funds and partnership bids Historic England: social prescribing funds via National Academy of Social Prescribing	WBC/partner social prescribing. Delivery: 8,000 per annum	6,000 per annum	WBC, partner, external funding	X		X	X		Health & Wellbeing Strategy	
2.5.3	Outreach programme: Phase I: Pilot project. use model to trial outreach programme at heritage locations: e.g. churches, listed buildings, historic sites across West Berkshire. Phase II: Depending on Phase I, expand project. Aim: to develop volunteer groups to assist with garden/grounds	District wide - according to demand/available sites	C&L PH&W	Medium Term	Medium Term	Run 1 pilot project in 2 settings. Min of 10 participants, 10 sessions per setting. Phase II: min. of 2 additional locations, 2 groups of participants, min. of 15 sessions	Gardens Trust Age UK BBOWT – Team Wilder Corn Exchange and partners re: Links to Thrive project Educafe Local Horticultural Societies Churches Artists/makers WB Heritage Forum	WBC Officers: C&L PH&W  Potential Funding: National Lottery Fund BBOWT – existing funds and partnership bids Historic England: social prescribing funds via National Academy of Social Prescribing	Phase I Pilot: 6,000 Phase II: 9,000	Phase I Pilot: 6,000 Phase II: 9,000	WBC, partner, external funding	X		X	X		Health & Wellbeing Strategy	
2.5.4	Develop reminiscence boxes for each location working with the library service, and local history groups	District wide - according to demand/available sites	C&L PH&W	Medium Term	Medium Term	Produce 1 box for pilot project. Produce 6 boxes for phase II dependent on outcome of pilot.	Gardens Trust Age UK BBOWT – Team Wilder Corn Exchange and partners re: Links to Thrive project Educafe Local Horticultural Societies Churches Artists/makers WB Heritage Forum Berkshire Records Office	WBC Officers: C&L PH&W  Potential Funding: National Lottery Fund BBOWT – existing funds and partnership bids Historic England: social prescribing funds via National Academy of Social Prescribing	600	600	WBC, external funding	X		X	X		Health & Wellbeing Strategy	
<b>2.6 Arts &amp; Health for Healthcare Professionals – Links to Thrive</b> Programme of creative sessions e.g. visual arts, creative writing, singing, for healthcare professionals as a means of supporting health and wellbeing. Offered in a range of settings																		
2.6.1	Phase I: Pilot scheme. Develop as part of Links to Thrive	District wide	C&L and PH&W	Short Term	Short Term	Develop and deliver taster sessions. Min. of 2 groups in 2 locations. re: Gather feedback re: enjoyment, mental health and wellbeing. Measure % increase in improvement in mental health and wellbeing. Evaluation framework TBC	Corn Exchange BBOWT CCG's Culture, Health and Wellbeing Alliance	WBC Officers: C&L PH&W  Potential Funding: Greenham Trust National Lottery Fund National Academy of Social Prescribing CCG's AHRC	Delivery: 6,000	Delivery: 6,000	WBC, partner, external funding	X		X			Health & Wellbeing strategy	
2.6.2	Phase II: Depending on Phase I results, develop programme and offer to more healthcare professionals	District wide	C&L and PH&W	Medium Term	Medium Term	Depending on results of taster sessions set up a sustainable scheme. Increase number of participants. Measure % increase in improvement in mental health and wellbeing. Evaluation framework TBC	Corn Exchange BBOWT CCG's Culture, Health and Wellbeing Alliance	WBC Officers: C&L PH&W  Potential Funding: Greenham Trust National Lottery Fund National Academy of Social Prescribing CCG's AHRC	dependent on pilot		WBC, partner, external funding	X		X	X		Health & Wellbeing strategy	
<b>2.7 Social Prescribing for Healthcare Professionals – Links to Thrive</b>																		
2.7.1	Phase I: Pilot creative programmes, including creativity in the landscape specifically designed for healthcare professionals who are experiencing health and wellbeing difficulties as a result of their work. Offered in locations outside of the workplace e.g. Corn Exchange, Museum, Shaw House, City Arts, Libraries, BBOWT, AONB	District wide	C&L PH&W	Short Term	Short Term	Develop and deliver taster sessions. Min. of 2 groups in 2 locations. re: Gather feedback re: enjoyment, mental health and wellbeing. Gather feedback and evaluate.	Professional arts and heritage organisations Corn Exchange BBOWT CCG's Culture, Health and Wellbeing Alliance HEI	WBC Officers: C&L PH&W  Potential funding ACE CCG AHRC	Delivery: 40,000	Delivery: 40,000	Partners, external funding	X		X			Health & Wellbeing strategy	
2.7.2	Phase II: Develop programme and offer to more healthcare professionals	District wide	C&L PH&W	Medium Term	Medium Term	Depending on results of taster sessions set up a sustainable scheme. Increase number of participants. Monitor impact on health and wellbeing to assess levels of improvement	Professional arts and heritage organisations Corn Exchange BBOWT CCG's Culture, Health and Wellbeing Alliance HEI	WBC Officers: C&L PH&W  Potential funding ACE CCG AHRC	dependent on pilot		Partners, external funding	X		X			Health & Wellbeing Strategy	
<b>2.8 Creativity &amp; Health Alliance</b>																		
2.8.1	Developed through Links to Thrive. Joint initiative with healthcare, cultural heritage and associated strategic partners to pilot, develop and progress arts, heritage and health activity  To ensure pilot schemes, projects/programmes are robustly monitored and evaluated, sharing results and good practice with local and national partners  Establish partnerships with HEI's to develop practice, offer funded Postgraduate research opportunities	District wide	C&L PH&W	Long Term	Long Term	Establish the group, consisting of partners and stakeholders with a focus on health and wellbeing and creativity, and projects/programmes which benefit residents and professionals across the district	Corn Exchange The Watermill Theatre City Arts CCG HEI's Culture, Health and Wellbeing Alliance	WBC Officers: C&L PH&W	Staff resource				X		X			Health & Wellbeing Strategy
<b>2.9 West Berkshire Arts &amp; Health Hive</b>																		
2.9.1	Feasibility Study into the development of an Arts and Health Hive for West Berkshire, taking into consideration of models across UK and District and surrounding area requirements. Key into developments re: Integrated Care System. Draft proposal/diagram attached	District wide	Cross Service. Led by C&L and PH&W Adult Social Care Children and Families Services Education/Education Psychology Service Building Communities	Short Term	Short Term	Commission Feasibility Study	Corn Exchange Berkshire Music Education Hub (Berkshire Maestro's)	C&L PH&W Social Care Children and Families Services Education/Education Psychology Service Building Communities	Adult	Unknown	WBC	X		X		X	Health & Wellbeing Strategy	
	Identify location. Undertake necessary works. Establish Arts and Health Hive. Centre for arts, creative health and wellbeing activity. Social prescribing, CPD and Training. If outdoor space is available, scheme to include green social prescribing, and outdoor creative health sessions. Draft proposal/diagram attached.	District wide	Cross Service. Led by C&L and PH&W Adult Social Care Children and Families Services Education/Education Psychology Service Building Communities	Long Term	Long term	Measures TBC	List of partners included in draft proposal	Cross Service. Led by C&L and PH&W Adult Social Care Children and Families Services Education/Education Psychology Service Building Communities	Unknown, dependent on scope		WBC, CL, External funding: CCGs, Central Government Schemes, ACE, Greenham Trust, Corporate Sponsorship/CSR	X		X		X	Health & Wellbeing Strategy	
<b>3. Strategic Theme: Education, Employment and Training</b>																		
	Action: What will be delivered to meet Themes and Objectives	Location	Responsibility	Timescale		Performance Measures	Potential External Partners	Resources	Cost	Funding Available	Indicative Funding Gap	Funding Source	Strategic Themes			Links to WBC Plans/Strategies		
				Start	End								Sustainability	Health and Wellbeing	Access	Historic Environment	Economic Development	
3	West Berkshire Local Cultural Education Partnership (LCEP): Joint working across WBC and in partnership with external partners																	

3.1.	Test partner commitment for developing a West Berkshire LCEP	District wide	C&L	Short Term	Short Term	Completed: Secured partner and stakeholder commitment	Artswork Professional arts and cultural organisations Individual artists/creatives Schools, PRU's and Education Sector Berkshire Youth CCG - CAHMS Children's Services Youth Justice Culture, Health & Wellbeing Alliance  Internal: Library service (subject to Library review)	WBC Officers: C&L with Education Service Children & Family Services PH&W  Potential Funding: Access to further funding from ACE Greenham Trust The National Lottery DIE Trusts/foundations	Staff resource				X	X		X		Schools Improvement Strategy SEND Strategy Health & Wellbeing Strategy Equalities Plan
3.1.2	Liaison with ACE and Artswork to ascertain strategic 'buy in' and level of support	District wide	C&L	Short Term	Short Term	Secure support and funding required to establish and deliver LCEP activity	Artswork Professional arts and cultural organisations Individual artists/creatives Schools, PRU's and Education Sector Berkshire Youth CCG - CAHMS Children's Services Youth Justice Culture, Health & Wellbeing Alliance  Internal: Library service (subject to Library review)	WBC Officers: C&L with Education Service PH&W  Potential Funding: Access to further funding from ACE Greenham Trust The National Lottery DIE Trusts/foundations	Staff time				X	X		X		Schools Improvement Strategy SEND Strategy Health & Wellbeing Strategy Equalities Plan
3.1.3	Secure funding to establish a LCEP: work with core partners to share information and evidence on areas of most need. Consultation with young people. Develop vision and delivery plan to deliver educational, cultural, and health wellbeing projects/programmes	District wide	C&L	Short Term	Short Term	Secure funding required to establish LCEP 10K for Phase I: Arts Council England. 50K from COMF Budget. 50K pending. On condition of receipt of funding; Conduct consultation with young people and develop 3 year delivery plan with core partners, set KPI's and measures to assess progress and efficacy in accordance with Arts Council England, partner and Council requirements. Approval of LCEP Delivery Plan. Dates TBC	Artswork Professional arts and cultural organisations Individual artists/creatives Schools, PRU's and Education Sector Berkshire Youth CCG - CAHMS Children's Services Youth Justice Culture, Health & Wellbeing Alliance  Internal: Library service (subject to Library review)	WBC Officers: C&L with Education Service PH&W  Funding to establish West Berkshire LCEP: ACE/Artswork: 10k secured Potential Funding: Access to further funding from ACE Greenham Trust The National Lottery DIE Trusts/foundations	Phase I: 10,000 secured from ACE.	10,000 (ACE)		ACE	X	X		X		Schools Improvement Strategy SEND Strategy Health & Wellbeing Strategy Equalities Plan
3.1.4	Phase II: Commence delivery	District wide	C&L	Long Term	Long Term	Deliver minimum of one project in year 1 with Education Service, arts partners, and schools, with a focus on improving children and young people's mental health post pandemic. Teacher CPD	Artswork Professional arts and cultural organisations Individual artists/creatives Schools, PRU's and Education Sector Berkshire Youth CCG - CAHMS Children's Services Youth Justice Culture, Health & Wellbeing Alliance  Internal: Library service (subject to Library review)	WBC Officers: C&L with Education Service PH&W 50k secured via Covid/mental health recovery funding  Potential Funding: Access to further funding from ACE Greenham Trust The National Lottery DIE Trusts/foundations	Phase II: Year 1: 50,000 WBC COMF Budget. Up to 50,000 Greenham Trust per annum for total three years (pending) subject to match funding from WBC	50,000 WBC COMF secured. Up to 50,000 match funding per annum from Greenham Trust pending. Dependent on match from WBC.	Up to 50,000 per annum for two years to release match funding from Greenham Trust (pending)	WBC Greenham Trust (pending)	X	X		X		Schools Improvement Strategy SEND Strategy Health & Wellbeing Strategy Equalities Plan
<b>3.2 Arts and Creativity in Healthcare: Partnership Project with PH&amp;W and External Partners: Links to Thrive</b>																		
3.2.1	Phase I: Explore feasibility and develop pilot re: scheme with e.g. Senior Lecturer in Nursing/Medicine, Southampton University, a programme of training for medical students, and CPD for qualified medical professionals in the use of the arts and creativity in healthcare with a focus on social prescribing.	District wide	C&L PH&W	Short Term	Short Term	Undertake pilot scheme depending on results of feasibility work. Set measures and targets in consultation with partner organisation. To include: TBC - dependent on feasibility study. Develop and deliver a pilot Arts and Creativity in Healthcare programme. Location TBC Evaluation framework TBC. Will include % of participants who had increased their understanding and felt that they would use an arts and creativity in healthcare approach	University of Southampton National Academy of Social Prescribing Culture, Health & Wellbeing Alliance Arts & Health Alliance South East  Delivery Partners: Arts and Cultural Organisations Education Sector CCG's	WBC Officers: C&L PH&W Adult Social Care Children and Family Services  Potential Funding: Partner HEI's National Academy for Social Prescribing	Development and delivery: dependent on funds		Development and delivery: dependent on funds	WBC, external funding, partner contribution	X	X		X		Health & Wellbeing Strategy
3.2.2	Phase II: Roll out training and CPD programme.	District wide	C&L PH&W	Medium Term	Medium Term	TBC Depending on pilot scheme, establish a sustainable programme with KPIs and measure re: to include % of participants increased understanding and likelihood of using an arts and creativity in healthcare approach	University of Southampton National Academy of Social Prescribing Culture, Health & Wellbeing Alliance Arts & Health Alliance South East  Delivery Partners: Arts and Cultural Organisations Education Sector CCG's	WBC Officers: C&L PH&W Adult Social Care Children and Family Services  Potential Funding: Partner HEI's National Academy for Social Prescribing	dependent on Pilot			WBC, external funding, contribution from WBC and partners	X	X		X		Health & Wellbeing Strategy
<b>3.3 Social Prescribing and Creative Practitioners: Partnership Project with PH&amp;W and External Partners: Links to Thrive</b>																		
3.3.1	Pilot Phase I: Develop and deliver CPD for creative practitioners delivering social prescribing sessions.	District wide	C&L with PH&W	Short Term	Short Term	Undertake and evaluate CPD. For practitioners delivering Links to Thrive Pilot. Assess feedback re: level of usefulness of CPD when delivering Links to Thrive sessions	Corn Exchange CCG's Links to Thrive project partners Culture, Health & Wellbeing Alliance	WBC Officers: C&L PH&W Potential Funding: National Academy for Social Prescribing ACE	3,240	funding secured		WBC, Greenham Trust, Corn Exchange	X	X		X		Health & Wellbeing Strategy Schools Improvement Strategy SEND Strategy Health & Wellbeing Strategy Apprenticeship Strategy Equalities Plan
3.3.2	Phase II: Develop and deliver training for arts professionals managing creative social prescribing programmes including supervision of creatives delivering sessions. Informed by learning from Phase I	District wide	C&L with PH&W	Medium Term	Medium Term	TBC -dependent on pilot. Access feedback re: level of usefulness of CPD when delivering Links to Thrive	Corn Exchange CCG's Links to Thrive project partners Culture, Health & Wellbeing Alliance	WBC Officers: C&L PH&W Potential Funding: National Academy for Social Prescribing ACE	3,500	% of funding secured		WBC, Greenham Trust, Corn Exchange	X	X		X		Health & Wellbeing Strategy Schools Improvement Strategy SEND Strategy Health & Wellbeing Strategy Apprenticeship Strategy Equalities Plan
3.3.3	Develop nationally accredited training for creative practitioners delivering social prescribing	District wide	C&L with PH&W	Long Term	Long term	TBC -dependent on Phase II. Work with partners to test feasibility to develop and deliver a nationally accredited CPD programme. TBC - depending on results of feasibility exercise, develop and co-deliver nationally accredited programme meeting KPI's required by accredited training. Evaluation framework TBC	Corn Exchange CCG's Links to Thrive project partners Culture, Health & Wellbeing Alliance	WBC Officers: C&L PH&W Potential Funding: National Academy for Social Prescribing ACE	Unknown			WBC, Greenham Trust, Corn Exchange, ACE, National Academy for Social Prescribing	X	X		X		Health & Wellbeing Strategy Schools Improvement Strategy SEND Strategy Health & Wellbeing Strategy Apprenticeship Strategy Equalities Plan

**West Berkshire Local Cultural Education Partnership**

- Part of a national scheme to develop and deliver a range of high quality creative programmes in the education sector in partnership with the cultural, health, children's/adult services, and related sectors. Pupils benefit from access/increased access to creative projects/programmes developed and delivered in partnership with the cultural sector and specialists.
- Pupils can undertake recognised awards scheme Arts Awards suitable for all ages and abilities.
- Programmes/projects are based on evidence that participating in cultural activity raises academic attainment and where relevant school attendance.
- Teacher CPD is included in many programmes.
- Cultural Education Partnerships work with their regional Bridge Organisation (Arts Council England), Music Education Hubs and other partners - e.g. British Film Institute

The following organisations have agreed/are to confirm pending approval, being core partners should we proceed:

The Corn Exchange  
The Watermill Theatre  
Berkshire Maestros  
Newbury College  
Berkshire Youth  
City Arts  
WBC colleagues have been consulted, and the following would be included in partnership meetings.  
Education Services  
Public Health and Wellbeing  
Building Communities



**4. Strategic Theme: Access – Improve access to cultural heritage and activities for all**

	Action: What will be delivered to meet Themes and Objectives	Location	Responsibility	Timescale		Performance Measures	Potential External Partners	Resources	Cost	Funding Available	Indicative Funding Gap	Funding Source	Strategic Themes					Links to WBC Plans/Strategies
				Start	End								Sustainability	Health and Wellbeing	Education, Training and Employment	Historic Environment	Economic Development	
4.1	Public Art and Place making Plan* in discussion with Economy and Development & Planning re: Newbury Town Centre Master Plan, and Public Arts Trails proposed by PTC's	District wide	C&L Planning & Management Economy	Medium Term	Long term	Develop and adopt plan		WBC Officers C&L Development & Regulation Economy	Staff time				X	X		X	X	Economic Development Strategy Recovery and Renewal Strategy Berkshire West Health & Wellbeing Strategy Environment Strategy
4.2	<b>Public Art and Place making</b>																	
4.2.1	Newbury Master Plan, Newbury: Public art, wayfinding, street furniture, murals, digital installations	Newbury	C&L with Economy	Medium Term	Medium Term	TBC, dependent on Newbury Town Centre Master Plan delivery and funding.	Schools Berkshire youth Community groups Newbury BID	WBC Officers: C&L Economy Development & Regulation Building Communities  Potential Funding: Developers Housing Associations Corporate sponsorship/CSR CIL ACE	TBC, dependent on design/scope.			WBC, Newbury BID, external funding, corporate sponsorship	X	X				Economic Development Strategy Recovery and Renewal Strategy Berkshire West Health & Wellbeing Strategy Environment Strategy
4.2.2	Develop public art and place making programme for new housing developments to bring residents together (social cohesion), create a sense of community, and place making taking a % for Arts approach	District wide	C&L with Economy	Long Term	Long term	Secure funds to undertake place making project, work with a minimum of 2 communities to test efficacy of project. Participants will reflect the demographic of the community. Commission artists to work 'in residence' with communities. Participants to gain greater sense of community and their place in it, sense of shared ownership. Subject to evaluation further funds to be secured to continue programme subject to need	Developers Housing Associations, schools, Berkshire Youth	WBC Officers: C&L Economy Development & Regulation Building Communities  Potential Funding: Developers Housing Associations Corporate sponsorship/CSR CIL ACE	Unknown			WBC, CIL, external funding, corporate sponsorship	X	X				Economic Development Strategy Recovery and Renewal Strategy Berkshire West Health & Wellbeing Strategy Environment Strategy
4.3	<b>Public Art Delivery Plan: Public Art Trail and Place making Initiative</b>																	
4.3.1	Public Art Trails: Intergenerational work with communities and an artists 'in residence' to develop art trails celebrating local heritage in selected villages/towns, and linked to form a district wide trail.	District wide	C&L Development & Planning Building Communities Economy	Medium Term	Medium Term	Develop and adopt plan  Secure funding - measure dependent on project requirements  Completion of min. of 4 trails. 1 group of participants per trail. 1 artist per trail. No. and type of sessions to be determined in consultation with communities and artists. Size and scope of project subject to funding levels. Evaluation framework TBC dependent on size and scope of project.	Community groups, schools, local businesses	WBC Officers C&L Building Communities PH&W Development & Regulation Rights of Way Planning & Countryside  Potential Funding: CIL ACE National Lottery Fund Trusts/Foundations Corporate sponsorship/CSR	Unknown	Includes in WBC UKSPF submission for completion of 2-3 sites - dependent on level of funds allocated. Additional funds required for full project completion		UKSPF WBC, CIL, external funding, corporate CSR	X	X		X	X	Health & Wellbeing Strategy Recovery and Renewal Strategy Local Cycling & Walking Plan Rights of Way Improvement Plan Active Travel Plan Environment Strategy Economic Development Strategy
4.3.2	Trails to be used as part of Creative Wellbeing Walks programme Subject to pilot/master sessions and funding	District wide	C&L with PH&W	Medium Term	Medium Term	Establish Creative Wellbeing Walks using trails subject to local demand and availability of volunteer walk leaders. Timescale and measures TBC as dependent on completion of trails.	Community groups	WBC Officers: C&L Economy	n/a				X	X		X		Health & Wellbeing Strategy Active Travel Plan
4.3.3	Economic Development: Trails promoted as part of tourism offer	District wide	C&L with Economy	Medium Term	Medium Term	Develop marketing and comms. Promotion of trails pre and during peak visitor times using channels with the most effective reach for target demographic. Online: google analytics to track no. of visits to website. Promotion of trails TBC as dependent on completion of trails project	Newbury BID	WBC Officers: C&L Economy	n/a				X			X	X	Economic Development Strategy Recovery and Renewal Strategy
4.4	<b>Accessible Maps: For existing walks and Public Art Trails (above): Joint working with Environment Board meeting to Action HC003</b>																	
4.4.1	Maps created for a variety of users including those with e.g. visual impairment, neurodivergent, learning disabilities, mental health challenges working with artists, target residents and regional/national partners e.g. RNIB, Mencap. Initial scoping with Environment Delivery Board. Links to Action HC003	District wide	C&L with Environment Delivery Board	Short Term	Short Term	Dependent on funds being secured. Measures TBC dependent on size and scale of project. TBC but likely to include: Work with partners and designers/artists to develop min. of 4 maps taking a phased approach  Provision of maps in variety of accessible formats: online, hard copies.  Promote maps to target users and general public. Evaluation framework TBC	Artists/makers Creative SME's Inside Out RNIB Mencap Mind HEI	WBC Officers: C&L Environment Delivery Board  Potential Funding: ACE The National Lottery Trusts/Foundations Corporate CSR HEI AHRC	15,000		15,000	WBC, external funding	X	X		X		Health & Wellbeing Strategy Local Cycling & Walking Infrastructure Plan Rights of Way Improvement Plan Active Travel Plan Environment Strategy Equality & Diversity Plan Apprenticeship Strategy SEND Strategy
4.4.2	Work created to be exhibited across district, with accompanying workshops and talks led by those who self- define as having a disability.	District wide	C&L with Environment Delivery Board	Short Term	Short Term	Exhibit work at a minimum of 2 locations. Minimum of 2 talks. 2 workshops. Measures: % of participants likely to use maps to walk one or more trails, % of participants who had attended an exhibition, talk and or workshop due to the inclusive subject and/or leader, % participants who would engage with future activities of this nature.	Artists/makers Creative SME's Inside Out RNIB Mencap Mind HEI Schools and Colleges	WBC Officers: C&L Environment Delivery Board  Potential Funding: ACE The National Lottery Trusts/Foundations Corporate CSR HEI AHRC	6,000		6,000	WBC, external funding	X	X		X		Health & Wellbeing Strategy Local Cycling & Walking Infrastructure Plan Rights of Way Improvement Plan Active Travel Plan Environment Strategy Equality & Diversity Plan Apprenticeship Strategy SEND Strategy
4.4.3	Consider opportunity for paid internship	District wide	C&L with Environment Delivery Board	Short Term	Short Term	If feasible, host 1 internship/apprenticeship. Measures to include leaning outcomes framework.	Artists/makers Creative SME's Inside Out RNIB Mencap Mind HEI	WBC Officers: C&L Environment Delivery Board	21,000		21,000	WBC apprenticeship/placement	X	X		X		Health & Wellbeing Strategy Local Cycling & Walking Infrastructure Plan Rights of Way Improvement Plan Active Travel Plan Environment Strategy Equality & Diversity Plan Apprenticeship Strategy SEND Strategy
4.5	<b>Increase and develop accessibility of WBC and partner venues, and sites of cultural heritage interest (e.g. AONB, waterways)</b>																	
4.5.1	Introduce and increase use where required, of digital interpretation, audio guides, large print, signage to aid and increase access to cultural heritage sites for a wide demographic of visitors e.g. neurodivergent, visually/hearing impaired.	District wide	C&L	Medium Term	Medium Term	TBC	VocalEyes Access specialists Local/regional disability groups and organisations Digital interpretation specialists	WBC Officers: C&L Digital Services  Potential Funding: Greenham Trust The National Lottery Trusts/Foundations Corporate CSR	Unknown.			WBC (Shaw House, Museum), partner, external funding	X	X		X		SEND Strategy Equality & Diversity Plan Health & Wellbeing Strategy

4.5.2	Identify and provide training where required with e.g. Museum, Shaw House, Corn Exchange, Watermill Theatre, City Arts, BBOWT	District wide	C&L	Medium Term	Medium Term	Provision of training based on identified need of WBC and partner organisations	VocalEyes Access specialists Local/regional disability groups and organisations Digital interpretation specialists University of Portsmouth	WBC Officers: C&L  Potential Funding: Greenham Trust The National Lottery Trusts/Foundations Corporate CSR	Unknown			WBC (Shaw House, Museum), partner, external funding	X	X		X		SEND Strategy Equality & Diversity Plan Health & Wellbeing Strategy
<b>4.6 Training Scheme: Artists/Designers who self-define as having a disability/neurodivergent. Links with Accessible Maps project.</b>																		
4.6.1	Phase I: Pilot Scheme to provide training in exhibition curation, interpretation, workshop design and facilitation for those who self-identify as having a disability. Link with Accessible Maps project. Partnership with the Wellcome Trust, Outside In, and Accentuate project partners to introduce existing training and professional development model. Potential to link with HEI.	Newbury District wide	C&L	Short Term	Short Term	Project dependent on funding being secured. Measures and evaluation framework TBC. To include delivery of pilot. Recruit and work with participants (timeframe TBC). Gauge % increase in participant's knowledge, experience and skills in exhibition curation, interpretation, workshop design and facilitation.	Outside In The Wellcome Trust Accentuate project partners Berkshire Youth Cultural Heritage organisations National Trust City Arts Schools/Colleges University of Reading Recovery in Mind	WBC Officers: C&L Education Service Link to West Berkshire Cultural Education Partnership  Potential Funding: ACE Greenham Trust The National Lottery Trusts/Foundations Corporate CSR	Staff resource to support. Delivery: 8,000		8,000	WBC, external funding, partnership, HEI	X	X		X	X	Economic Development Strategy SEND Strategy Supported Employment Strategy Equality & Diversity Plan
4.6.2	Delivery of workshops linked to exhibitions, and projects, designed by and led by training scheme participants for: Specialist groups Schools General public  Potential settings to include: Shaw House Libraries (subject to Library Review) Corn Exchange City Arts National Trust sites Historic England	Newbury District wide	C&L	Short Term	Short Term	Min. no. of 2 workshops to be designed, delivered by project participants. Gauge increase in skills, confidence and experience through feedback. Evaluation framework TBC	Outside In The Wellcome Trust Accentuate project partners Berkshire Youth Cultural Heritage organisations National Trust City Arts Schools/Colleges University of Reading	WBC Officers: C&L Education Service Link to West Berkshire Cultural Education Partnership  Potential Funding: ACE Greenham Trust The National Lottery Trusts/Foundations Corporate CSR	4,000		4,000	WBC, external funding, partnership, HEI	X	X		X	X	Economic Development Strategy SEND Strategy Supported Employment Strategy Equality & Diversity Plan
4.6.3	Phase II: Depending on results of the pilot scheme, secure funding to develop ongoing programme	Newbury District wide	C&L	Medium Term	Medium Term	TBC - dependent on pilot project.	Outside In The Wellcome Trust Accentuate project partners Berkshire Youth Cultural Heritage organisations National Trust City Arts Schools/Colleges University of Reading	WBC Officers: C&L Education Service Link to West Berkshire Cultural Education Partnership  Potential Funding: ACE Greenham Trust The National Lottery Trusts/Foundations Corporate CSR	Dependent on Pilot project			WBC, external funding, partnership, HEI	X	X		X	X	Economic Development Strategy SEND Strategy Supported Employment Strategy Equality & Diversity Plan
<b>4.7 Public events and activities to increase participation and engagement with local heritage and museum collections</b>																		
4.7.1	Family Drop-In activity sessions Phase I: Pilot project: develop a new drop-in morning session for the under 5s and their families including an art and craft linked to a museum exhibition and/or object as well as a self-led museum hunt for an object linked with the art and craft activity.	Newbury	C&L/West Berkshire Museum	Short Term	Short Term	Min. of 4 families participating in pilot. Gain feedback via feedback cards to assess likelihood of repeat visit.	West Berkshire Nurseries and preschools, Educafe	WBC Officers: C&L Museum Budget allocated				Existing Budget	X	X		X	X	Communications and Engagement Strategy Equality & Diversity Plan
4.7.2	Phase II: continue subject to success of Phase I	Newbury	C&L/West Berkshire Museum	Medium Term	Medium Term	TBC -depending on pilot. Minimum of 4 families participating in pilot session. Gain feedback via feedback cards to assess likelihood of repeat visit. Evaluation framework TBC.	West Berkshire Nurseries and preschools, Educafe	WBC Officers: C&L Museum Budget allocated				Existing Budget	X	X		X	X	Communications and Engagement Strategy Equality & Diversity Plan
4.7.3	Seasonal talks programme (Sept-Apr) delivered both in-person and online, low admission cost or free-of-charge. Talks delivered by partners, volunteers, members of the local heritage community based on themes that link to local history, the permanent and special exhibitions, and the collections.	Newbury	C&L/West Berkshire Museum Shaw House	Long Term	Long term	Minimum of 5 talks per season from September to April, and to maintain the number of participants (from 31 March 2021-1 April 2022 Talking History programme).	Local groups, societies, partner museum/heritage venues	WBC Officers: C&L Museum Budget allocated				Existing Budget	X	X		X	X	Communications and Engagement Strategy Equality & Diversity Plan
4.7.4	Creative activity days linked with national events Kids in Museum's Takeover Day, The Festival of Archaeology, Heritage Open Days	Newbury	C&L/West Berkshire Museum	Long Term	Long term	Minimum of 3 activities and to maintain the number of participants (from 31 March 2021-1 April 2022).	Corn Exchange, Council for British Archaeology, Kids In Museums, Heritage Open Days	WBC Officers: C&L, Archaeology Team Museum Budget allocated				Existing Budget	X	X		X	X	Communications and Engagement Strategy Equality & Diversity Plan
4.7.5	Arts Awards To deliver with the Corn Exchange and Newbury Library an Arts Award Discover morning once a year for up to 10 children	Newbury	C&L/West Berkshire Museum	Commenced	Long term	To offer at least one Arts Award Discover every year in partnership with the Corn Exchange and Newbury Library, with a minimum of 10 participants.	Corn Exchange and Newbury Library	WBC Officers: C&L Museum Budget allocated				Existing Budget	X	X		X	X	Communications and Engagement Strategy Equality & Diversity Plan
4.7.6	The Museum to continue to offer an Arts Award Explore, including arts and craft workshops and a pop-up exhibition, for a maximum of six children over the school summer holiday	Newbury	C&L/West Berkshire Museum	Medium Term	Medium Term	To offer at least one small group Arts Award Explore every year in partnership with local schools, with a maximum of 6 participants.	West Berkshire schools	WBC Officers: C&L Museum Budget allocated				Existing Budget	X	X		X	X	Communications and Engagement Strategy Equality & Diversity Plan
<b>4.8 Provide opportunities for LGBTQIA+ communities to feel included and influential in heritage spaces and activities</b>																		
4.8.1	Family Drop-in sessions Phase I: Pilot project: develop a LGBTQIA+ family morning, creating a space at the Museum for local LGBTQIA+ families to meet one another.	Newbury	C&L West Berkshire Museum	Short Term	Short Term	Minimum of 4 LGBTQIA+ families engaging with pilot project. Gain feedback via feedback cards including likelihood of return visit.	Newbury Pride, West Berkshire Schools Educafe	WBC Officers: C&L  Museum budget allocated				Existing Budget	X	X		X		Communications and Engagement Strategy Equality & Diversity Plan
4.8.2	Phase II: Develop into a sustainable programme depending on Phase I	District wide	C&L West Berkshire Museum	Medium Term	Medium Term	TBC - dependent on pilot.	Newbury Pride, West Berkshire Schools Educafe	WBC Officers: C&L  Museum budget allocated				Existing Budget	X	X		X		Communications and Engagement Strategy Equality & Diversity Plan
<b>4.9 Museum Collections Development project Collaborating with LGBTQIA+ communities to grow the Museum Collections</b>																		
4.9.1	Expand and develop museum collections and improve knowledge	District wide	C&L West Berks Museum	Short Term	Short Term	1 x volunteer from the LGBTQIA+ community to be recruited. 1 x workshop. Min. 10 object records from the museum collection with LGBTQIA+ narratives to be improved. Min. of 5 new collection items with LGBTQIA+ narratives. Gain feedback on content and delivery of workshop. To inform future workshops. Full evaluation framework TBC	Newbury Pride Museum Development Network Local community groups/networks	WBC Officers: C&L  Museum budget allocated				Existing Budget	X	X		X		Communications and Engagement Strategy Equality & Diversity Plan
4.9.2	Co-curate temporary exhibition	District wide	C&L West Berks Museum	Short Term	Short Term	1 co-curated exhibition: Date TBC. Content TBC. Evaluation framework TBC	Newbury Pride Museum Development Network Local community groups/networks	WBC Officers: C&L  Museum budget allocated				Existing Budget	X	X		X		Communications and Engagement Strategy Equality & Diversity Plan
4.9.3	Produce improved interpretation of long-term exhibitions	District wide	C&L West Berks Museum	Long Term	Long term	1 exhibition interpreted. Date TBC. Content TBC. Evaluation framework TBC	Newbury Pride Museum Development Network Local community groups/networks	WBC Officers: C&L  Museum budget allocated				Existing Budget	X	X		X		Communications and Engagement Strategy Equality & Diversity Plan
<b>4.10 Provide opportunities for those who self-identify as having a disability to feel included and influential in heritage spaces and activities</b>																		
4.10.1	Phase I Pilot project: develop a relaxed morning for children with additional needs and their families e.g. session (in a school holiday) on a day the Museum is closed to the public. This session might include a family art and craft activity, access to the galleries with a self-led themed museum trail.	Newbury	C&L West Berks Museum	Short Term	Short Term	Minimum of 4 families to engage with pilot project, during school summer holiday. Feedback gathered via feedback cards to assess content and design suitability for target group, and likelihood of return visit to targeted activity	West Berkshire Schools	WBC Officers: C&L  Museum budget allocated				Existing Budget	X	X		X		Communications and Engagement Strategy Equality & Diversity Plan
4.10.2	Phase II: develop sustainable programme depending on Phase I	Newbury	C&L West Berks Museum	Medium Term	Medium Term	TBC - dependent on pilot	West Berkshire Schools	WBC Officers: C&L  Museum budget allocated				Existing Budget	X	X		X		Communications and Engagement Strategy Equality & Diversity Plan
<b>4.11 Provide opportunities for ethnically diverse communities to feel included and influential in heritage spaces and activities</b>																		



5.1.1	Identification of sites of historic significance and installation of blue plaques. Project to be led by WB Heritage Forum with partners.	District wide	Development & Regulation C&L	Medium Term	Medium Term	Complete identification of sites. Complete installation of blue plaques subject to funds and volunteer availability. No specified dates due to nature of activity	WB Heritage Forum Newbury BID	WBC Officers: C&L, Development & Regulation Project led by WB Heritage Forum	n/a											
5.1.2	Promote as points of interest re: tourism offer	District wide	Development & Regulation C&L	Medium Term	Medium Term	dependent on progress with site identification and installation of blue plaques. Include information regarding blue plaques, their significance and location in tourism and District promotional material for visitors. Measures TBC	WB Heritage Forum Newbury BID	WBC Officers: C&L, Development & Regulation Project to be led by WB Heritage Forum -subject to approval	Unknown									X		Economic Development Strategy
<b>5.2 Digital Archives and Oral History Project</b>																				
5.2.1	Recording and cataloguing individual villages/parish history led by professional organisation with volunteer scheme to include training, to undertake e.g. oral history interviews, timed summaries, archive collection, cataloguing, digitisation.	District wide	C&L with Digital Services Team	Medium Term	Medium term	Develop project planning and delivery partnership group. Date: TBC  Develop project plan with quantitative KPI's re: number of records, oral histories, training sessions, and project participants. Date: TBC Secure funding to undertake project. Date: TBC Project size and delivery subject to funding being secured. Measures TBC	Proposed by Cllr. Cole Local history groups/societies	WBC Officers: C&L, Digital Services  Potential Funding: Lottery Fund	Cost unknown. dependent on project scope which is TBC.									X	X	
<b>5.3 Museum: Digital preservation and management of collections and records</b>																				
5.3.1	Review, document and make historic assets accessible through digital and online pathways to increase access and engagement to local heritage	Newbury	West Berkshire Museum	Medium Term	Medium Term	Date: TBC. Develop working group to scope project  Date: TBC. Develop project plan with KPIs e.g. number of digital assets processed, no. of people accessing digital assets  Date: TBC. Secure additional funding as required. Report against measures TBC	Berkshire Records Office, Wessex Film and Sound Archive	WBC Officers: C&L, Digital Services/IT  Museum budget allocated					Existing Budget	X				X	X	Apprenticeship Strategy Communications and Engagement Strategy Digital Strategy
<b>5.4 Deliver a co-curated programme of Museum exhibitions which promote local cultural heritage</b>																				
5.4.1	A programme of exhibitions, co-curated with local communities, with a focus on promoting the heritage and cultures of West Berkshire and providing a sense of place for residents and visitors.	Newbury	C&L west Berkshire Museum	Medium Term	Medium Term	Exhibition feedback forms, customer service forms, visitor figures	West Berkshire history groups, societies, schools, colleges,	WBC Officers: C&L Communications  Museum budget allocated					Existing Budget	X	X			X		Communications and Engagement Strategy H&W Strategy
5.4.2	The Museum will work with volunteers and at least one community group or organisation to develop each exhibition.	Newbury	C&L west Berkshire Museum	Medium Term	Medium Term	Dates: TBC. Record no. of volunteers involved with co-curation. Record name and details of community organisations involved with co-curation. Gain feedback from volunteers and community organisations to gauge increased knowledge of local history. Capture feedback from visitors to gauge level of increased knowledge of local history.	West Berkshire history groups, societies, schools, colleges,	WBC Officers: C&L Communications  Museum budget allocated					Existing Budget	X	X			X		Communications and Engagement Strategy H&W Strategy
<b>5.5 Museum will seek collaborations that provide opportunities for creators, groups, societies and businesses to identify and promote what is important about their communities and culture.</b>																				
5.5.1	Hold community focused exhibitions in Gallery 5	Newbury	West Berkshire Museum/C&L	Medium Term	Medium Term	Dates: TBC Customer and Exhibition Feedback Forms to capture feedback to gauge level of engagement and response to exhibitions.	Open Studios, Local history groups, societies, schools, colleges, local business e.g. Mrs B's Kitchen Café and Happy Larder	WBC Officers: C&L, Communications. Museum budget allocated.					Existing Budget	X				X	X	Communications & Engagement Strategy Economic Development Strategy
5.5.2	Partnering with local businesses to develop more customer focussed and unique Museum shop and café stock	Newbury	West Berkshire Museum/C&L	Medium Term	Medium Term	Customer service forms to gauge satisfaction levels with café and shop stock Sales figures/income	Open Studios, Local history groups, societies, schools, colleges, local business e.g. Mrs B's Kitchen Café and Happy Larder	WBC Officers: C&L, Communications. Museum budget allocated					Existing Budget	X				X	X	Communications & Engagement Strategy Economic Development Strategy
<b>5.6 Improved access and promotion of local history resources in the Museum Library and around the area</b>																				
5.6.1	Recruit and train Enquiries and Research Volunteer	Newbury and District wide	West Berkshire Museum/C&L	Medium Term	Medium Term	Date: TBC recruit 1 volunteer	Berkshire Records Office, Wessex Film and Sound Archive	WBC Officers: C&L Communications Digital Services/IT Museum budget allocated					Existing Budget	X				X	X	Communications and Engagement Strategy Digital Strategy
5.6.2	Market Museum Library and other local history resources on website and social media	Newbury and District wide	West Berkshire Museum/C&L	Long Term	Long term	Dates: TBC. Record number of research enquiries to gauge effectiveness of marketing	Berkshire Records Office, Wessex Film and Sound Archive	WBC Officers: C&L Communications Digital Services/IT					Existing Budget	X				X	X	Communications and Engagement Strategy Digital Strategy
5.6.3	Create and maintain public PC/workspace to allow on-site digital access to collections database. Links to Digital Preservation Policy	Newbury and District wide	West Berkshire Museum/C&L	Long Term	Long term	Date: TBC. Track no. of pc users. Gather user feedback to inform programme delivery and improvements where possible.	Berkshire Records Office, Wessex Film and Sound Archive	WBC Officers: C&L Communications Digital Services/IT	IT and external developer fees: 10,000				WBC, external funding	X				X	X	Communications and Engagement Strategy Digital Strategy
<b>5.7 Shaw House and West Berkshire Museum</b>																				
5.7.1	Maintain West Berkshire Heritage website, a source of information for historic content, venue hire, visitor information, events and links to WBC archaeology officers and local heritage groups and organisations.	District wide	C&L	Long Term	Long term	Digital data, analytics, sales figures and customer feedback used to assess effectiveness of actions. Data gathered measured against Shaw House KPI's for income and visitor numbers.		WBC Officers: C&L Archaeology Marketing budget allocated					Existing Budget	X	X			X	X	Communications and Engagement Strategy Digital Strategy
5.7.2	Promotion of Shaw House and West Berkshire Museum as visitor attractions. Using full marketing mix to increase audience engagement, website, social media, e-newsletters, events brochure, press and advertising.	District wide	C&L	Long Term	Long term	Digital data, analytics, sales figures and customer feedback used to assess effectiveness of actions. Data gathered measured against Shaw House KPI's for income and visitor numbers. 5% Increase in attendance figures		WBC Officers: C&L Archaeology Marketing budget allocated					Existing Budget	X	X			X	X	Communications and Engagement Strategy Digital Strategy
5.7.3	Develop interpretation materials, visitor guides and exhibition guides. Provide and develop materials translated into different languages to improve accessibility.	District wide	C&L	Medium Term	Medium Term	Monitor sales figures for guides sold in the gift shop and online shop. Gather customer feedback via paper form, online form and visitor book used to assess effectiveness. Data and feedback gathered is measured against existing KPI's. Monitor usage of translated materials and requests for additional languages.		WBC Officers: C&L Archaeology Marketing budget allocated					Existing Budget	X	X			X	X	Communications and Engagement Strategy Digital Strategy

**6. Strategic Theme: Economic Development - Increase domestic and international tourism to generate income, investment and increase economic resilience. This is linked to Sustainability. Note: Objectives under Heritage and the Historic Environment to 'promote our unique cultural history, heritage and historic environment' are delivered through the above strategic themes.**

Action: What will be deliver to meet Themes and Objectives	Location	Responsibility	Timescale		Performance Measures	Potential External Partners	Resources	Cost	Funding Available	Indicative Funding Gap	Funding Source	Strategic Themes					Links to WBC Plans/Strategies	
			Start	End								Sustainability	Health and Wellbeing	Education, Training and Employment	Access	Historic Environment		
6.1 To consider the development of a Cultural Heritage Tourism Strategy. Initial discussions with Newbury BID and Economy, PTC's	District wide	C&L with Economy	Medium Term	Medium Term	Date: TBC Complete strategy. Approved.	Visit Britain/England/ SE England Newbury BID TVB LEP Cultural Heritage Organisations Artists/Makers Hospitality Retail	WBC Officers: C&L, Comms, Economy, Environment	n/a				X				X	X	Recovery and Renewal Strategy Economic Development Strategy Environment Strategy

6.2 Cultural Heritage Tourism Delivery Plan																		
6.2.1	<p>To include:</p> <ul style="list-style-type: none"> <li>Develop partnership with Visit South East to access advice, visitor insight data, and funding</li> <li>Branding, marketing and comms. to promote West Berkshire in conjunction with Newbury BID Visit Newbury campaign</li> <li>Promote existing events, festivals, markets, artisan retail, performances, and venues, buildings and locations</li> <li>Develop experiential tourism for domestic and international visitors, generating investment and income</li> <li>Develop packages with local hospitality providers, retail and transport Services</li> <li>Develop links with national and international tourism providers</li> <li>Destination Management Organisations providing opportunities to sell packages to e.g. tourists visiting London, Oxford, South Coast, East Sussex</li> <li>Opportunities for vocational training, paid internships, placements and Employment</li> <li>Promote sustainable travel options</li> <li>Refer to notes in box below*</li> </ul>	District wide	C&L with Economy	Medium Term	Medium Term	Date: TBC. Complete delivery plan. Subject to approval undertake actions in line with plan. Measures will be included in plan.	<p>Newbury BID</p> <p>TVB LEP</p> <p>Cultural Heritage Organisations</p> <p>National Trust</p> <p>Privately owned cultural heritage sites</p> <p>SME's</p> <p>Artists/Makers</p> <p>Hospitality</p> <p>Retail</p> <p>DCMS: Visit Britain/England/ South East</p> <p>ACE</p>	<p>WBC Officers:</p> <p>C&amp;L, Economy, Environment,</p> <p>Potential Funding to deliver the plan:</p> <p>DCMS: Visit Britain/England/ South East</p> <p>ACE</p> <p>Newbury BID</p> <p>Corporate partnerships</p>	Unknown				X			X	X	<p>Recovery and Renewal Strategy</p> <p>Economic Development Strategy</p> <p>Environment Strategy</p>

**West Berkshire Cultural Heritage Tourism\***

West Berkshire as a district has: a historic market town, with Shaw House and the Museum, picturesque villages, a rich history, places of interest, a strong cultural, retail and hospitality offer, and an Area of Outstanding Natural Beauty

Cultural Heritage Tourism Offer

1. Experiential Tourism:

1.1 Arts, culture, heritage organisations hosting visits and including participation in a creative activity

1.2 Arts, culture and heritage activity coupled with a visit to e.g. wine producers, artisan food producers to see how food/drink is produced and have lunch. Accompanying offer with B & B's, hotels, restaurants, retail

1.2 Green tourism - combining green spaces and historic landscapes with heritage sites and cultural heritage activity Food and drink – highlight tours and activity linked to local producers

1.3 Food and drink – highlight tours and activity linked to local producers

2. Strengths:

2.1. Close proximity to London and Oxford – two of the highest ranking destinations for tourism in terms of visitors

2.2 Day travel distance to the South Coast, and to East Sussex both with a strong visitor offer

2.3 Opportunities to attract domestic and international visitors with an interest in cultural heritage visiting the East Coast or London (key destinations) to combine with a visit to West Berkshire

3. Opportunities

3.1 Work with Destination Management Organisations and cultural heritage tourism providers/schemes e.g. Sussex Modern, Experience West Sussex

3.2 Work with national and international tourist companies to promote cultural heritage packages

3.3 Utilise Visit England/Britain data re: domestic and international tourism (pre pandemic) and maximise on current trends for domestic travel. Maximise on developing offer for future international travel

3.4 Access funds and inward investment via DCMS/Visit England/Visit Britain/Visit South East schemes for professional, high quality tourism

**West Berkshire Council Strategies and Plans referred to in this delivery plan**

Aims and objectives of the following West Berkshire Council Strategies met in part, through this delivery plan:

Apprenticeship Strategy

Digital Strategy

Economic Development Strategy

Environment Strategy re: 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

Local Cycling & Walking Infrastructure Plan

Active Travel Plan

Rights of Way Improvement Plan

Equalities Plan

Health & Wellbeing Strategy

Local Plan

Recovery and Renewal Strategy

Schools Improvement Strategy

SEND Strategy

Supported Employment Strategy

Workforce Strategy

**Abbreviations**

ACE: Arts Council England

CSR: Corporate Social Responsibility

DCMS: Department of Digital Culture Media and Sport

DfE: Department for Education

CLL: Community Infrastructure Levy

CCG: Clinical Commissioning Group

HE: Historic England

HEI: Higher Education Institutions

FE: Further Education

LCEP: Local Education Partnership

NE: Natural England

NHS: National Health Service

NHLF: National Heritage Lottery Fund

NLCF: National Lottery Community Fund

PHE: Public Health England

SME: Small and Medium Enterprise

TVB LEP: Local Economic Partnership

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# Response to the Help the Taxi Trade Go Greener Motion

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<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	22 September 2022
<b>Portfolio Member:</b>	Councillor Steve Ardagh-Walter
<b>Date Portfolio Member agreed report:</b>	1 September 2022
<b>Report Author:</b>	Moira Fraser
<b>Forward Plan Ref:</b>	EX4215

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## 1 Purpose of the Report

- 1.1 To set out a response to the motion tabled by Councillor Adrian Abbs at the 18 January 2022 Council meeting which sought to introduce a fee based incentive scheme to help all forms of vehicles licensed by West Berkshire for public transport to go green.
- 1.2 The motion also asked that consideration be given to the provision (where practical) of fast charging points next to taxi ranks to remove range anxiety for taxi drivers.

## 2 Recommendations

That the Executive:

- 2.1 **CONSIDERS** the motion tabled at the January 2022 Council meeting set out in Appendix A.
- 2.2 **AGREES** to the introduction of a fee based remittance scheme, subsidised by the Council and that it be introduced from 01 April 2023 for both electric and hybrid vehicles.
- 2.3 **AGREES** that a 100% remittance be applied to all electric vehicles.
- 2.4 **AGREES** that a 50% remittance would to be applied to hybrid vehicles.
- 2.5 **AGREES** that the criteria that should be applied to hybrid vehicles is that the vehicles should be zero emission capable (ZEC). This term includes plug-in hybrid vehicles but sets a minimum distance or range that the vehicle must be able to be driven without any exhaust emissions of 30 miles (in accordance with the manufacturers specifications), as well as a maximum g/CO2/km of less than 50g/km .

- 2.6 **AGREES** that the number of vehicles that could apply for a subsidy should not be limited.
- 2.7 **AGREES** that the scheme should be subject to an annual review and be in place for a maximum of three years commencing 1<sup>st</sup> April 2023.
- 2.8 **AGREES** that the funding required to support the project be set aside and drawn down as required.
- 2.9 **AGREES** that the outcome of the feasibility studies looking into the installation of charging points be considered before any decision is made about locating fast charging points in taxi ranks and that the progress associated with installation be reported back to the Licensing Committee on an annual basis.

### 3 Implications and Impact Assessment

Implication	Commentary
<p><b>Financial:</b></p>	<p>Discretionary fees and charges relating to licences and registrations are based on cost recovery, and should they not reflect the cost of providing the service, there is a risk of generating a surplus or deficit. If Members agree that the fees be modified the modifications would need to take the form of a remittance which will need to be met from the Council’s budget in the form of a subsidy and not from the Public Protection Partnership’s (PPP) budget.</p> <p>The financial implications of the report presented to the Licensing Committee were discussed with the S151 Officer and the Senior Finance Manager and advice was sought from external financial consultants in relation to options around loans, grants and financing electric vehicles for the trade.</p> <p>Should the Executive be minded to support the proposal in respect of the licence fee incentives the maximum budget exposure would be in the vicinity on £70k per annum (assuming a 100% take up and all vehicles being fully electric). If the number of vehicles return to pre-pandemic levels this is likely to be in the vicinity of £85k based on the same assumptions. See paragraphs 6.1 to 6.5.</p> <p>It is anticipated that the initial take up would equate to no more than about 10 vehicles in the first year based on historical trends.</p> <p>If the proposals around fees are accepted by the Executive then they would need to form part of the budget setting process, and the prioritisation of these proposals would need</p>



	<p>to be considered against other Council priorities and the wider financial position that the Council faces when setting its budget.</p>
<p><b>Human Resource:</b></p>	<p>There are no HR implications associated with the production of this report.</p>
<p><b>Legal:</b></p>	<p>Legal provisions in relation to taxi vehicle licensing fees are contained in s.70 of the Local Government (Miscellaneous Provisions) Act 1976.</p> <p>The licensing fees recoverable by a local authority in respect of vehicles and operators is limited to vehicle inspection costs for the specific purpose of determining their suitability to be licensed, reasonable cost of providing hackney carriage stands, reasonable administration costs for processing the licence application and finally reasonable costs associated with “...control and supervision of hackney carriages and private hire vehicles.”</p> <p>S.70 goes on to describe some further conditions and the process when setting or varying the fee. Any variations to the existing fee amounts would need to be subjected to the prescribed statutory process including a 28 day consultation period.</p> <p>This motion does not impact directly on the chargeable fee setting, as those amounts are determined by the reasonable costs incurred by Public Protection Partnership for vehicle inspection etc. (see above).</p> <p>S.70(6) is the relevant provision for the purposes of this motion, as this gives the Council the power to remit fees;</p> <p>Under s.70(6) a local authority “<i>may remit the whole or part of any fee chargeable in pursuance of this section... in any case in which they think it appropriate to do so.</i>”</p> <p>Laura Knowles, People Team Solicitor – 16 August 2022</p>
<p><b>Risk Management:</b></p>	<p>All decisions are potentially subject to legal challenge. It is therefore important that the fees and methodology are subject to ongoing review. This proposal does not impact on the fee setting directly (which is determined by cost to PPP). Any decision about whether to remit the fees in full or in part must consider whether it is appropriate in the circumstances.</p>

	<p>Setting a time limit on the scheme and then carrying out annual reviews will reduce the potential reputational, financial and legal risks to the Council.</p> <p>The Council would need to ensure that it did not confer an advantage on one organisation over another using Council resources.</p>			
<b>Property:</b>	There are no property implications associated with this report.			
<b>Policy:</b>	<p>It is an aim of the Council's ULEV Strategy 2020-30 to:</p> <ul style="list-style-type: none"> <li>• <i>Encourage hackney carriage and private hire vehicles to consider going ULEV</i></li> </ul> <p>Any relevant changes to policy will also be reflected in the Draft Hackney Carriage and Private Hire Licensing Policy which is currently being consulted on.</p>			
	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equalities Impact:</b>				
<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		No evident contribution to inequality in relation to this report.
<b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		It is not envisaged that the proposals will have more or less of an impact on those with protected characteristics than other residents or users of taxis in the District.

Response to the Help the Taxi Trade Go Greener Motion

<b>Environmental Impact:</b>	X			If Members are minded to support the motion and the trade are incentivised to make changes to the vehicle fleet this might have a positive impact on the environment.
<b>Health Impact:</b>	X			If Members are minded to support the motion and the trade are incentivised to make changes to the vehicle fleet this might have then have a positive impact on the health of residents.
<b>ICT Impact:</b>		X		No impact
<b>Digital Services Impact:</b>		X		As part of business as usual activity the PPP will make use of the website and social media platforms to raise awareness of any incentives, initiatives and infrastructure to help the taxi trade go greener.
<b>Council Strategy Priorities:</b>	X			Support businesses to start develop and thrive in West Berkshire.  Maintain a Green District.  Ensure sustainable services through innovation and partnerships.
<b>Core Business:</b>	X			The Public Protection Service Delivery Plan 2021-23 acknowledges that all partner Councils have developed agendas around climate change and it therefore requires the PPP to work with taxi and private hire operators to encourage / incentivise the move to electric vehicles (EVs).
<b>Data Impact:</b>		X		No impact

<b>Consultation and Engagement:</b>	<p>The Environment Advisory Group and the Licensing Committee have been consulted on this motion and wider initiatives to assist the taxi trade to go greener. An annual report on these matters will go to the June/July Licensing Committee meeting from July 2023. Ongoing discussions will take place at the Taxi Liaison Group meetings. The PPP is currently consulting on the Draft Hackney Carriage and Private Hire Licensing Policy. More information about the consultation which is due to close on the 04 October 2022 can be found <a href="#">here</a>.</p> <p>Following discussions with colleagues in the Transport and Environment Delivery Teams it has been confirmed that most PHEVs have an electric-only range of around 30 miles and the criteria that has been proposed has been amended to reflect that position.</p>
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## 4 Executive Summary

- 4.1 This report provides a response to a motion tabled at the 18<sup>th</sup> January 2022 Council meeting which called on the Council to commit to introducing a subsidised licence fee for electric and hybrid vehicles within the 2023/24 budget and to providing (where practical) fast charging points next to taxi ranks to remove range anxiety for taxi drivers.
- 4.2 The proposals were discussed at the Environment Advisory Group in April 2022 as well as the July 2022 Licensing Committee meeting as directed by Council. The responses to the motion are set out in paragraph 7.1.
- 4.3 The Executive is asked to consider the recommendations in light of other Council priorities and the wider financial position that the Council faces when setting its budget. The potential maximum exposure for the Council should 100% of all vehicles be switched to fully electric taxis would be in the vicinity of £70k (based on the 2022 vehicle numbers and 2023/24 proposed fees) and £85k should the number of vehicles return to pre-pandemic levels. Historical trends would suggest that the actual take up would cost a lot less.

## 5 Supporting Information

### Introduction

- 5.1 Councillor Adrian Abbs tabled a motion at the 18 January 2022 Council meeting which called on the authority to commit to introducing a taxi licence fee scheme that would introduce a zero-licence fee tariff for any taxi that is powered fully by electricity and a 50% reduction of the licence fee for any taxi that can do a minimum of 50 miles on electric power before switching to fossil fuel. The motion also asked the Council to commit to providing (where practical) fast charging points next to taxi ranks to remove range anxiety for taxi drivers. A copy of the full motion is attached at Appendix A to this report.

## Response to the Help the Taxi Trade Go Greener Motion

- 5.2 The then Chairman of Council advised that Members would not debate the Motion at the meeting and, in accordance with Procedure Rule 4.9.8, this would be referred to the Environment Advisory Group (EAG) for consideration as the detail of the Motion falls within the remit of the Executive. The EAG would in turn consult the Licensing Committee who would respond to the motion and make a recommendation to the Executive.
- 5.3 A report was considered at the 04 April 2022 EAG meeting. This report addressed the motion as well as wider opportunities for the Council to take forward the work to support the taxi trade to go greener. Members were supportive of identifying incentives that might induce the trade to move to more environmentally friendly vehicles while recognising the barriers that the trade had raised about switching to Ultra Low Emission Vehicles (ULEVs). These barriers had been identified in a survey undertaken by the Environment Delivery Team in April 2021.
- 5.4 A report was then prepared for the 04 July Licensing Committee meeting which set out a range of options available to the Council to assist the local taxi trade to 'go greener' and provide incentives to entice them to switch to ULEVs. The report also sought direction from Members in order to formulate a response to the motion for the Executive to consider.
- 5.5 The Licensing Committee have committed to ongoing discussions and production of an annual report to take the work to support the taxi trade to go greener forward. The EAG will continue to consider infrastructure changes to support the trade. In addition it should also be noted that the Public Protection Partnership has secured a grant from DEFRA to undertake a behavioural change project around air quality. A contractor had been appointed and they have started collecting a range of baseline data. A lot of work will focus around an anti-idling campaign. Specific areas including taxi ranks will be targeted.
- 5.6 This report however only seeks only to provide a response to the motion.

## 6 Background

- 6.1 As at the 31 March 2022 the Council had granted the following number of vehicle licences:

	Licence Type	No Issued
Vehicle	Hackney Carriage Vehicle	123
	Private Hire Vehicle	138
	Total	261

- 6.2 Due to the unprecedented time the trade has been through over the past few years the data for the preceding three years is also set out below:

Licence Type	At 31/03/2021	At 31/03/2020	At 31/03/2019
Private Hire Vehicle Licence	127	163	156
Hackney Carriage Vehicle	133	153	159

Total	260	316	315
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6.3 The Licensing Team cannot confirm the number of electric vehicles that are currently operated in West Berkshire as this information is not specifically recorded but there are at least four Private Hire vehicles operated by a company that only use EVs.

6.4 The following Vehicle Fees and Charges were agreed at the Budget Council meeting in 2022:

Vehicle Licences	2022/23 Fee
Hackney Carriage Vehicle – New	£266
Hackney Carriage Vehicle – Renewal	£236
Private Hire Vehicle – New	£266
Private Hire Vehicle – Renewal	£236

6.5 The fees for 2023/24 are yet to be set. Any variation to the existing fees will be subjected to the prescribed consultation process. The proposed fees going to the Joint Public Protection Committee on the 19 September 2022 are as follows:

Vehicle Licences	Proposed 2023/24 Fee
Hackney Carriage Vehicle – New	£288
Hackney Carriage Vehicle – Renewal	£256
Private Hire Vehicle – New	£288
Private Hire Vehicle – Renewal	£256

6.6 The Licensing Committee, in relation to the wider discussion on supporting the taxi trade to go greener commented that:

- where possible the Council should act as an enabler and not a provider to assist the taxi trade;
- market forces, including current fuel costs, might act as an incentive for the trade to switch to ULEVs;
- ongoing discussions about ways to support the trade to go greener should take place on an annual basis;
- the range the vehicles could achieve was still a major inhibitor albeit that technology was constantly evolving;
- in principle they supported the notion of providing grants to assist the trade to switch to ULEVs but this would need to be fully costed and should reflect not only the capital costs but the associated revenue costs too. It was likely that the higher the grant the more take up there was likely to be. This work would be the subject of a separate report.
- they supported identifying external grant funding solutions which could be advertised to the trade;
- they would not support capping the cost of EV rapid charges for taxis licensed on the Council's network;

- they would consider providing access to free overnight parking with access to charging points to assist drivers that could not charge their vehicles at home but that this would require input from the Parking Team to identify appropriate locations;
- they did not support a budget bid to purchase electric vehicles which would then be loaned to the trade due to the legal and financial implications of doing so;
- they did not support setting up a fund so that the Council could act as a lender to the trade to purchase electric vehicles due to the legal and financial implications of doing so. Some Members were however supportive of identifying opportunities for the trade (in both West Berkshire and other local authorities) and professional leasing companies to be brought together.

## 7 Proposals

7.1 In light of the discussion at the EAG meeting and the Licensing Committee the following responses to the requests set out in the motion are proposed:

Motion: The Council Commits to:	Response Proposed by the Licensing Committee
<p>Introducing a subsidised incentive for hackney carriage and private hire vehicles licensed by West Berkshire Council within next year’s budget.</p> <p>The incentive scheme would comprise a zero-licence fee tariff for any taxi that is powered fully by electricity and a 50% reduction of the licence fee for any taxi that can do a minimum of 50 miles on electric power before switching to fossil fuel - known often as plug-in hybrids</p>	<ol style="list-style-type: none"> <li>1. A time limited fee based remittance scheme, subsidised by the Council, to be introduced from 01 April 2023 for both electric and hybrid vehicles.</li> <li>2. A 100% remittance to be applied to all electric vehicles.</li> <li>3. A 50% remittance would to be applied to hybrid vehicles.</li> <li>4. The number of vehicles that could apply for a subsidy should not be limited.</li> <li>5. The application of the remittance to be reviewed on an annual basis and the scheme to be in place for a maximum three year period.</li> <li>6. The funding required to support the project to be set aside and drawn down as required.</li> <li>7. The criteria that should be applied to hybrid vehicles is that the vehicles should be zero emission capable (ZEC). This term includes plug-in hybrid vehicles but sets a minimum distance or range that the vehicle must be able to be driven without any exhaust emissions of 30 miles (in accordance with the manufacturers specifications), as well as a maximum g/CO2/km of less than 50g/km .</li> </ol>
<p>Providing (where practical) fast charging</p>	<ol style="list-style-type: none"> <li>8. The Environment Delivery Team have a target to install Charge points in approximately 25 car</li> </ol>

<p>points next to taxi ranks to remove range anxiety for taxi drivers.</p>	<p>parks this financial year so this will be a significant undertaking and impact on ability to consider taxi ranks as well. Depending on feasibility studies it may be that rapid charging points are installed in Public Car Parks, instead of or alongside fast chargers. The outcome of the feasibility studies to be considered before any decision is made.</p> <p>9. Progress on installation to be reported back to the Licensing Committee on an annual basis.</p>
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## 8 Other options considered

- 8.1 The Licensing Committee considered limiting the number of cases where fees would be remitted that could be issued annually but given that the licenses are issued on a rolling basis they did not want to disadvantage licensees that were applying later in the year.
- 8.2 They also considered limiting the remittance scheme to fully electric vehicles only but given the costs of the vehicles and the concerns around vehicle range they felt that a remittance should be applied to both types of vehicles albeit on different scales.
- 8.3 The Committee also considered not recommending a remittance but decided against this option due to the desire to support the trade to switch to electric vehicles.
- 8.4 The Committee also considered a number of options in relations to grants, purchasing vehicles and loaning them to the trade, capping EV charges etc and those responses are referred to in section 6.6 of this report.

## 9 Conclusion

- 9.1 The Council is committed to working with the trade to assist them to moving to more environmentally friendly vehicles and practices. Some of these changes will be driven through the revised draft Hackney Carriage and Private Hire Licensing Policy which is currently being consulted on. Behavioural Change will also be delivered through the anti-idling campaign which was currently being implemented. While the introduction of a remittance scheme and charging points will not, as standalone measures, deliver change it is hoped that they will form part of a range of measures to be introduced in consultation with the trade.

## 10 Appendices

Appendix A – Full Motion

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### Background Papers:

[Local Government \(Miscellaneous Provisions\) Act 1976](#)

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Report on [Helping the Taxi Trade to Go Greener](#) at the 04 July Licensing Committee meeting which includes the April 2021 Survey of the taxi trade.

**Subject to Call-In:**

Yes:  No:

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

**Wards affected:** All

**Officer details:**

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### **Motion Proposed By Councillor Adrian Abbs and Seconded By Councillor Lee Dillon at the Full Council meeting on the 18 January 2022**

#### **“Overview:-**

Given the Council’s declaration of a climate emergency at a district wide level, it is a critical part of the delivery to have any body, company or individual contributing to carbon emissions join West Berkshire Council in achieving its stated goals of net zero by 2030.

Transport is amongst the largest contributors of carbon emissions and the taxi trade is one group over which West Berkshire Council has some direct influence.

During recent meetings with the trade body several key factors were established that have led directly to this motion and, should this motion be adopted, allow West Berkshire Council to encourage the whole trade in going greener at pace.

For the purposes of this motion “Taxis” refers to vehicles licenced for plying for hire on ranks or that can be hailed in the street and private hire vehicles which are vehicles licensed by the Council which must be pre-booked. “Licence fees” refers to those fees associated with Hackney Carriage and Private Hire Licences, plus Private Hire Operators (PHO) licences for both new vehicles / operators and renewal of licences.

Other direct benefits would also result from the adoption of this motion in and around

taxi ranks where charging infrastructure is deployed.

- Street vendors that use car parks next to taxi ranks could use direct electricity feeds rather than the petrol and diesel generators currently used.
- Reductions in noise from all vehicle types and street vendors would result from the removal of fossil fuel engines.
- Improvements in Air Quality and specifically a reduction in Nitrous Oxide and fine particulate matter which would lead to a safer environment for all.

#### **Council notes:**

- 95% of Taxis are still diesel according to the latest survey of the trade.
- That 60% of those that recently responded to a consultation said they are considering changing their vehicle in the next 3 years.
- That 80% of the journeys made in a taxi are less than 50 miles.
- That 80% of taxi drivers drive less than 200 miles a day.
- That poor air quality (especially in built up areas) is a significant risk to health.
- That whilst 50% of respondents would consider electric for personal use, only 30% thought they might choose electric for work.
- That to meet our climate emergency declaration goals by 2030, significant changes in transport modes are needed as quickly as possible.
- That most battery electric vehicles suitable for use as a taxi have ranges of more than 200 miles.

- That full plug-in hybrids often have a range on pure electric exceeding the average journey needed by taxi.
- The upper end of the cost estimates for licences is £36K assuming all 60% of those thinking of a change do so in year 1.

In order to help achieve this:

This Council will introduce an incentive scheme to help all forms of vehicle licensed by West Berkshire for public transport to go green. The incentive scheme would run until the 31 March 2025 and would result in the Council subsidising licence fees over a three-year period for each taxi.

This scheme will introduce a zero-licence fee tariff for any taxi that is powered fully by electricity and a 50% reduction of the licence fee for any taxi that can do a minimum of 50 miles on electric power before switching to fossil fuel - known often as plug-in hybrids. The cost of this proposal for every 10% of fee take up would be a subsidy of:

- £6.5K fully electric
- £3.25K for hybrid

This Council commits to:

- Introducing the subsidised incentive scheme within next year's budget.
- Providing (where practical) fast charging points next to taxi ranks to remove
- range anxiety for taxi drivers".

# Notrees Care Home – Response to Consultation

<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	22 September 2022
<b>Portfolio Member:</b>	Councillor Jo Stewart
<b>Date Portfolio Member agreed report:</b>	11 July 2022
<b>Report Author:</b>	Paul Coe
<b>Forward Plan Ref:</b>	EX4258

## 1 Purpose of the Report

This report sets out new recommendations following the public consultation on the proposed closure of Notrees Care Home.

## 2 Recommendations

2.1 This report recommends that:

- a) Adult Social Care (ASC) does not progress with the proposed closure, but continues to operate the service while further work is undertaken. This will include re-starting permanent admissions.
- b) ASC communicates that intention to all relevant stakeholders as soon as possible.
- c) ASC undertakes further work to identify options to deliver a service which is viable in the long-term. This will include discussions with Sovereign Housing, who have a shared interest in the site.
- d) ASC continues to monitor both the level of service user need and the situation in the external provider market.
- e) ASC will set out an updated and costed set of recommendations in due course.

## 3 Implications and Impact Assessment

Implication	Commentary
<b>Financial:</b>	In the short-to-medium term the financial impacts are minor. The Notrees revenue budget is generally fairly well managed. The biggest threat to this is the challenge regarding bed occupancy

**Notrees Care Home – Response to Consultation**

	<p>levels. A significant number of empty beds can create challenges in budget management. Closure of the home was anticipated to generate a saving, based on the assumption that external beds could be sourced more cheaply, but these savings were not put forward as they could not be confirmed until after consultation. There are capital monies available to undertake some improvements in the site. The longer-term costs are likely to increase due to the age of the building.</p> <p>Work to identify future plans for the site will be fully costed.</p>			
<b>Human Resource:</b>	<p>The recommendations support the retention of existing staff.</p> <p>There remains a challenge in securing sufficient staff (both permanent and agency) due to the home’s relatively rural location.</p>			
<b>Legal:</b>	<p>The proposed actions reduce the likelihood of challenge.</p> <p>There are covenants in place which restrict the available options for the future use of the Notrees site. This principally relates to the requirement that the land be used for ‘elderly accommodation’. Legal advice is being sought on the available options.</p>			
<b>Risk Management:</b>	<p>The proposed actions reduce the risk of reputational damage as they take full account of the consultation response.</p>			
<b>Property:</b>	<p>The proposal is to retain Notrees and explore options for future use/ configuration, including discussions with Sovereign regarding their portion of the shared site.</p>			
<b>Policy:</b>	<p>The proposed actions need to sit alongside the wider ASC Care Homes Strategy.</p>			
	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equalities Impact:</b>				

<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		The impacts will emerge when further work has been undertaken.
<b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		The impacts will emerge when further work has been undertaken.
<b>Environmental Impact:</b>		X		The impacts will emerge when further work has been undertaken.
<b>Health Impact:</b>		X		The impacts will emerge when further work has been undertaken.
<b>ICT Impact:</b>		X		The impacts will emerge when further work has been undertaken.
<b>Digital Services Impact:</b>		X		The impacts will emerge when further work has been undertaken.
<b>Council Strategy Priorities:</b>		X		The impacts will emerge when further work has been undertaken.
<b>Core Business:</b>		X		The impacts will emerge when further work has been undertaken.
<b>Data Impact:</b>		X		The impacts will emerge when further work has been undertaken.

<b>Consultation and Engagement:</b>	Jo Stewart - Executive Member for Adult Social Care Andy Sharp – Executive Director, People Paul Coe - Service Director, ASC Jenny Legge – Performance and Risk Tracy Thorne – Finance Manager Richard Pask - ASC Business Manager
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## 4 Executive Summary

4.1 The ASC Care Homes Strategy was agreed at Ops Board. One of the recommendations was that:

‘Notrees Care Home is closed within 18 months, as the building requires significant investment and it provides residential care for those with relatively low needs, which is a declining part of the market.’

4.2 Public consultation on this proposal was undertaken, and closed on 8<sup>th</sup> June.

4.3 The response to the public consultation indicated very significant levels of support for the service and strong resistance to the proposal to close. Responses demonstrated that the local community saw Notrees as a valuable asset playing an important role in the life of the community.

4.4 In light of the responses, a revised recommendation has been developed.

## 5 Supporting Information

### Arguments for closure

5.1 The arguments for closure were set out in the consultation documents. The following extracts set out the principal elements:

5.2 ‘The shape of demand for Adult Social Care has been changing over recent years, in part due to the impact of the pandemic on the needs of older people. Research, undertaken by Age UK, shows that there is a significant increase in the need for social care. The need for ‘ordinary’ residential care is growing more slowly than other needs and there is significant market capacity in West Berkshire and nearby homes. Currently only 40% of care home beds in West Berkshire are for dementia needs and these are at over 90% capacity. While general residential places, which make up 30% of available places, are operating at only 78% capacity.’

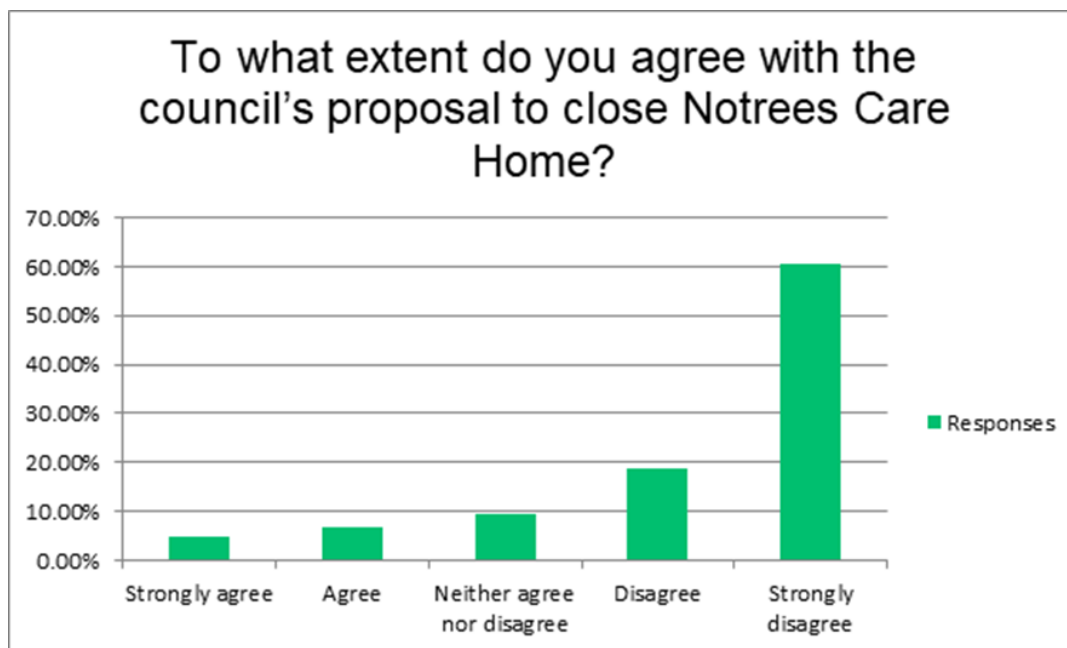
5.3 ‘It is also anticipated that more people who fund their own care will look to have carers in their own homes, until their needs become complex and nursing or advanced residential care is required.’



- 5.4 'Notrees cares for people who are more able, and have less complex needs and, as part of a recent evaluation of our services carried out by our Market Management Lead, who has been monitoring the care home market, it was assessed as a facility that was seeing a reduction in the number of residents who wished to live there.'
- 5.5 'Notrees is situated in a relatively rural location in the village of Kintbury which impacts on recruitment of new staff, as well as demand for places for residents. There is currently a significant challenge to recruit and retain appropriate number of quality staff in the Adult Social Care sector. A combination of Covid burnout, competition from the NHS, reduced numbers of workers from the European Union and rising wages in other sectors is making it harder to find and retain the necessary staff. The rural setting and small size of the home create additional hurdles to these more general recruitment and retention challenges.'
- 5.6 'Notrees has been assessed to be approaching the end of its life and would require around £400,000 to refurbish and maintain for another 5-7 years.'
- 5.7 'The home itself is relatively small, so may struggle to achieve levels of efficiency, especially with any tightening of Care Quality Commission regulations. Larger facilities can function effectively on smaller staffing ratios and purpose built homes will be designed to allow more room for social distancing, modern equipment, easier isolation of affected residents in cases of infection, fewer touch points and safer visitor areas.'

### Responses to the consultation

- 5.8 At the point when the consultation formally ended, the following had been submitted to the council:
- 5.9 Hard copy petitions against the closure totalling **418** signatures.
- 5.10 An online petition 'Save Notrees Care Home' (@change.org) had **522** signatures. This number has risen to **620** as at 1/7/2022.
- 5.11 The Liberal Democrats launched a petition (<https://www.wbld.org.uk/save-notrees>). The number of signatories is not visible on the site and has not been shared. The Liberal Democrats have communicated the intention to present the petition to Full Council on 19<sup>th</sup> July.
- 5.12 A formal response was also submitted by Kintbury Parish Council arguing for the retention of the service.
- 5.13 **115** people responded to the consultation and the summary of the responses is as follows:



5.14 Responses were received from a cross-section of people and included some directly affected people including resident of the home, their family members and staff working in the service.

5.15 The level and nature of the objections is very significantly greater than those submitted to the consultation on the closure of Walnut Close.

### Press Interest

5.16 There has been some press interest.

- a) <https://www.getreading.co.uk/news/reading-berkshire-news/berkshire-care-home-facing-closure-23789594>
- b) <https://www.newburytoday.co.uk/news/brexit-and-covid-burnout-blamed-for-staff-shortages-9251167/>

### Counter Proposal

5.17 The Registered Manager of Notrees has developed a counter proposal for future uses of the site. It will be taken into consideration as we develop future options.

## 6 Conclusion

6.1 The recommendation to close Notrees Care Home was set out in the ASC Care Homes Strategy. Consequently a public consultation was undertaken.

6.2 The response to the public consultation indicated very significant levels of support for the service and strong resistance to the proposal to close.

6.3 In light of the responses it is recommended that a revised set of options are developed for the future use of the site which will seek to reflect the responses while also ensuring

that the service is viable in the long-term. In the interim, the service will revert to 'business as usual, including re-starting permanent admissions.

## 7 Appendices

None.

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### Subject to Call-In:

Yes:  No:

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

**Wards affected:** Kintbury

### Officer details:

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# Adult Social Care – Preparation for CQC Inspection

<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	22 September 2022
<b>Portfolio Member:</b>	Councillor Jo Stewart
<b>Date Portfolio Member agreed report:</b>	13 July 2022
<b>Report Author:</b>	Paul Coe, Service Director, ASC
<b>Forward Plan Ref:</b>	EX4255

## 1 Purpose of the Report

The purpose of this report is to update on the preparations West Berkshire Council is making for the planned Care Quality Commission (CQC) inspections of local authority Adult Social Care (ASC) functions and to identify areas for investment.

## 2 Recommendation

It is recommended that the council invests in the identified areas for improvement in order to support a better outcome from any CQC Inspection activity.

## 3 Implications and Impact Assessment

Implication	Commentary
<b>Financial:</b>	<p>Identified costs are £ 175k one-off funds and £ 435k per annum of recurrent funding.</p> <p>There is no ‘new burdens’ money available for this work.</p> <p>ASC will develop bids for Transformation Funding relating to the one-off funding but it will not be suitable for the recurrent funding needed.</p>
<b>Human Resource:</b>	<p>Preparation for the new inspection regime requires significant amounts of officer time from a range of departments. Some additional staffing resource is proposed below.</p>

<b>Legal:</b>	Legal Services are supporting the process, including the self-assessment activity.			
<b>Risk Management:</b>	If the preparation for inspection is not of an adequate standard, then there could be some risk to the Council of a poor rating which could bring the Council into disrepute.			
<b>Property:</b>	NA			
<b>Policy:</b>	Government White Paper 'People at the Heart of Care: adult social care reform' was published in December 2021 and provides more detail as to what is expected of the Local Authority regarding quality assurance and CQC inspection.			
	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equalities Impact:</b>				
<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?	X			Quality Assurance should provide improved practice and outcomes for services users and carers.
<b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	X			Better outcomes for service users and carers.
<b>Environmental Impact:</b>		X		None
<b>Health Impact:</b>		X		None

<b>ICT Impact:</b>		X		None
<b>Digital Services Impact:</b>		X		None
<b>Council Strategy Priorities:</b>	X			This paper highlights work which when completed aligns with WBC’s ‘Council Priority One; to ensure our vulnerable children and adults achieve better outcomes’.
<b>Core Business:</b>	X			This paper links directly into the WBC ‘Priorities for Improvement’, by strengthening the Adult Social Care Quality Assurance Framework resulting in better outcomes for the residents of West Berkshire.
<b>Data Impact:</b>		X		None
<b>Consultation and Engagement:</b>	<p>Paul Coe – Service Director, Adult Social Care</p> <p>Jo England – Service Lead, Adult Social Care</p> <p>Sue Brain – Service Manager, Adult Social Care</p> <p>Marion Angas – Service Manager, Adult Social Care</p> <p>Barbara Billet – Quality Assurance Manager</p> <p>Karen Felgate – Service Manager, Commissioning</p> <p>John Carpenter – Market Management Lead, People Directorate</p> <p>Tracy Thorne – Finance Manager, Finance and Property</p> <p>Holly Whitwham – Legal Services</p> <p>Shona Kelly – Human Resources</p>			

## 4 Executive Summary

4.1 CQC Inspections of ASC’s core functions (much like Ofsted inspections of Children’s Services) are anticipated to commence in 2023, although the actual date is not known.

- 4.2 The inspection framework has not been finalised but initial indications of a proposed approach have been circulated for comment/ awareness.
- 4.3 A paper was submitted to Corporate Board on 21<sup>st</sup> December 2021 advising of the new requirement. At that time the key action was to convene a Task and Finish Group, made up of representatives from ASC, Commissioning and Procurement, Human Resources, Legal and Communities and Wellbeing.
- 4.4 The Task and Finish Group (T&FG) has now met on several occasions and has completed a self-assessment activity to identify areas of strengths/weaknesses in line with the anticipated framework.
- 4.5 Members of the T&FG have also met separately with sub-groups of our Peer Network, which is made up of West Berkshire, Slough and Wokingham. This provides the opportunity for us to share examples of best practice. We are also drawing on the experience of colleagues in Children and Family Services.
- 4.6 Having completed the self-assessment activity, we are now in a position to provide a costed proposal for improvements in readiness for the inspection process.

## **5 Supporting Information**

### **Introduction**

- 5.1 The Health and Care Act 2022 establishes a new duty for CQC to independently review and assess the performance of local authorities in delivering their adult social care functions, as set out under Part One of the Care Act 2014 (Care and support).
- 5.2 These assessments will provide a greater understanding of practice and provision at local level, making it easier to see what is working well, and make good practice, positive outcomes and outstanding quality easier to spot and share nationally.
- 5.3 This paper outlines the activity required and planned in order to prepare for these inspections of local authority adult social care functions.
- 5.4 This paper is for information purposes and to provide clarity regarding West Berkshire Council's ASC CQC preparations.

### **Background**

- 5.5 Currently, performance is measured mainly through the Adult Social Care Outcomes Framework (ASCOF) and by nationally co-ordinated surveys. ASC is, in broad terms, performing well in many areas when compared with the national picture/ near neighbours. That said, there are some areas of long-standing weaker performance and there are risks relating to work which is not routinely 'tested'.
- 5.6 The introduction of CQC Inspections for core functions is a new requirement and it will bring heightened scrutiny. It is reasonable to expect that this will incentivise many authorities to seek to drive up standards in ASC performance.
- 5.7 The T&FG has conducted a self-assessment using a draft framework.



- 5.8 Inspection processes can be unpredictable, particularly when inspectors are applying a new framework. Investment is no guarantee of success but it should reduce the risk of negative outcomes.
- 5.9 Improvement work should begin as soon as possible so that it has an impact in readiness for the start of the Inspection programme.

### Results of Self-assessment

5.10 The self-assessment identified a number of areas which the T&FG agreed should be articulated and/or addressed as far as possible. They have been classified according to the following categories:

**A** - High risk gap. This category has been used for those gaps which are most likely to bring significant challenge from inspectors/ have greatest impact on the outcome.

**B** - Demonstrably Weak Performance. This category has been used for areas of work where we benchmark poorly/very poorly against the national picture or where we do not reflect the standards as set out in the draft framework.

**C** - Could be improved. This category has been used for areas or work where performance is not bad but which could contribute cumulatively to a poorer outcome.

**D** - Exposed but defensible. This category has been used for work which is recognised as problematic but where we have undertaken proportionate work to address.

5.11 Using these categories, the following areas have been identified with costed remedies.

	Category	Deficit	Remedy	Cost
1	A	COPDOL11 (Community Deprivation of Liberty cases) backlog	Commission additional assessment activity.	£75K (one-off)
2	A	Deprivation of Liberty Safeguards backlog	Commission independent assessors.	£100k (one-off)
3	A	Insufficient Casefile Audit activity	Additional resource in ASC/ Legal. Single additional person (full-time) working to PSW; cases identified randomly in CD.	C 60k (recurrent)
4	B	Liberty Protection Safeguards requirements	Dedicated Social Workers/ Occupational Therapists to meet incoming legal requirements.	£150k (recurrent)
5	B	Gap in OT Leadership	2/3 days a week from a Senior Occupational Therapist to organise training, provide advice	C £45k (recurrent)

6	B	Supported Employment – poor performance	Additional investment in existing Supported Employment contract	£30k (recurrent)
7	B	Direct Payments - poor performance	Additional post to support greater use of Individual Service Funds	£50k (recurrent)
8	C	Gaps in Training provision	Casual trainer/ ad hoc commissioning of courses	£30k (recurrent)
9	C	Low levels of service user feedback	Commission independent engagement (combination on external commissioning and additional use of surveys)	£70k (recurrent)
10	D	Gaps in Provider Market	N/A	N/A
			<b>Total (one-off)</b>	£ 175k
			<b>Total (recurrent)</b>	£ 435k per annum

## Proposals

5.12 It is proposed that the investment identified above is secured in order to reduce the risk of a negative inspection outcome.

## 6 Other options considered

6.1 The Council could accept the risk of a negative outcome from an Inspection in order to avoid the cost set out above.

6.2 ASC has considered whether there are other activities which could be stopped in order to release funds but all activities contribute to relevant statutory outputs in line with the draft framework.

## 7 Conclusion

This paper makes costed recommendations for investment in order to improve the likelihood of a positive result from the inspection programme anticipated to begin in 2023.

## 8 Appendices

None.

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### Subject to Call-In:

Yes:  No:

The item is due to be referred to Council for final approval

- Delays in implementation could have serious financial implications for the Council
- Delays in implementation could compromise the Council's position
- Considered or reviewed by Overview and Scrutiny Management Committee or associated Task Groups within preceding six months
- Item is Urgent Key Decision
- Report is to note only

**Wards affected:** All

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# Agency and Temporary Staff Managed Service Contract 2023

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<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	22 September 2022
<b>Portfolio Member:</b>	Councillor Ross Mackinnon
<b>Date Portfolio Member agreed report:</b>	5 July 2022
<b>Report Author:</b>	Chris Harris
<b>Forward Plan Ref:</b>	EX4245

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## 1 Purpose of the Report

This document sets out the preferred procurement route for the supply/provision of agency and temporary staff, following consideration of all of the options, and their relative benefits and risks. The strategy is based on service consultation, provider discussions, spend/category data, market developments and operational/legislative requirements. The report aims to discuss the options available and the recommendation to continue using a managed service provider to fill the council's agency and temporary staff requirements.

## 2 Recommendations

### 2.1 The Executive resolves to:

- (a) Enter into a new call off contract for a period of 4 years with 6 month termination clause inserted into the call-off contract that can be activated at any point should it be required. The termination clause can be inserted into the call-off contract as confirmed by ESPO, the framework provider and the supplier. The initial term would be 4<sup>th</sup> March 2023 – 3<sup>rd</sup> March 2027. The call off contract will be commissioned to provide a managed service for agency and temporary staff via the ESPO MSTAR3 Framework.
- (b) Delegate authority to Head of Service for Commissioning and Procurement to award the contract for the provision of an Agency and Temporary Staff Managed Service in consultation with the Head of Finance, Service Lead – Human Resources, Legal and Democratic Services lead and the Portfolio holder for Commissioning and Procurement.
- (c) Delegate authority to the Service Lead for Legal & Democratic Services in consultation to finalise the terms of the agreement as set out in the framework and call-off documents and to make any necessary drafting or other amendments to

the terms of the agreement which are necessary to reach final agreement but do not materially affect the intent and substance of the agreement.

- (d) Delegate authority to Head of Service for Commissioning and Procurement to undertake a review of the Council’s rebate saving structure in conjunction with the incumbent supplier so that current agency margins are updated and the savings rebate received is more reflective of the current market. This will not affect the overall value of the contract. This will be completed post contract award, during the implementation phase of the new contract.

### 3 Implications and Impact Assessment

Implication	Commentary
<p><b>Financial:</b></p>	<p>The contract structure from a financial perspective and the supporting mechanisms for allocation of savings have not changed from prior arrangements / financial years. Off contract expenditure should be monitored on an ongoing basis to ensure value for money is being achieved.</p> <p>Shannon Coleman-Slaughter 28.6.2022.</p>
<p><b>Human Resource:</b></p>	<p>Management of the current and future contract has/will have one West Berkshire Council employee appointed as contract manager. The post is 1FTE and is already in place as the Supplier Relationship Manager within the Commissioning and Procurement Service. Contract management of this particular contract forms part of this roles responsibility and therefore the agency element is not 1 FTE post, but is more like 0.5 FTE. Value for money is shown in the level of service provided by the contract. The appointed contract manager facilitates the contract, ensuring hiring managers are getting what they need, queries are dealt with effectively and contract monitoring and reporting is completed. Hiring managers across the council’s service areas will then use the managed service when needed to source temporary staff.</p> <p>Without the current agency employees some services would struggle to meet customer service needs and therefore although there is a number of projects linked to the Workforce Strategy to support WBC growing its own supply of future talent along with direct recruitment first approaches. However there are some national challenges within the recruitment market and this approach will take time to implement and embed so in the meantime agency employees will be needed.</p>

	Comments above made by Paula Goodwin, HR Service Lead on the 17th June 2022.			
<b>Legal:</b>	The contract will be procured via the Eastern Shires Purchasing Organisation (ESPO) MSTAR 3 Framework. Framework reference 653F_19.  Claire Say 21 <sup>st</sup> June 2022			
<b>Risk Management:</b>	Due to the fact that the managed service will have a new call-off contract, their supply chain will need to be moved onto the latest contractual terms to reflect the changes in framework agreement, ensure compliance and minimise risk. At this point, recruitment agencies that are part of the supply chain will have the opportunity to re-negotiate their margins and terms or opt out of the contract meaning that our supply chain conditions may change. The supplier implementations team will be responsible for the transfer of supply chain and any re-negotiations will need to be agreed by West Berkshire. If agencies refuse to sign into the supply chain for the MSTAR 3 framework, the bookings for their workers will continue under the MSTAR 2 rates but the agencies will not receive any new orders. The supplier has indicated that there won't be a large amount of variation from the MSTAR 2 to MSTAR 3 framework and therefore we shouldn't see a large increase in costs or decrease in specialism of supply especially in the social care categories.			
<b>Property:</b>	Not applicable			
<b>Policy:</b>	Not applicable			
	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equalities Impact:</b>				

<p><b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?</p>	<p>x</p>			<p>The call-off contract will refer to equality legislation specifically the Equality Act 2010 and 2006 with clauses ensuring compliance with the legislation and to promote equality. Monitored at contract review meetings</p>
<p><b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?</p>	<p>x</p>			<p>The call-off contract will refer to equality legislation specifically the Equality Act 2010 and 2006 with clauses ensuring compliance with the legislation and to promote equality. This will be monitored at contract review meetings</p>
<p><b>Environmental Impact:</b></p>		<p>x</p>		<p>No direct impact on the environment as a result of this contract. Social value will be considered as part of the requirements and were addressed as part of the original framework tender. In particular, there were social value questions asked around how the service provider would ensure customer policies and agendas are supported. KPIs for providers are focused around payment terms to ensure sustainable supply chains, financial credit scores and the % of SMEs in the supply chain.</p>
<p><b>Health Impact:</b></p>		<p>x</p>		<p>No direct impact on employee's health as a result of this contract.</p>
<p><b>ICT Impact:</b></p>		<p>x</p>		<p>The contracted managed service will use a web and cloud based portal to facilitate sourcing of agency staff, approval of timesheets and reporting of management information and therefore has no negative impact on ICT services</p>
<p><b>Digital Services Impact:</b></p>		<p>x</p>		<p>The contracted managed service will use a web-based portal to facilitate sourcing of agency staff, approval of timesheets and reporting of management information.</p>



<b>Council Strategy Priorities:</b>	x			The proposed contract works towards the priority of ensuring sustainable services through innovation and partnerships. It will provide resource to the Council to ensure that services can continue even in circumstances where a lack of in house expertise is evident, aiding the workforce strategy. It also attempts to expand on the initiatives to generate income for supporting Council services. It does this through the savings rebate structure.
<b>Core Business:</b>	x			The proposed contract works to ensure that business can continue as usual when a lack of resource is available to do so. The contract works to reduce spend on agency staff, where possible.
<b>Data Impact:</b>		x		The data impact is neutral. A data protection impact assessment has been included in consultation with the Council's data protection and information security officers.
<b>Consultation and Engagement:</b>	<p>June Graves – Head of Commissioning and Procurement</p> <p>Karen Felgate – Service Manager, Procurement Commissioning and Quality</p> <p>Claire Say – Principal Lawyer</p> <p>Sharon Armour – Principal Lawyer</p> <p>Shannon Coleman-Slaughter – Chief Financial Accountant</p> <p>Paula Goodwin – HR Service Lead</p> <p>Ross Mackinnon – Portfolio Holder</p> <p>Procurement Board</p>			

## 4 Executive Summary

4.1 The current managed service for West Berkshire Agency and Temporary Staff provision was procured via the ESPO MSTAR 2 framework as a mini-competition and awarded

in 2018. The service commenced on the 4th March 2019 with the initial term ending 3rd March 2021, however a 2 year extension provision was approved and activated. This means that the current contract is due to expire on the 3<sup>rd</sup> March 2023 with no extension provision left and arrangements need to be put in place in anticipation of the contract ending.

- 4.2 The current provider is performing well and achieving contractual savings targets and therefore Commissioning and Procurement would like to award a new contract to the existing supplier through the direct call off capability of the ESPO MSTAR 3 Framework for a 4 year term.
- 4.3 Throughout the term of the current contract, Commissioning and Procurement have kept up to date with market trends and alternative arrangements. The current managed service is deemed to be in line with market standards, whilst fitting the councils requirements and providing value for money.

## **5 Supporting Information**

### **Introduction**

- 5.1 The Council has a heavy reliance upon recruitment agencies and 3<sup>rd</sup> parties to fill temporary staffing requirements. Until 2019 service areas contracted recruitment agencies directly and negotiated fees on a spot purchase basis. In 2019, the Council appointed a managed service provider to manage a supply chain of recruitment agencies to fill its temporary staffing requirements. Data from the contract suggests that a supply of temporary and agency staff is needed to ensure service levels across the council do not drop. Increased short term demand, interim cover for vacant posts, replacement for leavers, project work and absence cover are listed among the main reasons for creating orders through the supplier portal. The service provides candidates to review to fill the positions, timesheet approval and invoicing, management information and a savings rebate pricing structure.
- 5.2 The contract with the managed service provider is due to expire 03/04/2023 and the Commissioning and procurement service wishes to award a new contract via ESPO's MSTAR 3 Framework.

### **Background**

- 5.3 The proposal to direct award the contract is based on the following information which is discussed in more detail through the proposals section.
  - (a) Performance Monitoring and outcomes
  - (b) Value for Money
  - (c) Management Information
  - (d) Nature of the Service and Streamlined Process

## Proposals

- 5.4 It is proposed that the council award a direct call off contract via the MSTAR 3 Framework using a neutral vendor approach for a 4 year term. A neutral vendor approach means that the chosen supplier does not provide candidates themselves and instead sources candidates through a supply chain. Following direct award, it is proposed that the benchmarks that create the savings rebate structure are reviewed to reflect changes in the market and create up to date savings returns. This exercise will be conducted during the implementation process.
- 5.5 The current managed service contract provides value for money by limiting the amount of margin that an agency can charge on top of worker's pay rates. Prior to the contract agencies could charge in the region of 50-60% of the worker's pay rate as agency margin leading to non-standard and increased costs. The current arrangement however means that each agency that wishes to become part of the supply chain must sign a contract with the managed service, agreeing to standard margins across various job categories.
- 5.6 The contractual target for fulfilment rates are 98% of orders for staff are filled for 'standard' roles, falling to 90% when roles are hard to fill or specialist. With the nature of the Councils requirements being last minute and urgent for care homes and the impact of Covid on the market, the supplier has met the 90% target. 85% of roles that went 'unfilled' have been attributed to requirements that were urgent or last minute with 99% of those being for care homes or resource centres.
- 5.7 Overall Council spend has increased this year by a considerable amount however this is due to the impacts and knock on effect of the Covid pandemic. The contract has seen an increase in demand, reflected in the amount of hours billed through the contract. The supplier has managed expectation of the agencies well in a volatile market. Agency requests for increased pay rates and margins have been dealt with well and fulfilment remained as high as possible. It is believed that the contract provides value for money. Comparisons were made between various suppliers within the YPO and MSTAR 3 frameworks with the supplier showing the best prices overall across the majority of job categories. This is further demonstrated when comparing the MSTAR3 framework to the alternative YPO framework where cheaper charges rates are seen for the roles where we have most agency demand.
- 5.8 Resource is in place to contract manage the managed service arrangement and therefore no additional pressures will be needed. The nature of the contract management in this area means that strong working relationships have been built with the supplier's business partners over the course of the initial term which would ease the pressures of implementation.
- 5.9 Due to the nature of the work that the council do as an authority, there will always be a need for a supply of agency staff, primarily to ensure services are kept running. The aim of the strategy is to ensure there is a contractual arrangement that provides value for money and maintains good working relationships with recruitment agencies at competitive rates. It is believed that the proposed arrangement meets this aim. The ultimate aim of the council should be to reduce reliance upon agency staff and therefore overall spend however this requires a change in strategy focusing on permanent

recruitment and retention. The proposed contracts attempts to cover the necessary provision for when agency staff are needed.

- 5.10 The proposal is focused solely upon recruitment of temporary staff. There is contractual provision to transfer temporary workers to permanent members of staff, provided that the workers are sourced via the managed service, at reduced rates or without the need to pay introduction fees depending on the amount of time that the temporary worker has been in post. Human Resources are currently looking into provision regarding the use of recruitment agencies for permanent recruitment.
- 5.11 ESPO have confirmed compliance with UK procurement legislation and that there are no conditions to direct call-off from the framework that will prohibit the Council from awarding directly. Commissioning and Procurement are satisfied that the framework agreement and customer call-off contract are suitable to provide the service required.

## 6 Other options considered

6.1 Alternative options considered are:

- (a) Re-tendering the service to look for alternative managed service suppliers through the MSTAR3 Framework
- (b) A joint venture approach to 'in-house' provision using resource set up by another local authority
- (c) Let the contract expire and service areas revert to making their own provision for sourcing agency and temporary staff.
- (d) Appointing a Managed Service Provider through the YPO framework
- (e) Adopting a Master Vendor approach and appointing a new managed service.

6.2 Re-tendering the service for a commencement of 4th March 2023 is not the preferred option. Commissioning and Procurement are satisfied with service provision provided and would like to extend the contracts with the current providers. Changes to the service provider after a successful 4 year period would likely mean 'off-contract' spend increases and therefore overall cost with no savings produced. It has taken time to incorporate the managed service process into the council's recruitment culture and any change in provider could produce detrimental impact on agency spend. There is a risk that progress made in this area would be lost by a change of supplier. Consideration has also been given to the costs incurred by changing supplier. These include the cost of re-tendering, re-implementation, re-training users on a new system, internal disruption to current bookings, creating new working business relationships with the managed service supply chain.

6.3 Commissioning and Procurement have considered alternative options that would provide 'in-house' managed services. This would be in the form of a joint venture with another local authority whereby a team of 'recruiters' would be provided to West Berkshire Council who would pro-actively source temporary staff candidates to fill requirements, eliminating the need to continually pay agency fees and margins to 3<sup>rd</sup> party providers. Savings would be seen through the dividends that the company

produces and send back to West Berkshire Council. Commissioning and Procurement are exploring the idea for future use as the initial set up would have considerable time and financial implications. It is logical to continue with the current arrangement whilst this option is analysed further throughout the duration of the proposed contract.

- 6.4 An option could be to let the contract expire however this is not the recommended route. Service areas would need to make their own provisions for sourcing temporary and agency staff when requirements arise. This is not a viable option as it would mean any progress made in value for money and working business relationships over the initial term would likely reverse and service areas would be in charge of their own negotiations directly with suppliers, leading to increased costs. Recruitment agencies would not have limited margins that they can charge which historically have been in the region of 20-60% of the worker's pay rate.
- 6.5 Comparisons were made to an alternative framework to determine whether the MSTAR3 framework and the supplier provided value for money. MSTAR 3 was compared to YPO's Managing Temporary and Permanent Recruitment – 942 framework. Comparisons were also made between providers on the 942 framework. Across all job categories, the supplier demonstrated the lowest total charge costs amongst all the neutral vendor providers within the 942 framework. The MSTAR 3 framework however has a flat pricing schedule across all providers and therefore we asked the supplier to produce price comparisons between the YPO and MSTAR 3 frameworks to determine which would provide the council with value for money. In lower paid roles, where most of the council's requirements sit, the MSTAR 3 framework showed greater value for money than the 942 framework and therefore MSTAR 3 is the recommendation.
- 6.6 The current contract adopts a neutral vendor approach which means that the chosen supplier does not provide candidates themselves and instead sources candidates through a supply chain. This was compared to a master vendor approach where an agency is appointed to source candidates and will only send orders out to other selected agencies, if the master vendor is unable to fulfil the requirement. Whilst management fees can be lower in a master vendor approach, neutral vendors are incentivised to make and deliver cost savings, particularly in relation to reducing the demand for and the duration of assignments. Neutral vendors do not make money from placing candidates and therefore the cost for delivering their service is all contained within their management fee, therefore, on a like-for-like comparison, neutral vendor management fees can be more expensive than management fees of a master vendor. However, the savings delivered should far exceed any extra cost in management fee due to the effective implementation and engagement by hiring managers and agencies alike. A neutral vendor is more likely to provide unbiased audit, compliance and MI documentation. Therefore a continued neutral vendor approach is recommended due to price comparison, analysis of management information, continuity in process and working relationships.

## 7 Conclusion

- 7.1 The Executive resolves to:
- (a) Enter into a new call off contract for a period of 4 years with 6 month termination clause inserted into the call-off contract that can be activated at any point should

it be required. The termination clause can be inserted into the call-off contract as confirmed by ESPO, the framework provider and the supplier. The initial term would be 4<sup>th</sup> March 2023 – 3<sup>rd</sup> March 2027. The call off contract will be commissioned to provide a managed service for agency and temporary staff via the ESPO MSTAR3 Framework.

- (b) Delegate authority to Head of Service for Commissioning and Procurement to award the contract for the provision of an Agency and Temporary Staff Managed Service in consultation with the Head of Finance, Service Lead – Human Resources, Legal and Democratic Services lead and the Portfolio holder for Commissioning and Procurement.
- (c) Delegate authority to the Service Lead Legal & Democratic Services in consultation to finalise the terms of the agreement as set out in the framework and call-off documents and to make any necessary drafting or other amendments to the terms of the agreement which are necessary to reach final agreement but do not materially affect the intent and substance of the agreement.
- (d) Delegate authority to Head of Service for Commissioning and Procurement to undertake a review of the Council’s rebate saving structure in conjunction with the incumbent supplier so that current agency margins are updated and the savings rebate received is more reflective of the current market. This will not affect the overall value of the contract. This will be completed post contract award, during the implementation phase of the new contract.

## 8 Appendices

8.1 Appendix A – Equalities Impact Assessment

8.2 Appendix B – Data Protection Impact Assessment

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### Subject to Call-In:

Yes:  No:

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

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**Document Control**

DocumentRef:		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

<p><b>What is the proposed decision that you are asking the Executive to make:</b></p>	<p>Executive approval to:</p> <p>Enter into a new call off contract for a period of 4 years with 6 month termination clause inserted into the call-off contract.</p> <p>Delegate authority to Head of Service for Commissioning and Procurement to award the contract for the provision of an Agency and Temporary Staff Managed Service to the successful bidder in consultation with the Head of Finance and the Portfolio holder for Commissioning and Procurement and Legal &amp; Democratic Services Lead.</p>
<p><b>Summary of relevant legislation:</b></p>	<p>PCR 2015, Council Contract Rules of Procedure</p>
<p><b>Does the proposed decision conflict with any of the Council's priorities for improvement?</b></p> <ul style="list-style-type: none"> <li>• Ensure our vulnerable children and adults achieve better outcomes</li> <li>• Support everyone to reach their full potential</li> <li>• Support businesses to start develop and thrive in West Berkshire</li> <li>• Develop local infrastructure including housing to support and grow the local economy Maintain a green district</li> <li>• Ensure sustainable services through innovation and partnerships</li> </ul>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p><b>If yes, please indicate which priority and provide an explanation</b></p>
<p><b>Name of Budget Holder:</b></p>	<p>June Graves</p>
<p><b>Name of Service/Directorate:</b></p>	<p>Commissioning and Procurement</p>
<p><b>Name of assessor:</b></p>	<p>Chris Harris</p>
<p><b>Date of assessment:</b></p>	<p>21/06/2022</p>
<p><b>Version and release date (if applicable):</b></p>	
<p><b>Is this a .... ?</b></p>	<p><b>Is this policy, strategy, function or service ... ?</b></p>



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 checked="" type="checkbox"/> No <input 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 checked="" type="checkbox"/> No <input type="checkbox"/>		

<b>(1) What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?</b>	
<b>Aims:</b>	Provision of a managed service provider (MSP) to source the Councils agency and temporary staff requirements
<b>Objectives:</b>	Enter into contract with the Managed Service Provider (MSP) for a further four years to deliver the Council's agency and temporary staff provision via an ESPO MSTAR 3 framework.
<b>Outcomes:</b>	Neutral vendor approach to agency and temporary staff provision which enables the Council to achieve a rebate through a benchmarking structure. Contract will deliver tangible and intangible savings which are set out below.
<b>Benefits:</b>	The supplier has delivered a good service during the current contract and will continue to deliver the following: Consolidated invoicing Rebate structure which provides Council with tangible savings as agreed within contract award Reduction in hiring manager resources searching for suitable agency staff Access to a large supply chain of recruitment agencies.

<b>(2) Which groups might be affected and how? Is it positively or negatively and what sources of information have been used to determine this?</b>		
<i>(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)</i>		
<b>Group Affected</b>	<b>What might be the effect?</b>	<b>Information to support this</b>
Age	Positive	The contract requires adherence to Equality Act 2010 and Equality Act 2006. Clause 26.1 refers to non-discrimination within the scope of this legislation. Contract

		monitoring, KPI data and meetings inform adherence to the legislation and data is monitored through the cloud based portal.
Disability	Positive	The contract requires adherence to Equality Act 2010 and Equality Act 2006. Clause 26.1 refers to non-discrimination within the scope of this legislation. Contract monitoring, KPI data and meetings inform adherence to the legislation and data is monitored through the cloud based portal.
Gender Reassignment	N/A	
Marriage and Civil Partnership	N/A	
Pregnancy and Maternity	Positive	The contract requires adherence to Equality Act 2010 and Equality Act 2006. Clause 26.1 refers to non-discrimination within the scope of this legislation. Contract monitoring, KPI data and meetings inform adherence to the legislation and data is monitored through the cloud based portal.
Race	Positive	The contract requires adherence to Equality Act 2010 and Equality Act 2006. Clause 26.1 refers to non-discrimination within the scope of this legislation. Contract monitoring, KPI data and meetings inform adherence to the legislation and data is monitored through the cloud based portal.
Religion or Belief	N/A	
Sex	Positive	The contract requires adherence to Equality Act

		2010 and Equality Act 2006. Clause 26.1 refers to non-discrimination within the scope of this legislation. Contract monitoring, KPI data and meetings inform adherence to the legislation and data is monitored through the cloud based portal.
Sexual Orientation	N/A	
<b>Further Comments:</b>		
N/A		

<b>(3) Result</b>	
<b>Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<p><b>Please provide an explanation for your answer:</b></p> <p>Clauses within the framework agreement and call-off contract address the requirement to adhere with equality legislation and promote equal opportunities.</p>	
<b>Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<p><b>Please provide an explanation for your answer:</b></p> <p>Clauses within the framework agreement and call-off contract address the requirement to adhere with equality legislation and promote equal opportunities.</p>	

If your answers to question 2 have identified potential adverse impacts and you have answered ‘yes’ to either of the sections at question 3, or you are unsure about the impact, then you should carry out a EqlA 2.

If an EqlA 2 is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the EqlA guidance and template – <http://intranet/index.aspx?articleid=32255>.

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

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

Directorate:	Resources
Service:	Commissioning and Procurement
Team:	Commissioning and Procurement
Lead Officer:	Chris Harris
Title of Project/System:	Agency and Temporary Staff Managed Service Contract – CNET5
Date of Assessment:	21/06/2022

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

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

	Yes	No
Note – does your system or process involve circumstances where an individual's input is "scored" or assessed without intervention/review/checking by a human being? Will there be any "profiling" of data subjects?		
<b>Will your project/system involve CCTV or monitoring of an area accessible to the public?</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Will you be using the data you collect to match or cross-reference against another existing set of data?</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Will you be using any novel, or technologically advanced systems or processes?</b>	<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.

### Impact Assessment

<p><b>What is it you're planning to do?</b></p> <p><b>Explain the problem, need, issue or deficiency your project will address, and what kind of data processing it will involve. You may wish to include project plans or flowcharts.</b></p> <p><b>Consider:</b></p> <ul style="list-style-type: none"> <li>• <b>What do you want to achieve?</b></li> <li>• <b>What is the intended effect on individuals?</b></li> <li>• <b>What are the benefits of the processing for your service, and the organization more broadly?</b></li> </ul>
<p>West Berkshire Council have a contract in place with a managed service provider to source candidates for and fill the council's agency and temporary staff requirements. As part of this managed service, candidates are submitted that meet the requirements on a web-based portal for consideration by the hiring managers. This submission includes candidates name, CVs and compliance information including, confirmation of right to work eligibility, confirmation of whether the candidates national insurance number has been checked by the agency, confirmation of DBS number if applicable. Candidates 'profiles' are stored on the web based portal.</p> <p>This service allows for streamlined recruitment of agency and temporary staff from multiple recruitment agencies.</p>

A privacy notice will be completed that will detail the information that is passed between the organisations and the legal basis for that transfer.

**Describe the nature of the processing.**

**Consider:**

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

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

**Recruitment agencies will collate information on their candidates through conversations with their candidates and will submit the relevant data to the portal for the hiring manager's consideration. The profiles are created by the relevant recruitment agency. This data can be viewed by the recruitment agency, employees and West Berkshire employees that are given access to particular parts of the web based portal. West Berkshire admin permissions can view profiles for all submitted candidates across all orders however hiring managers can only view information for candidates submitted to their orders. Data on candidates will not be shared outside of the organization.**

**Candidates also sign a GDPR consent form with their agencies so that data can be shared. If consent is withdrawn and candidates request their data to be deleted, the request is passed to the group legal to log and process. The Group will contact the candidate to confirm exactly what they are requesting, the responsibility for deleting records from C.net goes back to the supplier and the systems team update C-net**

The supplier is legally obliged to retain information relating to payments so if the individual has worked and had timesheets processed. This information includes Workers pay rate, supplier margin, transaction fee to the supplier and overall charge rates.

The supplier doesn't hold much data for individuals because their relationship is with the supplying agency and only hold enough to facilitate their bookings.

**The supplier's servers are in London, UK which is where the information will be stored.**

**Describe the scope of the processing.**

**Consider:**

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

- **How many individuals are affected?**

There are currently 393 worker profiles available on the portal. Some data submitted by recruitment agencies can be classed as special category data such as racial or ethnic origin and data concerning health such as disability status. In some roles, DBS checks are completed on candidates as required by law. Equality information is stored in order to comply with the Equality Act 2010.

Record retention will mirror local authority policies and for the Council the retention schedule is available to the public on the Council's website.

Historical personal data shall be retained by the Service Provider in accordance with legal retention requirements. Personal Data which cannot be lawfully retained shall be securely deleted in accordance with Data Protection Legislation and Good Industry Practice.

**Describe the context of the processing.**

**Consider:**

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

Candidate's information is collated by the relevant recruitment agency and then submitted to the portal by the agency. It will then be viewed by hiring managers during the recruitment process. Candidates can request for their data to be deleted via their agency. Once an order is filled, unsuccessful candidates are removed from the order and hiring managers are not able to view details of the unsuccessful candidates.

Candidates should expect for their data to be used in this way and they sign GDPR consent forms with their agencies.

Children are not included.

The data is held on a web based portal that has restrictive access depending on differing levels of permissions.

The system is a Web based portal and is therefore not novel however there is a social media element to the portal as hiring managers, the supplier's staff and recruitment agency staff can communicate via comments and notes left on orders and bookings. Interviews can also be arranged via this method.

There is no public concern attached to this type of data processing.



<p>There is no approved code of conduct or certification scheme that has been signed up to.</p>
<p><b>Do you intend to consult with affected stakeholders? If not why not?</b></p> <p><b>Consider/explain:</b></p> <ul style="list-style-type: none"><li>• <b>When and how you will seek individuals' views – or justify why it's not appropriate to do so.</b></li><li>• <b>Who else do you need to involve within your organisation? Do you need to ask your processors to assist? Do you plan to consult information security experts, or any other experts?</b></li></ul>
<p>Don't consult a large amount of stakeholders, they are aware info is gathered and will be shared with potential employer and managed service provider as part of the contracted service. Stakeholders include, hiring managers, recruitment agencies, the supplier's staff, contract managers, timesheet approvers etc.</p> <p>This information has been shared and advice has been taken from the data protection officer and the information security officer.</p> <p>The supplier's servers are in London, UK which is where the information will be stored.</p>
<p><b>Describe compliance and proportionality measures.</b></p> <p><b>Consider:</b></p> <ul style="list-style-type: none"><li>• <b>What is your lawful basis for processing? Does the processing actually achieve your purpose? Is there another way to achieve the same outcome?</b></li><li>• <b>How will you prevent function creep (using the data for more than the original purpose)?</b></li><li>• <b>What information will you give individuals? How will you help to support their rights? What measures do you take to ensure processors comply? How do you safeguard any international transfers?</b></li></ul>
<p>The agencies are collecting the prospective candidate's personal data under consent. The GDPR - Lawfulness of Processing is under article 6 a namely consent and for special category data: -</p> <p>Article 9 (2) (a)</p> <p>the data subject has given explicit consent to the processing of those personal data for one or more specified purposes, except where Union or Member State law provide that the prohibition referred to in paragraph 1 may not be lifted by the data subject;</p>

Processing of other data will be under Article 6 (1) (b)

namely processing is necessary for the performance of a contract to which the data subject is party or in order to take steps at the request of the data subject prior to entering into a contract;

Subsequent processing of data may be necessary under:

Article 6 (1) (c)

processing is necessary for compliance with a legal obligation to which the controller is subject;

Article 6 (1) (e)

processing is necessary for the performance of a task carried out in the public interest or in the exercise of official authority vested in the controller;

Article 9 (2) (g)

processing is necessary for reasons of substantial public interest, on the basis of Union or Member State law which shall be proportionate to the aim pursued, respect the essence of the right to data protection and provide for suitable and specific measures to safeguard the fundamental rights and the interests of the data subject;

## **Risk Assessment**

Identify, list and classify risks.

	Agency and Temporary Staff Managed Service Contract 2023			
#	Include associated compliance and corporate risks as necessary  <i>The Data Protection Principles are reproduced in Appendix A – you may wish to refer to these when identifying risks</i>	Likelihood of harm	Severity of harm	Overall risk
		<i>Remote, possible or probable</i>	<i>Minimal, significant or severe</i>	<i>Low, medium or high</i>
1	If retention period is not established information may be stored for longer than is necessary	Possible	Minimal	Medium
2	Passwords are shared and therefore unauthorised individuals are able to view candidate's profiles.	Possible	Minimal	Medium
3	Candidates CVs are downloaded and stored on the WBC system and can be shared via email.	Probably	Significant	Medium
4	Duplication of CV/identity	Possible	Significant	Medium

<b>Risk Mitigation</b>		
<b>Risk #</b>	<b>Options to reduce or eliminate risk (Possible or Probable Risks only)</b>	<b>Effect on risk</b>
		<i>Eliminated, reduced or accepted</i>
1	Agree retention periods with commissioners and incorporate into retention schedule	<i>Reduced</i>
2	Authorised individuals are reminded to not share passwords	<i>Reduced</i>
3	Authorised individuals are reminded of GDPR legislation, specifically that copies of CV's shared via email are not retained in any individuals email account.	<i>Reduced</i>
4	Ensure CVs are not shared outside the organisation	<i>Reduced</i>

**Approvals**

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

	<b>Signed</b>	<b>Date</b>
Data Protection Officer	S ARMOUR	28 07 2022
DPO advice/actions:	<p>I have a number of questions (see above) however subject to the resolution of those and sign off by the Council’s Information Security Officer I am content with the proposal.</p> <p>I have noted that a privacy notice will be prepared and that should be made available/published to inform data subjects of their rights. The notice should clearly set out the rights, lawful basis for processing and the purposes for which both the Council and Supplier will use the data.</p> <p>I understand from our earlier conversation that the special category data will be minimal and only required to fulfill the Council’s duties under the Equality Act 2010. However I am not clear whether this information would be elective rather than mandatory. One specific requirement here is the necessity to collect and record “explicit consent” to process this data. It is not enough for it to be implied by pursuing a contract. There needs to be a mechanism by which the council has recorded this.</p> <p>I would also advise you to put a policy in place regarding deleting candidates’ personal details from the hiring manager’s system including email. This would particularly apply to unsuccessful candidates.</p>	

<p>Head of Service</p> <p><i>Signature by Head of Service indicates acceptance of DPO advice unless expressly overruled with reasons</i></p>		
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<p>This DPIA and completion of actions arising from it will be the responsibility of (insert name of responsible officer in service)</p>	
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Once approved, this document should be sent to [dp@westberks.gov.uk](mailto:dp@westberks.gov.uk)

END

## Appendix A

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

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

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## Item 14:

### **Member Questions to be answered at the Executive meeting on 22 September 2022.**

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

(a) **Question submitted by Adrian Abbs to the Portfolio Holder for Planning, Transport and Countryside:**

*"Why has West Berkshire Council not adjusted dog-waste bin collections to align with the increased use by residents?"*

(b) **Question submitted by Tony Vickers to the Portfolio Holder for Planning, Transport & Countryside:**

*"Can the Executive Member for Planning & Highways explain which flood risk authorities (this Council, the Environment Agency or Thames Water) are responsible for maintaining which sections of the North Brook in Newbury, which is naturally an arm of the Kennet River when full and overflowing at its source west of Northcroft Park, then is culverted in what is a surface water sewer under - and draining much of - the town centre, to emerge east of the London Road Industrial Estate behind a row of residential properties, before again being culverted under the A4 and being made to flow into the River Lambourn rather than the River Kennet into which it flowed directly until at least 1893?"*

(c) **Question submitted by Alan Macro to the Portfolio Holder for Planning, Transport & Countryside:**

*"In the past, members with proposed housing allocations in their ward have been invited to attend Planning Advisory Group meetings when these allocations are to be discussed. What plans do you have to do this for the current Local Plan Review?"*

(d) **Question submitted by Martha Vickers to the Portfolio Holder for Housing, Leisure and Culture:**

*"What preparations has this Council made for Community Warm Spaces, to help with fuel bills and the real dangers to health from many households being unable to both eat and heat their homes this winter?"*

(e) **Question submitted by Adrian Abbs to the Portfolio Holder for Planning, Transport & Countryside:**

*"What is the Executive Member for Highways doing to ensure that there are safe ways for owners of electric vehicles living in homes without off-road private parking to charge their vehicles from their own power source without obstructing the public highway?"*

(f) **Question submitted by Tony Vickers to the Portfolio Holder for Planning, Transport & Countryside:**

*"Can the Executive Member for Highways tell me what if any 'further work', as advised by consulting engineers Ardent over 2 years ago in the London Road Catchment Study, has been done to investigate the four options for mitigating*

## **Item 14:**

### **Member Questions to be answered at the Executive meeting on 22 September 2022.**

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

*the high risk of both fluvial and surface water flooding of properties that they identified, in particular options 2 & 4?"*

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