

Notice of Meeting



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Resources and Place Scrutiny Committee

Monday 29 June 2026 at 6.30pm
in the Council Chamber Council Offices
Market Street Newbury

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Date of despatch of Agenda: Friday 19 June 2026

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

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WestBerkshire
C O U N C I L

Agenda - Resources and Place Scrutiny Committee to be held on Monday 29 June 2026
(continued)

To: Councillors Carlyne Culver (Chairman), Ross Mackinnon (Vice-Chairman), Antony Amirtharaj, Jeremy Cottam, Laura Coyle, Erik Pattenden, Christopher Read, Richard Somner and Howard Woollaston

Substitutes: Councillors Adrian Abbs, Dennis Benneyworth, Paul Dick, Billy Drummond, Alan Macro, David Marsh, Geoff Mayes, Biyi Oloko and Clive Taylor

Agenda

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2 Minutes To approve as a correct record the Minutes of the meeting of the Committee held on 17 March 2026, 12 May 2026 (to follow) and 14 May 2026.	3 - 16
3 Actions from previous Minutes To receive an update on recommendations and actions following previous Committee meetings.	17 - 18
4 Declarations of Interest To remind Members of the need to record the existence and nature of any personal, disclosable pecuniary or other registrable interests in items on the agenda, in accordance with the Members' Code of Conduct .	19 - 20
5 Petitions To consider any petitions requiring an Officer response.	21 - 22
6 Items called-in following the meeting of the Executive on 11 June 2026 To consider the items called-in by the requisite number of Members following the meeting of the Executive on 11 June 2026.	
a Called-in report - New Procurement Strategy and "Think Local" Social Value Strategy To consider the call-in request to review the Executive decision to adopt the Procurement Strategy and the "Think Local" Social Value Strategy.	23 - 78



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| b | Called-in report - Planning Enforcement Plan 2026 | 79 - 126 |
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| c | Called-in report - Assets Optimisation Plan | 127 - 146 |
| | To consider the call-in request to review the Executive decision to approve the Assets Optimisation Plan as the Council's framework for the review, optimisation and disposal of its asset portfolio. | |
| 7 | 2025/26 Financial Performance: Provisional Outturn | 147 - 148 |
| | To provide a provisional report on the financial performance of the Council's Revenue and Capital year-end for the 2025/26 financial year. | |
| 8 | 2025/26 Performance Report Q4 | |
| | To provide assurance that the priority areas in the Council Strategy 2023-2027 are being managed effectively as at the end of the 2025/26 year and, where performance has fallen below the expected level, present information on the remedial action taken and the impact of that action. | |
| 9 | Task and Finish Group Guidance | 149 - 152 |
| | To consider the guidance document for scrutiny task and finish groups. | |
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| | To agree the terms of reference and membership for any task and finish groups that the Resources and Place Scrutiny Committee may wish to appoint to undertake in-depth scrutiny reviews. | |
| 11 | Task and Finish Group Updates | 155 - 156 |
| | To receive updates from the chairmen of task and finish groups appointed by the Resources and Place Scrutiny Committee. | |
| 12 | Executive Forward Plan | 157 - 174 |
| | To advise the Committee of items to be considered by West Berkshire Council's Executive and for Members to decide whether to review any of the proposed items prior to the meeting indicated in the Plan. | |
| 13 | Corporate Programme | 175 - 182 |
| | To advise the Committee of the current Corporate Programme. | |
| 14 | Resources and Place Scrutiny Committee Work Programme | 183 - 184 |
| | To receive new items and agree and prioritise the Work Programme of the Committee. | |

Sarah Clarke.

Sarah Clarke
Executive Director - Resources



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(continued)

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



West Berkshire
C O U N C I L

Agenda Item 1

Resources & Place Scrutiny Committee
29 June 2026

Item 1 – Apologies

Verbal Item

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

RESOURCES AND PLACE SCRUTINY COMMITTEE

MINUTES OF THE MEETING HELD ON TUESDAY 17 MARCH 2026

Councillors Present: Carolyn Culver (Chairman), Ross Mackinnon (Vice-Chairman), Antony Amirtharaj, Jeremy Cottam, Christopher Read, Richard Somner and Howard Woollaston

Also Present: Clare Lawrence (Executive Director - Place), Kofi Adu-Gyamfi (Service Lead - Climate Change), Fiohn Menpes Greenslade (Senior Ecology Officer), Richard Howroyd (Service Lead - Procurement and Commissioning), Gabrielle Mancini (Service Lead - Cust Engagement & Transformation), Martyn Sargeant (Service Director (Strategy & Governance)), Daniel Warne (Waste Manager), Jon Winstanley (Service Director (Environment)), Councillor Erik Pattenden (via Zoom), Councillor David Marsh, Stephen Chard (Democratic Services Manager), Councillor Jeff Brooks (Leader of the Council), Councillor Stuart Gourley (Portfolio Holder for Environment and Highways) and Gordon Oliver (Principal Policy Officer (Scrutiny & Dem Services))

Apologies for inability to attend the meeting: Councillor Laura Coyle

PART I

1 Minutes

The Minutes of the meetings held on 3 February 2026 and 10 February 2026 were approved as true and correct records and signed by the Chairman.

2 Actions from previous Minutes

Members reviewed the actions from the previous meetings.

Members resolved to suspend standing orders to permit a member of the public, Ms Paula Saunderson, to address the Committee.

- **116/143** – Ms Saunderson made reference to the e-mail she had sent to Members of the Committee on 16 March 2026. These actions had been outstanding for some time and pollution of the Northbrook continued. Ms Saunderson made a request that the matter be progressed at the next meeting or external to this Committee.
- Councillor Stuart Gourley explained that communication continued with the Environment Agency as responsibility to test the Northbrook rested with them. They had advised that all their testing kits were currently deployed. However, Council Officers were working to access funding to make improvements to the Northbrook.
- Councillor Carolyn Culver thanked Ms Saunderson for continuing to highlight the matter and asked that a meeting be arranged as soon as possible to take this forward. An update could then be provided at the next Committee.

Members resolved to reinstate standing orders.

- **246 (Guidance for Task and Finish Groups)** – this guidance was requested for the next Committee. It was also being considered by the Constitution Review Task Group.
- **267 (Affordable Housing Delivery)** – it was felt that further scrutiny should be conducted with Sovereign Network Group (SNG). Councillor Culver agreed to share the SNG scorecards she had received with the Committee. The scorecards were used

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to help decide what action should be taken with properties, this included information on energy performance. Members raised the importance of reinvesting funds from the disposal of assets within the district.

Actions:

- **(116/143) a meeting be arranged as soon as possible to take these actions forward. An update could then be provided at the next Committee.**
- **(267) Councillor Culver agreed to share the SNG scorecards she had received with the Committee.**

3 Declarations of Interest

Councillor Chris Read declared an interest in Agenda Item 6 by virtue of the fact that he worked for a company with an interest in waste management. However, this was separate from his individual work duties. He therefore reported that, as his interest was a personal or an other registrable interest, but not a disclosable pecuniary interest, he determined to remain to take part in the debate.

4 Petitions

There were no petitions received at the meeting.

5 Three-weekly refuse waste collections progress update

The Committee considered the report (Agenda item 6) which provided an update on the early performance and impacts of the move to three weekly refuse (black bin) collections. The report outlined how the service change was progressing following implementation in September 2025.

Councillor Stuart Gourley (Portfolio Holder for Environment and Highways) presented the report on the implementation of the Council's three-weekly waste collection strategy. The strategy aimed to increase recycling rates, reduce waste and achieve cost savings while addressing environmental concerns. Early outcomes showed significant progress, including reductions in black bin waste and increases in recycling participation.

Councillor Gourley thanked residents for their adaptability and highlighted the Council's commitment to supporting those who struggled with the new system. He urged residents to come forward if they needed assistance.

Daniel Warne (Waste Manager) gave a presentation to Members which outlined the support provided to residents, lessons learnt, performance levels, and next steps.

A number of questions followed from Members, with the following points noted in response:

- The reported reduction in vehicle mileage was discussed (an estimated 9,700 miles per year), with a query about whether it took into account mileage for food waste collections. Officers confirmed that the reduction was specific to black bin collections and was estimated as a result of the move to three weekly collections.
- The potential for electric refuse vehicles was queried. Officers explained that while electric vehicles had been trialled, range limitations remained a challenge. The Council was currently using Hydrotreated Vegetable Oil (HVO) fuel for its food waste collection vehicles, which significantly reduced carbon emissions. Alternative options, such as use of electric vehicles, would continue to be explored.
- A request was made for quarterly reporting figures, i.e. on recycling levels, to be clarified in future reports in order to aid further comparisons. It needed to be made

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clear that three weekly collections started mid-year (in September 2025). Data prior to that date related to fortnightly collections. Councillor Gourley explained that the first two quarters of 2025/26 were still included for comparison purposes. He felt the data reflected when the three weekly collections commenced.

- The impact of bank holidays on collection schedules was queried. Officers clarified that collections proceeded as normal on bank holidays, with the exceptions of Christmas Day, Boxing Day and New Year's Day.
- A question was asked about the feasibility of developing a Council app to help residents track their collection days more easily. Officers explained that collection date reminders were available via the Council's website and a calendar was available. While this was noted, the view remained that an app could provide greater convenience. This option would be kept under review.
- The visual impact of multiple bins being placed out on collection days, particularly in small cul-de-sacs, was raised as a concern. It was suggested that ways to optimise collection schedules to reduce bin clutter should be explored. In response it was advised that collection schedules would be kept under review, but there was concern that alterations could create confusion. It was clarified that it was only necessary for residents to put out all bins once every six weeks.
- A number of queries were raised and discussion held in relation to the support available to residents. Requests for support, including requests for larger bins, had increased and there was concern that this could continue to grow, and the Council would incur additional costs.
- Cost increases were queried as a result of providing extra bin capacity and Mr Warne explained that while there had been additional costs during the initial implementation, this had since returned to normal levels.
- It was noted that some residents who had applied for additional bin capacity had been refused, with around 1,600 applications declined from 2,372 applications. It was clarified that residents could reapply if they continued to struggle with the changes and/or contact their local councillor for further advice and support.
- It was explained that West Berkshire's standard bin size was larger than in many other local authorities, so it was not the view that the standard size should increase.
- The Council was ahead of the curve in meeting the Government's incoming requirements on the collection of food waste.
- Councillor Ross Mackinnon referred to the public consultation on the proposed move to a three weekly collection and queried the resident support to make this change. Councillor Gourley explained that 52% of respondents felt this was achievable with support. The change was then progressed with support provided where needed.
- Councillor Gourley added that supportive comments had been received post implementation. This included at public meetings and from parish councils. There had also been positive comments on an informal basis, with some residents expressing surprise that there had not been a negative impact. He pointed out that only a very small percentage of residents (approximately 3%) had left excessive waste for collection at the kerbside.
- Councillor Mackinnon voiced concern that some residents were unhappy following this change and queried what they could do if their application for support had been refused. Councillor Gourley made an offer to residents who were struggling to contact him to discuss options. He accepted there was not a one size fits all

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approach and the Council wanted to support its residents. Officers could offer advice to residents, consider a targeted intervention, and were happy to conduct a site visit to see how challenges could be resolved. Councillor Gourley pointed out that over a number of previous years, the acceptance level for applications for support was approximately 50%. Councillor Mackinnon felt that the data showed the percentage of refusals for 2025/26 was far higher and queried the level of analysis that had been undertaken.

- The criteria for the provision of a larger bin were clarified as being for households in excess of five people, families with two children in nappies, or where people had a particular medical condition. Applicants for a larger bin could input free text to explain any particular circumstances in support of their case. Applications which highlighted a particular circumstance were reviewed by an officer.
- A request was made for the data that informed the graph that related to levels of affluence and waste production across different local authorities, in order to assist analysis.
- Councillor Chris Read offered congratulations to officers and partner organisations for their delivery of this project, particularly when there had been concerns from members of the public. Communication with residents was positive and it was pleasing to note that there had already been a reflection on lessons learnt.
- Councillor Read added that feedback from residents within his Ward had changed for the positive. Residents had been particularly supportive when they became aware of the money being saved and the return being achieved on investment.
- Councillor Gourley explained that savings were being driven by the actions of residents in their disposal and recycling of waste. His expectation was that this would increase over 2026/27.
- Councillor Read stated that an increase in fly tipping of residential waste had been a point of concern for some. However, he had noted no such increase within his Ward and he had not received any increase in reports from residents.
- The quantity of recycling containers was queried as being necessary and in response, Councillor Gourley advised that a reduced quantity of containers would result in recycling being co-mingled and lessen the recycling rate. Approximately, only 3% of waste sent for recycling was rejected in West Berkshire, whereas local authorities who did co-mingle their recycling had, on average, 30% of their recycling rejected. Recycling containers would be reviewed in due course.
- Members queried the approach with waste management should the Council join with South Oxfordshire and the Vale of White Horse District Councils as part of Local Government Reorganisation. It was acknowledged that there was no confirmation as to whether this proposal would proceed, however Councillor Gourley clarified that South and Vale's waste contract had recently been renewed and the Council's Private Finance Initiative (PFI) for waste would run until 2032. Imminent changes were therefore unlikely. It was also pointed out that South and Vale were responsible for waste collection, but disposal was the responsibility of Oxfordshire County Council.
- Councillor Gourley agreed to provide information on disposal/recycling options for electrical items.
- Councillor Gourley advised that an announcement would be made by the end of March 2026 on additional items that could be recycled at the kerbside.

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The Committee commended the progress made under the new waste collection strategy and acknowledged the efforts of officers in the implementation of these changes and those of residents in adapting to the changes. Members were pleased to note progress to date. Support should continue to be made available to residents where possible and the potential to create an app to assist residents with tracking their collection days should be kept under review.

Officers confirmed that data collection and analysis would continue of the move to three-weekly collections and its impact on recycling rates, fly-tipping and resident satisfaction.

Actions:

- **Daniel Warne to provide the data that informed the graph that related to levels of affluence and waste production across different local authorities, in order to assist analysis.**
- **Councillor Gourley agreed to provide information on disposal/recycling options for electrical items.**

RESOLVED to note the effects of the move to three weekly refuse collections.

6 Procurement Governance

The Committee considered the report (Agenda Item 7) which provided details of the governance in place to ensure robust procurement of goods and services, particularly for contracts over £2.5m, in order to enable the Committee to respond to a proposal from a member of the public for a scrutiny review.

Members resolved to suspend standing orders to permit a member of the public, Mr Paul Morgan, to address the Committee.

Mr Morgan did not feel that the report addressed the points made in his request for a scrutiny review. He offered to provide further evidence to support his concerns for when the full review was undertaken.

Mr Morgan felt that transparency of some key decisions for the awarding of contracts was lacking. He was concerned at the level of delegation afforded to officers to make these decisions. Mr Morgan felt that there should be greater transparency of reports relating to the award of sizeable contracts, as had been the process prior to 2023. He requested that this prior process be reintroduced.

Members resolved to reinstate standing orders.

Mr Martin Sargeant (Service Director – Strategy and Governance) presented the report which provided background information on the Council's procurement processes. The report was intended to inform the Committee's decision on whether or not to proceed with a scrutiny review.

Mr Richard Howroyd (Service Lead – Procurement and Commissioning) explained that he had been reviewing the Council's procurement processes since commencing his role in December 2025. His findings to date included the view that the Council's processes were in keeping with other local authorities. Alongside this, Mr Howroyd explained that he was working on a new Procurement Strategy which would be brought to the Executive for approval in due course. He would seek input from the Constitution Review Task Group as part of this work.

Councillor Howard Woollaston felt that the level of transparency for the award of contracts, with a value in excess of £2.5m, had decreased since 2023. He added concerns about a lack of transparency for lower value contracts. There was also the need for Members to be able to review alternative options.

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Mr Howroyd explained that the Procurement Act 2023 introduced significant changes, including requirements for transparency at certain stages. However, while Members could be involved prior to the contract award phase, the Act limited such input at the award stage and during the standstill period that followed.

It was suggested that training sessions could be arranged for Members on procurement processes to help improve understanding of the process and when engagement could take place. This was welcomed by Members.

Councillor Carlyne Culver felt that paperwork should be made available at the pre-procurement phase, i.e. the development of business cases. She highlighted some examples where such paperwork was not made available.

Councillor Culver noted that some of the points raised in the scrutiny request had not been addressed in this report. She was of the view that the scrutiny request had been accepted.

Councillor Ross Mackinnon felt that Member oversight of contracts could be valuable and paperwork should be made available at the appropriate stages, recognising that this might be restricted to Part II. Democratic oversight was needed for the significant expenditure of public money and this should include both Executive and non-Executive Members to help maintain public confidence.

Mr Howroyd agreed that transparency was important as was Member involvement. The timing of this did however need careful consideration to avoid risks of legal challenge. This would form part of carefully managed procedures.

Mr Howroyd stated that he could return to scrutiny if Members wanted further input to the Procurement Strategy.

Councillor Antony Amirtharaj felt that a level of oversight was already in place with Members able to scrutinise the procurement plans formulated by officers.

Councillor Jeff Brooks (Leader of the Council) outlined that there was a level of scrutiny in place for the formation of business cases and there was potential for this to be enhanced before the procurement process was entered into. This could be progressed through the Constitution Review Task Group.

There was however a need for extreme caution for the actual procurement phase, taking into account the tightened requirements of the Procurement Act.

Councillor Brooks felt it could be useful for scrutiny to consider the Procurement Strategy prior to it being submitted to the Executive.

Councillor Culver requested that the report return to Committee, providing any outstanding information in response to Mr Morgan's scrutiny request, and explaining where information could not be provided. Wider scrutiny could then follow.

Action:

- **An updated version of the report would return to Committee for further scrutiny.**

7 Swift Bricks

The Committee considered the report (Agenda Item 8) which provided information relating to swifts and swift bricks, and their use in West Berkshire following the Motion to Council by Councillor David Marsh.

Fiohn Menpes Greenslade (Senior Ecology Officer) presented the report on the feasibility of increasing the use of swift bricks within West Berkshire. The report responded to the

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Council motion proposing the installation of swift bricks within Council owned properties and requiring their inclusion in new developments.

In summary, the report recommended that the Motion and its proposals could not be supported. The date proposed in the Motion for the installation of swift bricks and boxes in suitable Council owned properties of May 2026 was too soon. There were also cost implications.

Other proposals within the Motion requested that swift bricks be subject to planning conditions. However, it was pointed out that conditions could only be put forward on a case by case basis and would need to meet the six tests for a planning condition that were set nationally.

However, efforts were being made to secure swift bricks and boxes where appropriate and where there was justification for doing so. This was being supported in the revised National Planning Policy Framework (NPPF) and would be strengthened in the Council's next Local Plan.

It was pointed out that biodiversity net gain could not be achieved from swift bricks as they were an artificial enhancement.

Councillor David Marsh made the following points as the Mover of the Motion at Council:

- He was disappointed that the Motion could not be supported, at least in principle. Councillor Marsh acknowledged that this could no longer be achieved by May 2026, but felt that the Council should endeavour to do as much as possible without incurring considerable expense. He felt that the cost could be met by developers for new builds.
- Councillor Marsh proposed that officers could engage with other local authorities who had, to differing degrees, included requirements for swift bricks within their policies and within planning conditions. It would be useful to understand how this had been implemented and levels of success.
- He had noted that some developers had voluntarily committed to providing swift bricks through the Homes for Nature programme.
- Councillor Marsh felt that some aspects proposed by the Motion were a relatively straight forward win.

The following points were raised in the debate:

- While it was noted that some developers had indicated a willingness to fund swift bricks, concerns were raised about the potential impact on affordable housing delivery and cost implications. The point was made that developers did routinely flag cost concerns for the provision of affordable housing.
- It was noted that there could be no partial acceptance of the Motion, but Members felt it should be progressed as part of conversations on the new Local Plan.
- Clare Lawrence (Executive Director for Place) explained that Central Government had placed a requirement on the Council to develop a new Local Plan within a period of 30 months. This would follow a more streamlined approach than in previous years. The existing Local Plan did enable the Council to negotiate ecological requirements with developers, and swift bricks was one of those options. Therefore, such conditions could be sought for appropriate schemes.
- The ability to enforce the incorporation of swift bricks was flagged as a concern as there was a limit on the enforcement resource available.
- It was suggested that the Council's communications team could raise public awareness about swift bricks and encourage residents to voluntarily install them in their own properties.

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Councillor Jeremy Cottam stated that while support could be given to the Motion in principle, he did not feel it could be recommended for acceptance to the Executive. He therefore proposed acceptance of the recommendation in the report to not support the Motion. This was seconded by Councillor Ross Mackinnon.

It was felt that clearer guidance was required on the actions that could be taken by scrutiny with future motions that came before the Scrutiny Committees. For example, could Motions be accepted in part or amended to include additional recommendations? This point was noted for future consideration by the Constitution Review Task Group.

Members discussed the large quantity of work that would be required for the next Local Plan Review in the absence of the Planning Advisory Group which had previously conducted this work within Part II discussions. Members did not feel that this detailed work could fall to the Scrutiny Committee as it did not have the necessary capacity.

The following recommendations were suggested for addition to the proposal to not support the Motion, which were agreed by Councillors Cottam and Mackinnon:

- To request that officers engage with other local authorities who had, to differing degrees, included requirements for swift bricks within their policies and within planning conditions to understand what had been achieved in other areas.
- That the next Local Plan explicitly include wording on swift bricks to strengthen biodiversity requirements.
- That a cross-party working group needed to be formed with officers to undertake the next Local Plan Review.

Action:

- **Clearer guidance would be sought from the Constitution Review Task Group on the actions that could be taken by scrutiny with future motions that came before the Scrutiny Committees.**

RESOLVED that the Motion could not be supported for the reasons outlined in the report. However, the recommendations agreed by the Committee would be put forward for consideration.

8 Appointment of Task and Finish Groups

The Chairman introduced the item on Appointment of Task and Finish Groups (Agenda Item 9).

Councillor Ross Mackinnon proposed the formation of a task group to consider the Council's budget setting processes. This would include coverage of the identification of savings and forecasting. Councillor Mackinnon offered to be part of the task group and to help form its Terms of Reference.

Additional scrutiny of the budget was particularly important when considering the highly challenging financial situation. The group could propose recommendations that would assist future budget setting.

The proposal was seconded by Councillor Richard Somner.

The proposal was supported, subject to having a clear scope for the work. Members felt it would be most appropriate for a Member of the Minority Group to Chair the task group.

Councillor Carolyn Culver felt that this could either be a time limited task group or potentially a sub-committee.

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Councillors Culver, Mackinnon and Erik Pattenden agreed to meet to begin work on the Terms of Reference. It was noted that a review on processes was due to be undertaken by officers in Finance and the scrutiny work would need to link in with this.

Action:

- **Councillors Culver, Mackinnon and Pattenden agreed to meet to begin work on the Terms of Reference.**

RESOLVED to note the update and agree, in principle, to the formation of a budget setting task and finish group.

9 Task and Finish Group Updates: Project Management Task and Finish Group Report

The Committee considered the report (Agenda Item 10) which presented the findings of the Project Management Task and Finish Group, which reviewed the Council's approach to managing major projects and sought to identify lessons to be learned from recent projects, including Care Director v6, and iTrent (Phase 1). The report proposed recommendations based on the evidence gathered which, if implemented, would help to inform the Council's approach to project management in future.

Councillor Chris Read (Chairman of the Task and Finish Group) presented the report, outlining the findings of the review into the Council's project management practices. The review assessed the Council's project management methodology, governance, and lessons learned from previous projects.

In general terms, best practice was being followed with project management. The centralisation of project management was also positive.

More specifically, Care Director v6, and iTrent (Phase 1) were examined in detail.

The report included 25 recommendations aimed at improving project management practices across the Council.

Concern was highlighted in the report that learning from past reviews, particularly that related to the London Road Industrial Estate project, had not been fully embedded in working practices.

Councillor Read took the opportunity to thank his fellow Members on the Task and Finish Group, and the officers who contributed to the review. In particular, he highlighted the input from Kate Toone (Project Manager) and from Gordon Oliver (the Clerk to the review).

The following points were raised in the debate:

- The concern was shared that recommendations highlighted in previous reviews had not been taken on board. It was emphasised that lessons from these reviews must be embedded to avoid issues repeating in future projects.
- Concerns were raised about the storage of and access to key project documents which were sometimes held by external contractors rather than in-house. A question was also asked about the adequacy of escalation processes for projects.
- Gabrielle Mancini (Service Director for Transformation, Customer and ICT) explained that a number of the observations made in the review predated the restructure of the project management service. She expressed confidence that outstanding concerns were in the process of being overcome, i.e. document storage.
- Gabrielle Mancini went on to explain that the revised project management methodology included clear escalation routes for project managers. Improved training had also been introduced for project managers and project sponsors.

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- A question was asked about how the centralisation of project management would ensure that the voices of individual departments were heard. Gabrielle Mancini explained that while project managers were centralised, project sponsors were typically senior managers from the relevant service area. Additionally, multidisciplinary project teams, including representatives from legal, finance, and ICT, ensured that expertise from across the Council was incorporated into project delivery.
- There was concern that ICT resources were stretched and there was the potential for single points of failure within the service. ICT needed to be adequately resourced. Gabrielle Mancini outlined plans to address these concerns, in particular removing the risk of single points of failure. This was an area of focus for the new Service Lead for ICT.

The Committee expressed its gratitude to Councillor Read, the task and finish group, and the officers involved for their thorough and transparent review. Members agreed to recommend the report to the Executive for consideration and to track the implementation of agreed recommendations.

RESOLVED that the Task and Finish Group's recommendations would be referred to the Executive for consideration.

10 Executive Forward Plan

The Committee noted the Council's Forward Plan for the period up to 30 June 2026 (Agenda Item 11).

Action:

- **Dates for Individual Decisions to be taken in relation to 20mph zones would be confirmed.**

11 Corporate Programme

The Committee considered the Corporate Programme (Agenda Item 12).

Fibre broadband coverage to rural properties (99%) was estimated for delivery by 2032. However, it was queried whether capacity would indeed be added. The was concern that 5G roll-out could not be achieved in rural areas.

Action:

- **Item to be added to the Work Programme (timing to be confirmed).**

12 Resources and Place Scrutiny Committee Work Programme

The Committee considered its Work Programme (Agenda Item 13).

The potential to hold an extraordinary meeting was discussed. This could cover items including:

- Grazeley Solar Farm
- Playing Pitch Strategy
- Environment Strategy

The extraordinary meeting would be held in advance of these items being considered by the Executive on 21 May 2026.

Stephen Chard to confirm timescales for these reports and determine whether pre-scrutiny could be undertaken on these items. An extraordinary meeting could then be arranged.

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The timescales for a report on pedestrianisation remained to be confirmed.

(The meeting commenced at 6.30pm and closed at 9.30pm)

CHAIRMAN

Date of Signature

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

RESOURCES AND PLACE SCRUTINY COMMITTEE

MINUTES OF THE MEETING HELD ON THURSDAY 14 MAY 2026

Councillors Present: Carolyn Culver (Chairman), Ross Mackinnon (Vice-Chairman), Antony Amirtharaj, Laura Coyle, Christopher Read, Richard Somner and Howard Woollaston

Also Present: Joseph Holmes (Chief Executive) and Sarah Clarke (Monitoring Officer)

Apologies for inability to attend the meeting: Councillor Jeremy Cottam and Councillor Erik Pattenden

PART I

1 Election of Chairman

RESOLVED: That Councillor Carolyn Culver be elected as Chairman of the Resources and Place Scrutiny Committee for the 2026/27 Municipal Year.

2 Election of Vice-Chairman

RESOLVED: That Councillor Ross Mackinnon be elected as Vice-Chairman of the Resources and Place Scrutiny Committee for the 2026/27 Municipal Year.

(The meeting commenced at 9.02pm and closed at 9.05pm)

CHAIRMAN

Date of Signature

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Agenda Item 3

Resources & Place Scrutiny Committee
29 June 2026

Item 3 – Actions from previous meetings

To follow item

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Resources & Place Scrutiny Committee
29 June 2026

Item 4 – Declarations of interest

Verbal Item

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Resources & Place Scrutiny Committee
29 June 2026

Item 5 – Petitions

Verbal Item

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Item Called-in following an Executive Decision: New Procurement Strategy and “Think Local” Social Value Strategy

Committee considering report:	Resources and Place Scrutiny Committee
Date of Committee:	29 June 2026
Portfolio Member:	Councillor Vicky Poole and Councillor Justin Pemberton
Report Author:	Stephen Chard

1 Purpose of the Report

- 1.1 This report presents the call-in request submitted on 18 June 2026 for the Resources and Place Scrutiny Committee to review the Executive decision of 11 June 2026 to adopt the Procurement Strategy and the “Think Local” Social Value Strategy.
- 1.2 The call-in has been submitted in accordance with Part 6.9, Paragraph 13 of the Council’s Constitution.

2 Recommendations

- 2.1 In accordance with the call-in request dated 18 June 2026, it is recommended that Members of the Scrutiny Committee review the Executive’s decision of 11 June 2026 in relation to the adoption of the Procurement Strategy and the “Think Local” Social Value Strategy.
- 2.2 The Resources and Place Scrutiny Committee may determine:
 - (a) To let the decision stand; or
 - (b) To state its views on the matter and refer the decision back to the Executive.

3 Supporting Information

- 3.1 At the Executive meeting on 11 June 2026, the Executive considered a report setting out the new Procurement Strategy and the “Think Local” Social Value Strategy. The Executive resolved to:
- (a) Adopt the Procurement Strategy.
 - (b) Adopt the “Think Local” Social Value Strategy.
- 3.2 On 18 June 2026, Councillors Ross Mackinnon, Dominic Boeck, Paul Kander, Richard Somner and Howard Woollaston put the Monitoring Officer on notice that they wished to call in this decision. They stated:

We are calling in the following decision on the grounds that it breaches the Council’s constitutional principles of decision-making, specifically the requirement for clarity of aims and desired outcomes, the presumption in favour of openness, and the requirement that decisions be based on adequate evidence.

Grounds for call-in: The Executive has approved a strategy aiming to aggressively increase local spend, yet the administration could not provide the baseline data for what the current percentage of local spend actually is. Approving a policy to increase a metric when the Executive does not know the current number is constitutionally unsound.

Furthermore, the strategy sets no numerical targets for future local procurement. Adopting an empty framework ensures Scrutiny will never be able to hold the administration accountable for its success or failure.

The strategy was presented to Executive incomplete, with an entire Executive Summary missing, and when I pointed this out to the Executive meeting neither the Portfolio Holder, Leader or any Executive Members seemed to be aware of this significant omission. It appears that Members voted to adopt a strategy they had not read, let alone scrutinised.

The Social Value element of the strategy makes no mention whatsoever of the existing Social Value Policy of the Council, passed in November 2021. The Portfolio Holder gave conflicting answers as to when the existing Social Value Policy was adopted, and that she considered it was better to “start from scratch”. Policy making should not exist in a vacuum and should acknowledge and consider the existing policy framework.

Alternative proposal: Refer the decision back to the Executive with a strict instruction to pause adoption until the current percentage of local spend is published, and clear, measurable numeric targets for the coming financial year are inserted into the document.

Background - legal and constitutional points

- 3.3 The role of a Scrutiny Committee includes both developing and reviewing policy and holding the Executive to account. A Scrutiny Committee may not however discharge any functions other than those conferred on it, and whilst it is perfectly proper for a Scrutiny Committee to offer advice and recommendations to an Executive decision maker, in law, responsibility for an Executive decision is that of the Executive.
- 3.4 Statutory Guidance confirms that pre-scrutiny of a proposed Executive decision might consist of (inter-alia) seeking the views of local stakeholders and interested parties, and advises that the Executive should take into account any views expressed by an Overview and Scrutiny Committee when determining their final decision. The Executive is not however limited to consideration only of the views of a Scrutiny Committee, and may take into account other factors in its decision making process and make other determinations as it thinks fit.
- 3.5 Legal provisions in respect of Call-in are set out at Section 9F of Part 1A of the Local Government Act 2000 and reflected within the Constitution (Part 6.9). The options available to the Resources and Place Scrutiny Committee are:
- (a) To let the decision stand; or
 - (b) To state its views on the matter and refer the decision back to the Executive.
- 3.6 The Resources and Place Scrutiny Committee may make other recommendations as a result of the Call-In to relevant bodies, which shall be considered **after** a decision has been reached on the Call-In.

4 Appendices

- 4.1 Appendix A – Executive Report (11 June 2026) – New Procurement Strategy and “Think Local” Social Value Strategy.

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New Procurement Strategy and “Think Local” Social Value Strategy

Committee considering report:	Executive
Date of Committee:	11 June 2026
Portfolio Member:	Councillor Vicky Poole & Councillor Justin Pemberton
Report Author:	Richard Howroyd

1 Purpose of the Report

- 1.1 To introduce a new Procurement Strategy and “Think Local” Social Value Strategy that will improve procurement and commissioning across West Berkshire with greater market engagement to encourage small and medium sized enterprises and the voluntary sector to work with the Council.

2 Recommendations

- 2.1 That Executive adopt the Procurement Strategy
- 2.2 The Executive adopt the “Think Local” Social Value Strategy.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	The Procurement Strategy will support the financial sustainability objectives of the Council by introducing up to date commercial practices relating to procurement and contract management. The “Think Local” Social Value Strategy will improve local economic benefit and increase the Council’s ability to leverage Social Value from contracts.

New Procurement Strategy and “Think Local” Social Value Strategy

Human Resource:	As part of the Procurement & Commissioning restructure a new role has been created within Community Services to manage Social Value for the Council. The role is out for recruitment.			
Legal:	The strategies ensure the Council complies with all key procurement legislation - The Procurement Act 2023 and the Health & Care Act 2022 (Provider Selection Regime). It also considers amendments to S17 of the Local Government Act 1988 that will allow the Council to reserve some contracts to local suppliers. They update the Council’s approach to Social Value as defined in the Public Services (Social Value) Act 2012 and the National Procurement Policy Statement published in February 2025.			
Risk Management:	The strategies help the Council manage risks with relation to its procurement activity. It provides a framework for managing above and below threshold public contracts as defined by the Procurement Act 2023. Risks relating to contracts are managed on an individual basis.			
Property:	N/A			
Policy:	The strategies implement national policy from the National Procurement Policy Statement (NPPS) as set out in the Procurement Act 2023.			
	Positive	Neutral	Negative	Commentary
Equalities Impact:		X		
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		N/A

New Procurement Strategy and “Think Local” Social Value Strategy

B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		As part of the Procurement Strategy new Adult Social Care and Children's Commissioning Strategies will be developed. Equalities Impact Assessments will be produced as part of each individual commissioning process.
Environmental Impact:	X			Section 5 of the Procurement Strategy-“Embedding sustainability and climate action into all procurement activity” will have a direct impact on the Council meeting PRIORITY AREA 3. Tackling the Climate and Ecological Emergency
Health Impact:	X			As part of the Procurement Strategy new Adult Social Care and Children's Commissioning Strategies will be developed. The aim will be to improve health outcomes.
ICT Impact:	X			The Procurement Strategy looks to develop e procurement, contract management and social value systems that integrate with the Governments Central Digital Platform to meet the requirements of the Procurement Act 2023 and Procurement Regulations 2024
Digital Services Impact:	X			The Procurement Strategy looks to enhance digital services internally and externally to improve efficiency and comply with the Procurement Act 2023
Council Strategy Priorities:	X			Both strategies underpin corporate priorities.
Core Business:	X			Whilst much of the Procurement Strategy is core business, good procurement and contract management support the overall delivery of improvement priorities
Data Impact:		X		N/A

Consultation and Engagement:	The strategies have been subject to internal consultation across all service areas. Some amendments have been made as a result of the feedback. External consultation with organisations such as the Federation of Small Businesses, the local Chamber of Commerce and relevant VCSE bodies has been undertaken in parallel with the internal consultation. The intention is to launch the strategies at a “Meet the Buyer” event in June.
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4 Executive Summary

- 4.1 The current Procurement Strategy is out of date and does not reflect recent changes to legislation including the Procurement Act 2023 and amendments to the Local Government Act 1988.
- 4.2 The introduction of the National Procurement Policy Statement (NPPS) creates national priorities that need incorporating in any procurement strategy alongside local priorities.
 - delivering value for money
 - maximising public benefit
 - sharing information for the purpose of allowing suppliers and others to understand the authority’s procurement policies and decisions
 - acting, and being seen to act, with integrity; and
 - removing or reducing the barriers faced by SMEs
- 4.3 Amendments to Section 17 of the Local Government Act 1988 (LGA 1988) allow the Council, for the first time, to reserve below threshold contracts (in some circumstance) to local suppliers. The “Think Local” Social Value strategy looks to take advantage of this change to support the local economy whilst still ensuring the Council obtains value for money. This will require a change to the notes to Contract Standing Orders.
- 4.4 The report presents a draft revised Procurement Strategy and a draft “Think Local” Social Value Strategy to Corporate Board

5 Supporting Information

Introduction

- 5.1 The report presents a Procurement Strategy and “Think Local” Social Value Strategy for approval by Executive.

Background

5.2 The Council’s current procurement strategy [Procurement Strategy 2023 to 2027](#) requires updating to reflect legislative change and the Council’s Procurement & Commissioning function revised operating model:-

- The Procurement Act 2023 (PA23) came into force in February 2024 governs all regulated procurement activity. It replaced the Public Contract Regulations 2015, although Council will still need to manage contracts and frameworks procured under the old regime.
- In April 2026 new Contract Standing Orders went live which reflect the new act and the recent restructure of the Procurement & Commissioning (P & C) function
- The P & C function will move away from a traditional category management approach to a business partnering model.
- There will be greater expectations on service areas to manage low value low risk procurement activities, allowing the P & C function to be more strategic in terms of supporting/managing higher value (normally above threshold) higher risk procurements including frameworks and dynamic markets.
- The P & C function will also become a more strategic function regarding contract management to ensure implementation of the new requirements under PA23.

5.3 The new Procurement Strategy (**see Appendix A**) establishes six workstreams each with associated ambitions, outcomes, and activities for the P & C function in the next 3 years. Delivering on the first three priorities will ensure that we achieve our procurement and council aims and ambitions; the second three are the strong enablers that will ensure that we have the tools in place to do so. Under the new operating model, we will have a more devolved procurement structure supported by a stronger professional centre of excellence. Embedding the six priority themes will ensure that procurement activity is robust and consistent across all areas of the council.

- a) **Delivering best value and good governance** is about delivering procurement in line with PA23, the NPPS and other best practices found in the government’s sourcing playbooks.
- b) **Embedding sustainability and climate action into all procurement activity** focuses on supporting the Council’s net zero ambitions, such as measuring and reducing Scope 3 emissions.
- c) **Providing opportunity for economic, social, and environmental wellbeing** is all about Social Value and targeting procurement at local suppliers to maximise the local economic impact. The draft “Think Local” Procurement Policy (**see Appendix B**) highlights the approach the Council is looking to take to simplify its approach to Social Value and to take advantage of changes to Section 17 of the LGA 1988.
- d) **Enhancing the supply market** explains how the Council will work with the supplier market to promote opportunities. The Council will establish a clear procurement pipeline and undertake pre market engagement in line with PA23. The Council will

go beyond its legal requirements in promoting lower value contracts to SMEs and VCSEs. *This links in to a key recommendation from the recent Local Government Association Peer Review on Adult Social Care Commissioning.*

- e) **Improving contract and commercial management** is key to ensuring the Council delivers best value services. PA23 is not just about the procurement of goods and services it is about managing the whole contract lifecycle. *This links in to a key recommendation from the recent Local Government Association Peer Review on Adult Social Care Commissioning.*
- f) **Building skills and capability** within the Council is essential to ensure there are appropriate skills and expertise across the Council with the Procurement & Commissioning team (supported by Legal) taking the strategic lead and establishing a centre of excellence. *This links in to a key recommendation from the recent Local Government Association Peer Review on Adult Social Care Commissioning.*

5.4 As highlighted in 5.3 c) above in addition to the Procurement Strategy the Council will establish a separate “Think Local” Social Value Strategy (**see Appendix B**) This will align the Council’s approach with NPPS and create a simpler approach to maximise community benefit. More detailed guidance for officers and suppliers will be developed once the strategy has been agreed.

5.5 The Council will develop a realistic and achievable Delivery Plan (**See Appendix C**) which will include metrics to evaluate the progress of the activities contained in the strategy. The timeframes for delivery will be subject to various factors such as level of appropriate resources, organisational readiness and any changes required to Contract Standing Orders.

5.6 As stated in the Procurement Strategy, The Delivery Plan will be reviewed on an annual basis and will be reported to the Procurement Board for oversight

5.7 Key priorities for 2026/2027 are shown in table below:-

Key Priorities Year 1

4.3.1	Introduce and promote the use of spend analysis in the development of reports, dashboards, business cases across the whole council.
4.3.2	Implement revised gateways and proportionate processes that align to relevant legislation into the governance arrangements to ensure all relevant factors are considered and relevant parties are engaged before decisions are taken.
4.3.4	Establish procurement tools, guidance and methodologies for council officers, ensuring that they can maximise opportunities to deliver best value outcomes throughout the commissioning, procurement and contract management lifecycle.
4.3.5	Introduce new Contract Standing Orders that support compliance with all relevant legislation and ensure effort and resource is focussed on the high-cost and high-risk commercial relationships.

New Procurement Strategy and “Think Local” Social Value Strategy

6.3.1	Launch a new “Think Local” social value policy and model, including provision of templates, processes and training to all relevant officers.
8.3.1	Introduce a consistent, risk-based contract management framework with accompanying tools, comprehensive training and support for all officers who are involved in managing contracts with third parties.
8.3.2	All key contracts have a named contract manager who has clear responsibilities and understands the contract performance reporting requirements and the importance of developing appropriate relationships with suppliers.

Consultation

5.8 Internal feedback has been incorporated into the revised versions of the strategies. Whilst most changes are minor three key change were identified: -

- a) Targeted training for Councillors on public sector procurement
- b) Support for officers undertaking low value low risk procurement activities inline with the Council’s revised Contract Standing Orders
- c) Frameworks and approved lists for commonly purchased low value goods & services to ensure the Council obtains value for money from its purchasing power.

5.9 Whilst internal consultation took place the Council has been consulting with external stakeholders prior to Executive agreeing the strategies. Consultation is also being undertaken with voluntary sector organisations. A “Meet the Buyer” event will be held in June/July to highlight the practical implications to suppliers.

6 Other options considered

6.1 No other options have been considered. The Procurement Strategy and “Think Local” Social Value Strategy set the strategic direction of the Council regarding procurement and complying with relevant legislation.

7 Conclusion

7.1 The Executive are asked to adopt the Procurement Strategy and “Think Local” Social Value Strategy.

8 Appendices

- 8.1 Appendix A – Equity Impact Assessment
- 8.2 Appendix B – Data Protection Impact Assessment
- 8.3 Appendix C – Draft Procurement Strategy
- 8.4 Appendix D – Draft “Think Local” Social Value Strategy
- 8.5 Appendix E – Delivery Plan

Subject to Call-In:

Yes: ☒ No: ☐

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

Delays in implementation could have serious financial implications for the Council ☐

Delays in implementation could compromise the Council’s position: ☐

Considered or reviewed by Scrutiny Commission or associated Committees, 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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Job Title: Procurement & Commissioning Lead
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West Berkshire Council
Equity Impact Assessment

TEMPLATE

March 2023

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Section 4: Review.....15

Section 1: Summary details

Directorate and Service Area	Resources – Procurement & Commissioning
What is being assessed (e.g. name of policy, procedure, project, service or proposed service change).	Procurement Strategy & 'Think Local' Social Value Policy
Is this a new or existing function or policy?	Updates the Procurement Policy and establishes a new policy relating to social value.
Summary of assessment Briefly summarise the policy or proposed service change. Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community? (following completion of the assessment).	In general, the policy is neutral relating to protective characteristics. It may have positive impacts on deprived communities by creating training and job opportunities as part of suppliers Social Value commitments. It continues to support the Armed Forces Covenant as highlighted by PPN 008: Armed Forces Covenant - GOV.UK
Completed By	R Howroyd
Authorised By	
Date of Assessment	7 th April 2026

Section 2: Detail of proposal

Context / Background Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.	The policies ensure we comply with the requirements of the Procurement Act 2023 and recent changes to the Local Government Act 1988. There are no direct equalities impacts
Proposals Explain the detail of the proposals, including why this has been decided as the best course of action.	The policies provide clarity on how the Council work with suppliers and implement the Procurement Act 2023.
Evidence / Intelligence List and explain any data, consultation outcomes, research findings, feedback from service users and stakeholders etc, that supports your proposals and can help to inform the judgements you make about potential impact on different individuals, communities or groups and our	The policy is informed by Government legislation and statutory guidance.

Equity Impact Assessment

ability to deliver our climate commitments.	
Alternatives considered / rejected Summarise any other approaches that have been considered in developing the policy or proposed service change, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.	None. There is a clear need for the Council to establish a new Procurement Strategy and Social Value due to changes in legislation. Individual procurements will still be subject to equality impact assessments.

Section 3: Impact Assessment - Protected Characteristics

Protected Characteristic	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Age	☒	☐	☐				
Disability	☒	☐	☐				
Gender Reassignment	☒	☐	☐				
Marriage & Civil Partnership	☒	☐	☐				
Pregnancy & Maternity	☒	☐	☐				
Race	☒	☐	☐				
Sex	☒	☐	☐				
Sexual Orientation	☒	☐	☐				
Religion or Belief	☒	☐	☐				

Section 3: Impact Assessment - Additional Community Impacts

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Rural communities	☒	☐	☐				
Areas of deprivation	☐	☒	☐	Social Value policy can support creation of jobs, training opportunities in the Council's more deprived wards		TBC	TBC
Displaced communities	☒	☐	☐				
Care experienced people	☒	☐	☐				
The Armed Forces Community	☒	☐	☒	Supports PPN 008: Armed Forces Covenant - GOV.UK			

Section 4: Review

Where bias, negative impact or disadvantage is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review Date	June 2027
Person Responsible for Review	Richard Howroyd
Authorised By	

EDI employee related EQiA's should now be sent to Human Resources hrenquiries@westberks.gov.uk.

Appendix B

Data Protection Impact Assessment – Stage One

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

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

Directorate:	Resources
Service:	Procurement & Commissioning
Team:	
Lead Officer:	Richard Howroyd
Title of Project/System:	Procurement Strategy
Date of Assessment:	7/04/2026

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

	Yes	No
Will you be processing SENSITIVE or “special category” personal data? <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>	☐	☒
Will you be processing data on a large scale? <i>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</i>	☐	☒
Will your project or system have a “social media” dimension? <i>Note – will it have an interactive element which allows users to communicate directly with one another?</i>	☐	☒
Will any decisions be automated? <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>	☐	☒

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

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

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Procurement Strategy 2026-2031

Document Control

Document Ref:	Procurement Strategy	Date Created:	28/01/2026
Version:	1.2	Date Modified:	08/02/2026
Revision due			
Author:	R Howroyd	Sign & Date:	22/03/2026
Owning Service	Procurement & Commissioning		

Change History

Version	Date	Description	Change ID
1.1	08/02/2026	Amendments to draft following internal consultation	
1.2	22/03/2026	Amendments following Corporate Board	



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1. Foreword

- 1.1 There are significant changes in public sector procurement with the UK's Procurement Act 2023 coming into force and the impact of the Provider Selection Regime (on health and some social care), creating the largest overhaul of the public procurement rules for decades. There are likely to be more changes to come. However, along with the challenges, this brings with it the opportunity to ensure our procurement activities are ambitious, robust and fit for purpose, and to take advantage of the new regime.
- 1.2 This strategy sets out the council's guiding principles and ambitions for commissioning & procurement of all goods, services and works. Whether you're a councillor, senior manager or budget holder at the council, or one of our suppliers or partners it will help you understand what the council is aiming to achieve.
- 1.3 The Strategy defines our organisational approach and provides assurance that we will continue to spend public money in a way which is fair, accountable and achieves the very best value.
- 1.4 Our vision is to ensure that all the council's procurement activity is delivered in a manner that considers our guiding principles and ambitions, not only from a procurement perspective but also considering the wider commitments in our Corporate Strategy.
- 1.5 Our procurement activity and decisions have a direct impact on the council's budget, the quality and cost of services to our residents, local businesses and other stakeholders, and delivery of our corporate and service objectives. The way in which we conduct our procurement activity also has an impact on our suppliers and potential suppliers to the council, and we hope that the strategy will enable us to provide greater transparency and consistency in our activities.
- 1.6 There are six priority themes in this strategy; delivering on the first three will ensure that we achieve our procurement and council aims and ambitions; the second three are the strong enablers that will ensure that we have the tools in place to do so. We have a devolved procurement structure and embedding the six priority themes will ensure that procurement activity is robust and consistent across all areas of the council.

2. Executive Summary

2.1 To be agreed

DRAFT

3. Where does the Council Spend its Money?

- 3.1 The Council spends over £200m per annum on goods, services and works in a wide range of markets. **Appendix 1** provides a breakdown of influenceable spend in recent years. It covers both revenue and capital expenditure.
- 3.2 It should be noted that in some cases non influenceable spend is shown, such as directly transferring grants from central government to providers for example Nursery Grants or disability access grants.
- 3.3 Redacted data relates to payments to individual for example, direct payments for adult or children's social care.
- 3.4 West Berkshire is the lead for Social Care community equipment for the whole of Berkshire spending approximately £13.5m per annum.

4. Delivering best value and good governance

4.1 Ambition

- 4.1.1 Delivering best value¹ is at the heart of procurement and is of critical importance within the wider context of financial challenges and increased demand for services within local government. Achieving best value is not just about efficiency, savings and managing risk but is also around the delivery of wider public good. The council must also pay attention to its obligations under the National Procurement Policy Statement (NPPS) which may change over time, for example the original NPPS was focused on COVID recovery.
- 4.1.2 The Council must manage increasing commercial risk based on world events. The operating environment for local authorities has shifted significantly in recent years because of wider geo-political events, meaning less surety in the outcome of commercial contracting and greater financial risks.
- 4.1.3 The council must ensure that procurement is robustly planned, to deliver the desired outcomes, deliver best value and take advantage of collaborative opportunities available to us.
- 4.1.4 Strong governance processes will ensure appropriate oversight of the council's procurement activity, alignment with the Corporate Strategy, adherence to relevant legislation and the council's own Contract Standing Orders

4.2 Outcomes

- 4.2.1 The expertise of the Procurement & Commissioning Team is focussed on high value, high risk procurement activity, working with services across the council.
- 4.2.2 Training, guidance, frameworks and approved lists will be put in place to allow increased self-service for commonly purchased lower value goods & services which ensure the council continues to obtain value for money by using its purchasing power.
- 4.2.3 Council contracts are awarded and managed to optimise council funding, considering cost, delivery and whole life benefits.
- 4.2.4 High quality spend data is used to inform our procurement pipeline and current contracting in an appropriate and proportionate manner.
- 4.2.5 Internal processes, procedures and Contract Standing Orders are optimised and efficient, enabling the council to procure effectively.
- 4.2.6 Opportunities to collaborate with other local authorities and public bodies are explored and taken where appropriate.
- 4.2.7 Improved visibility and transparency of council procurement options and decisions, to increase the opportunity for scrutiny and market engagement

4.3 Activities

- 4.3.1 Introduce and promote the use of spend analysis in the development of reports, dashboards, business cases across the whole council.

¹ <https://www.gov.uk/government/publications/best-value-standards-and-intervention-a-statutory-guide-for-best-value-authorities/best-value-standards-and-intervention-a-statutory-guide-for-best-value-authorities>

- 4.3.2 Implement revised gateways and proportionate processes that align to relevant legislation into the governance arrangements to ensure all relevant factors are considered and relevant parties are engaged before decisions are taken.
- 4.3.3 Work with local partners, neighbouring councils and other public bodies to develop and deliver collaborative purchasing arrangements with outcomes recorded.
- 4.3.4 Establish procurement tools, guidance and methodologies for council officers, ensuring that they can maximise opportunities to deliver best value outcomes throughout the commissioning, procurement and contract management lifecycle.
- 4.3.5 Introduce new Contract Standing Orders that support compliance with all relevant legislation and ensure effort and resource is focussed on the high-cost and high-risk commercial relationships.

5. Embedding sustainability and climate action into all procurement activity

5.1 Ambition

- 5.1.1 West Berkshire Council declared a Climate Emergency in 2019 and updated its Environment Strategy in 2025 with a focus on embedding sustainability in the corporate Strategy. A key ambition within the Environment Strategy is to achieve Net Zero by 2030 for council-controlled activities. In parallel, we will continue to work with partners and communities to get the wider district to Net Zero at the earliest practicable time.
- 5.1.2 The council's spending can have a significant impact on helping the council to achieve its carbon net zero ambitions, influencing the approach to climate change mitigation and driving sustainability within the local authority area and beyond. Whilst we have made progress, we must try to do more.
- 5.1.3 The council's approach to procurement and contract management must be harnessed to support the council's strategy.
- 5.1.4 Our decisions about what we buy, who we buy it from and the way we buy it can have significant wider environmental, economic and social impacts, thereby contribute to achieving one of the council's core policies: tackling the climate and ecological emergency (Priority 3).

5.2 Outcomes

- 5.2.1 The climate and sustainability impact of the council's spending decisions are fully considered and appropriately built into procurement requirements, driving down carbon emissions and contributing towards the net zero ambition.
- 5.2.2 Measurable sustainability and climate data is available in contracts and is used to improve services and drive change.
- 5.2.3 Council contracts consider the changing climate and takes action to reduce detrimental impacts, influencing emission reductions from outsourced and contracted council services.
- 5.2.4 A supply base that is aware of and embraces the council's declarations, policy and strategy in relation to sustainability, passing that commitment on to other organisations and supporting delivery of a Greener and more sustainable West Berkshire

5.3 Activities

- 5.3.1 Explore the establishment of a methodology for measuring and reporting of climate and sustainability targets and impacts during contract delivery, creating data that can be used to improve services and drive change, including (but not limited to) utilising the existing baseline data for Scope 3 emissions.
- 5.3.2 Engage with the Environment Delivery team to provide expertise to service teams in procurements and ensure standard documentation contains minimum standards for supplying to the council.
- 5.3.3 Develop and deploy workable models in conjunction with the Environment Delivery team for use in procurement evaluations to allow assessment of climate and sustainability issues. The Council has already determined that projects above £100,000 in value should complete the Sustainable Assessment Tool (SAT) as part of the governance process. This will help senior leaders and project teams to assess whether their projects or activities are achieving the most practicable environmental benefits and are suitably mitigating any adverse impacts. The use of the SAT can be further embedded into the Council's procurement processes, so that potential suppliers can give greater consideration to the environmental and social impacts associated with the sourcing and use of their goods and services.

- 5.3.4 As part of our market engagement activities and plans, we will work with our supply markets to ensure they are aware of our ambitions and share knowledge about what constitutes current sustainability best practice.
- 5.3.5 We will ensure that the achievement of sustainability and environmental objectives by suppliers is continually tracked as part of benefits realisation and lessons learned exercises linked to projects and procurements. Historically, there can be a gap between what tenderers propose as “added value” and what is delivered after contract award.
- 5.3.6 Create a database of case studies of suppliers who are exemplars for delivering positive environmental outcomes, especially where these are over and above their core contracted services and responsibilities. These suppliers will be highlighted within internal and external communications, where appropriate. The celebration of good practice will hopefully inspire other suppliers to learn from and hopefully match these aspirations.

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6. Providing opportunity for economic, social and environmental wellbeing

6.1 Ambition

- 6.1.1 The Public Services (Social Value) Act 2012 was enacted to ensure public sector organisations are taking the social, economic and environmental value delivered by their contracts into account.
- 6.1.2 The Act places a duty on the council to "consider, prior to undertaking the procurement/ commissioning process, how any services procured might improve economic, social and environmental well-being".
- 6.1.3 Whilst we operate in a challenging environment, in which savings will always be a factor for consideration, we need a strategy which also focuses on achieving additional outcomes from our procurement activity, at no extra cost.
- 6.1.4 By leveraging our expenditure and engaging with suppliers we can help the council enhance outcomes for our communities through increased social, economic and environmental value. The NPPS places further obligations on contracting authorities such as West Berkshire to seek both social and economic value through its contracting arrangements.
- 6.1.5 Changes to section 17 of the Local Government Act 1988 (LGA 1988) will also allow some contracts to be restricted to local VSCs and SMEs to boost the local economy.
- 6.1.6 Aligning the council's procurement activity to the social value requirements will directly support the overall priorities of the council as set out in the Corporate Strategy.

6.2 Outcomes

- 6.2.1 A proportionate and effective "Think Local" Social Value policy, with supporting methodology/toolkit, is embedded across the council.
- 6.2.2 The council can record and track Social Value outcomes delivered through contracts with third parties.
- 6.2.3 Procurement processes consistently consider Social Value and are designed to ensure suppliers make worthwhile and deliverable Social Value commitments through the tender process.
- 6.2.4 The council seeks to improve economic, social and environmental wellbeing from our contracts, over and above the delivery of the services directly required by exploring how those activities can deliver the council's wider strategic outcomes at no extra cost.
- 6.2.5 Expenditure on contracts is leveraged, and suppliers are engaged to enhance our communities through increased social value.

6.3 Activities

- 6.3.1 Launch a new "Think Local" social value policy and model, including provision of templates, processes and training to all relevant officers.
- 6.3.2 Implement a clear impact measurement mechanism, for delivery of Social Value and wellbeing outcomes and impact to be reported on.
- 6.3.3 Ensure that Social Value is built into Contract Management processes, so that commitments made by suppliers during tender processes are delivered during the contract term.
- 6.3.4 Explicitly link Social Value to the Corporate Strategy to create a clear strategic link between council aims and outcomes, including (but not limited to) consideration of the efforts to reduce health inequalities.

7. Enhancing the supply market

7.1 Ambition

- 7.1.1 West Berkshire's spends over £200m each year We must ensure we have a market that can deliver current as well as future needs.
- 7.1.2 We recognise the importance of a supply market that has developed to meet our needs and understand that by directing spend effectively and engaging with the market appropriately we can help the market grow and create a vibrant and sustainable marketplace who can create innovative and lasting service solutions.
- 7.1.3 We will seek to maximise the benefit offered by our local supply base, supporting our Corporate and Economic Strategies.

7.2 Outcomes

- 7.2.1 All suppliers can access opportunities to apply to work for the council if they wish to do so.
- 7.2.2 The council works with our local supply market, helping to develop "a prosperous new economy", in support of the council's Economic Strategy and to support delivery of the council's sustainability targets, seeking to take advantage of legislation updates where appropriate.
- 7.2.3 The market has early visibility of upcoming opportunities and a good understanding of how they access these opportunities.
- 7.2.4 Supplier markets are appropriately engaged during the pre-tender phase, allowing input and development of Commissioning and Procurement Plans and encouraging innovation that drives best value.
- 7.2.5 The council engages with, and influences, the market and potential suppliers to drive innovation and develop new ideas around service delivery.

7.3 Activities

- 7.3.1 West Berkshire will regularly update and publish a pipeline of upcoming procurement opportunities and work with partners such as the Federation of Small Businesses (FSB) and the council's Business and Skills Team to raise awareness across the market.
- 7.3.2 Services will ensure an appropriate level of early market engagement is included in projects when developing Commissioning and Procurement Plans.
- 7.3.3 We will conduct a review of business case and procurement documentation & processes to ensure suitability for all markets and suppliers.
- 7.3.4 We will assess and review West Berkshire's engagement with supplier groups, including but not limited to SME and VCSE organisations, to develop an action plan for improved market access.
- 7.3.5 We will analyse and assess the council's supply base to understand market pressures and composition.
- 7.3.6 Maximise the opportunities offered by the PA23 and amendments to LGA1988 in respect of engaging and using the local supply market where appropriate
- 7.3.7 The Council will develop Adult Social Care and Children's Commissioning Strategies that reflect the relevant markets and the needs of service users

8. Improving contract and commercial management

8.1 Ambition

- 8.1.1 Many of the council's key services are delivered by third party suppliers. It is therefore vitally important to effectively manage these commercial relationships, ensuring that the organisation delivers better services, mitigates risk and has improved control over costs.
- 8.1.2 Failure to manage contracts properly may lead to inefficiencies, poor contractor performance or commercial failure which can seriously damage the council's reputation and ability to deliver effective services, support our communities and deliver against our corporate ambitions and priorities.
- 8.1.3 We will embed improved contract management throughout the contract lifecycle, providing the framework and tools to comply with the PA23 and to manage the exposure to commercial, contractual and reputational risk.

8.2 Outcomes

- 8.2.1 Contracts with third parties are robustly and proportionately managed by the council, using an established and consistent corporate approach to contract management which includes the tiering of suppliers.
- 8.2.2 A contract management framework THAT improves contract management across the council with clear lines of reporting and responsibility, ensuring that contracts are delivering or exceeding their quality, service and cost targets.
- 8.2.3 There is visibility of contract performance in relation to the council's key contracts and improved assurance on delivery.
- 8.2.4 Contracts are proactively managed to ensure that the value negotiated through the procurement process is retained, continuous improvement is realised, and additional value is unlocked where possible.

8.3 Activities

- 8.3.1 Introduce a consistent, risk-based contract management framework with accompanying tools, comprehensive training and support for all officers who are involved in managing contracts with third parties.
- 8.3.2 All key contracts have a named contract manager who has clear responsibilities and understands the contract performance reporting requirements and the importance of developing appropriate relationships with suppliers.
- 8.3.3 Contracts are based on terms and conditions which allow for appropriate and proactive contract management.
- 8.3.4 Ensure that data on contract performance is reported on corporately for the council's key contracts.
- 8.3.5 Introduce a consistent approach to commercial risk management using established tools and techniques.

9. Building skills and capability

9.1 Ambition

- 9.1.1 Public procurement is a skills and knowledge grounded discipline which requires regular development to maintain an up-to-date skill set. We will ensure that procurement officers have the right skills and capabilities to support the council appropriately and effectively.
- 9.1.2 The Procurement & Commissioning Team will provide advice, guidance and supporting documentation to increase procurement and contract management skills and knowledge levels across the council, improving our overall compliance, governance and contracting strategies.
- 9.1.3 As procurement will be increasingly undertaken by officers outside the Procurement & Commissioning team, appropriate skills and understanding must be shared and developed across the council.
- 9.1.4 Councillors understand their role in procurement and commissioning process and the complexity of Public Sector procurement legislation.

9.2 Outcomes

- 9.2.1 The council is supported by a skilled and knowledgeable Procurement & Commissioning Team who can offer support, advice and guidance on procurement activity.
- 9.2.2 Officers influencing procurement outside of the Procurement & Commissioning Team are appropriately trained and can access guidance, documentation, templates, training and advice to support their procurement activity.
- 9.2.3 The Procurement & Commissioning Team have a clear understanding of their capabilities and development plans in place to support ongoing development of technical skills.
- 9.2.4 The organisation has a good understanding of the Procurement Act 2023 (and where appropriate the Provider Selection Regime), can harness the opportunities presented by the legislation and has embedded the requirements across the organisation.
- 9.2.5 Officers involved in procurement and contract management activity apply a commercial mindset, harnessing opportunities to secure best value and maximise added value in contractual relationships.
- 9.2.6 Councillors have a clear role in the procurement process and understand the constraints in the legislation.

9.3 Activities

- 9.3.1 Develop clear multi-year training & development plans for the Procurement & Commissioning Team.
- 9.3.2 A full suite of guidance, templates, advice and training is developed and made easily available for council officer use.
- 9.3.3 Training is provided to Councillors on procurement and Contract Standing Orders
- 9.3.4 Procurement & Commissioning Team members keep fully abreast of the Procurement PA23 changes, become familiar with the new requirements and can provide support and guidance across the organisation to ensure we maximise the opportunities and meet the various requirements of the legislation.
- 9.3.5 Consider the impact of any changes to the organisation's commissioning approach and structure, and the subsequent implications in respect of procurement related skills and capability.

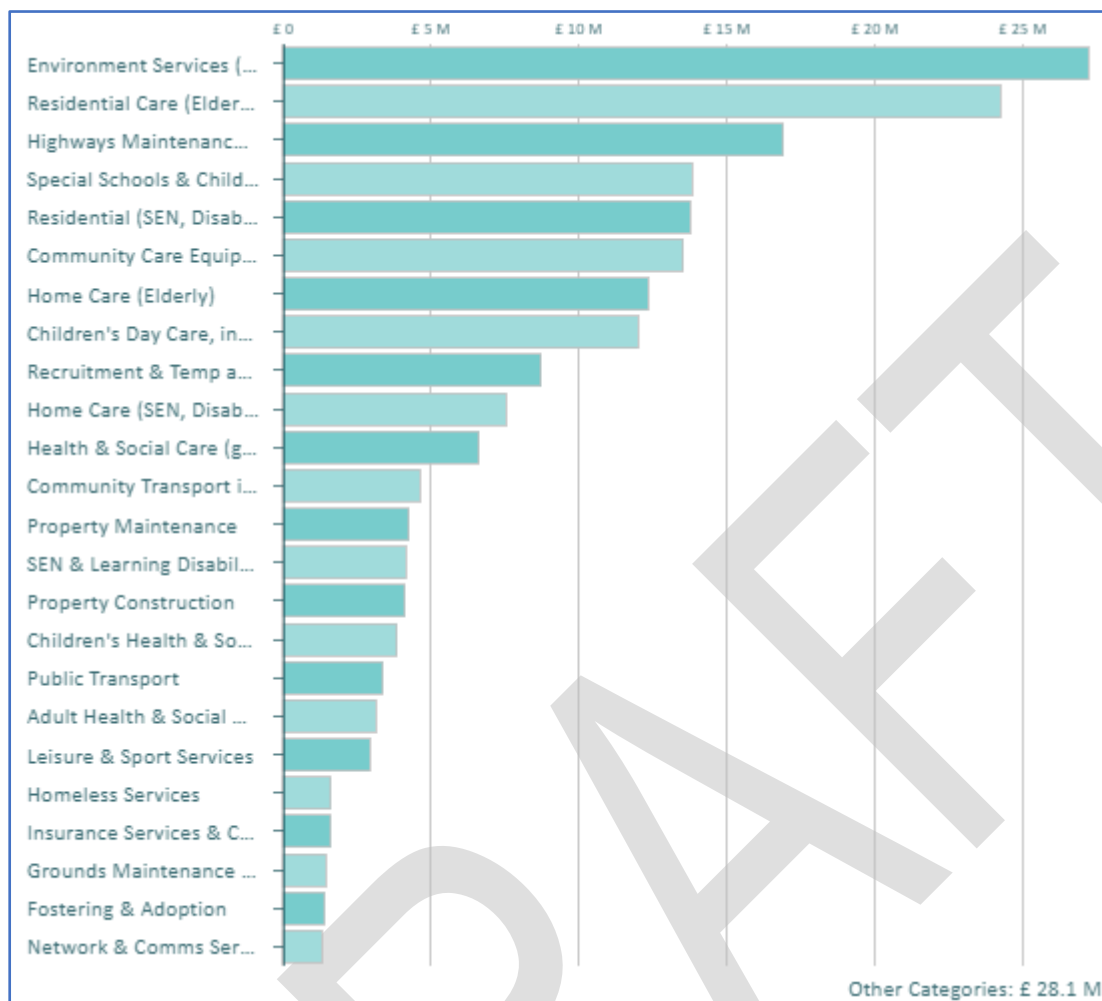
10 Implementing, monitoring and tracking progress of delivery

- 10.1 We will develop a realistic and achievable Delivery Plan which will include metrics to evaluate the progress of the activities contained in the strategy. The timeframes for delivery will be subject to various factors such as level of appropriate resources and organisational readiness.
- 10.2 The Delivery Plan will be reviewed on an annual basis and will be reported to the Procurement Board for oversight.

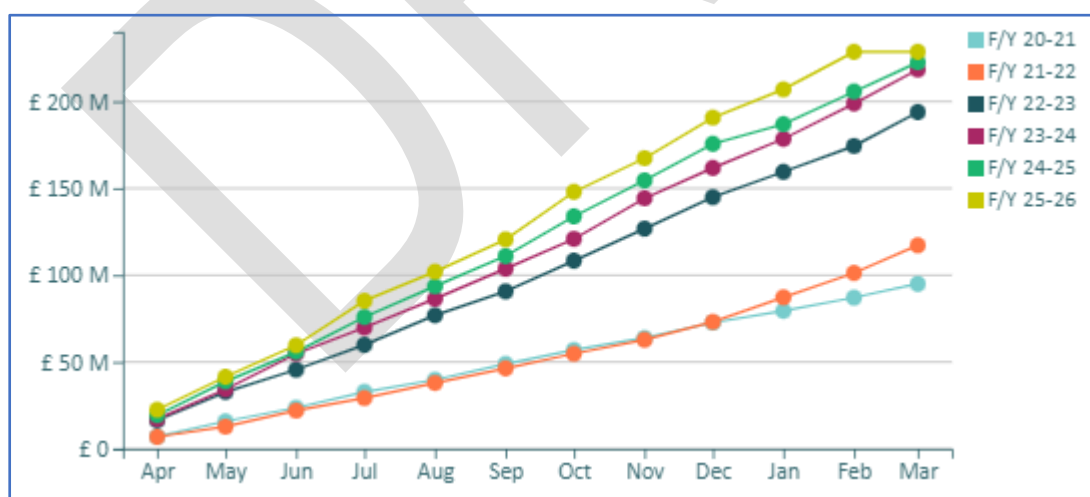
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Appendix 1 Analysis of Influenceable Contract Spend

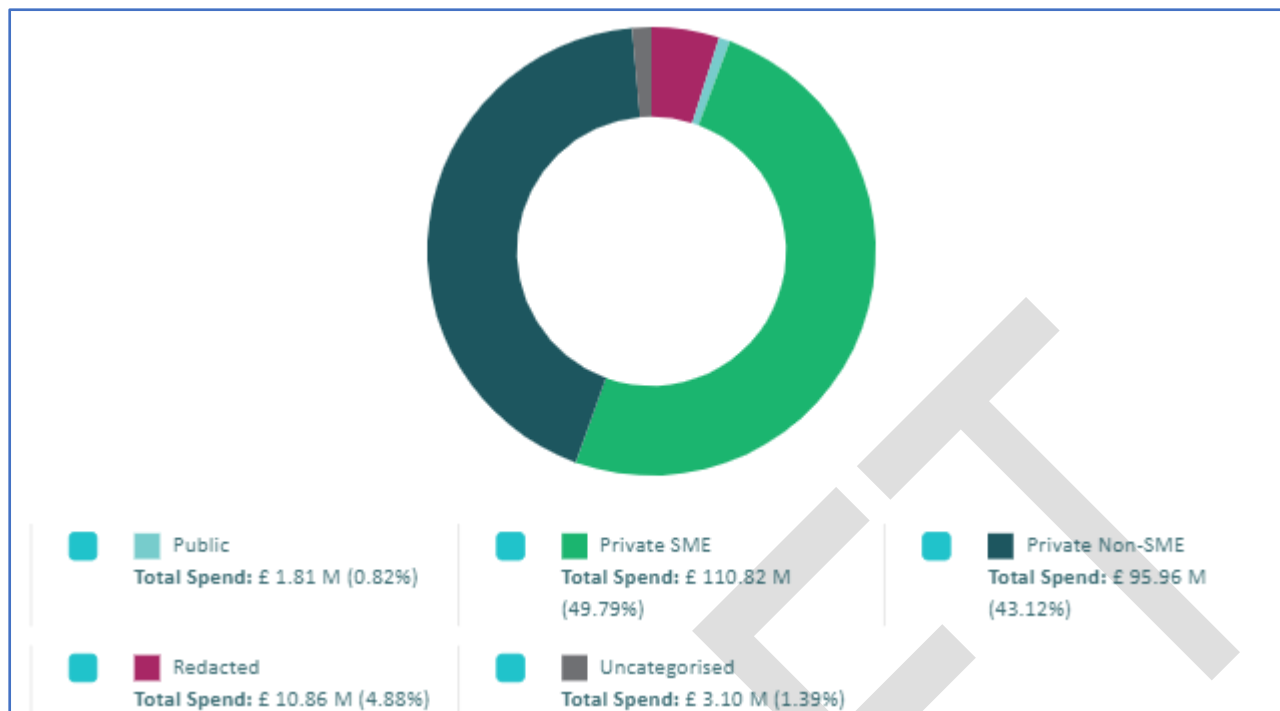
Spend by Category 2024/25



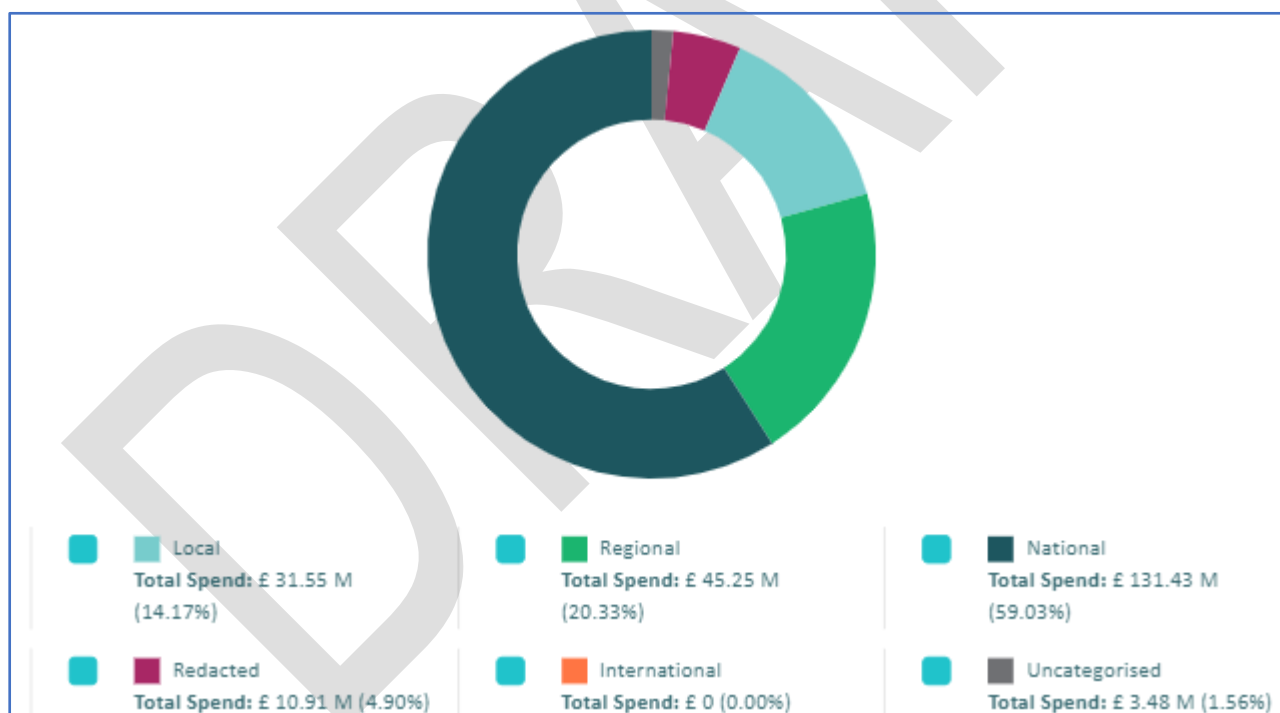
Spend 2021 to 2026



Supplier Size 2024/25



Supplier Region 2024/25



“Think Local Social” Value Strategy

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1. Introduction

- 1.1 West Berkshire Council is committed to using its procurement spend beyond the direct delivery of services to benefit the local community. It can do this in two ways:
- Spending with local companies especially Small & Medium Size Enterprises (SM's) and Voluntary Community & Social Enterprises (VCSEs) and creating a multiplier effect on the local economy.
 - Establishing Social Value obligations on organisation that are awarded contracts by the Council to generate wider public benefits

2. Statutory Basis – Procurement Act 2023

- 2.1 Public sector procurement is regulated by the Procurement Act 2023 (PA23). There are some exemptions, for example certain health and care contracts which fall under The Health Care Services (Provider Selection Regime) Regulations 2023 (PSR) or requirements that are so innovative there is currently no market to provide them.
- 2.2 When carrying out a procurement, contracting authorities such as West Berkshire Council must have regard to the following objectives set out in the Act
- delivering value for money
 - maximising public benefit
 - sharing information for the purpose of allowing suppliers and others to understand the authority's procurement policies and decisions
 - acting, and being seen to act, with integrity; and
 - removing or reducing the barriers faced by SMEs
- 2.3 This strategy forms an important part in meeting these objectives, in particular around public benefit and removing and reducing the barriers faced by SMEs.

3. Statutory Basis – Local Spend

- 3.1 The ability of councils to use local spend as a tool for the benefit of the local community has been significantly restricted by legislation in particular Section 17 of the Local Government Act 1988 (LGA1988), however this has now been amended to remove many of the obstacles and the conflict that has been created with PA23 which unlike the wider public sector prevents local government from using all aspects of the Act.
- 3.2 West Berkshire Council can now restrict contracts that are below threshold (see **Appendix A**) to within local authority boundaries or a defined local area if collaborating with neighbouring authorities (see **Appendix B**). The Council must still be able demonstrate value for money and that it has not restricted competition is a way as to give a supplier an undue advantage i.e. restricting so there is only one supplier and awarding the contract by direct award.

4. Statutory Basis - Social Value

- 4.1 The Public Services (Social Value) Act 2012 (SV Act) requires public bodies to consider social value for above threshold services contracts. This requires all public sector organisations and their suppliers to look beyond the financial cost of a contract to consider how the services they commission and procure can improve the economic, social and environmental wellbeing of an area.
- 4.2 The National Procurement Policy Statement (NPPS) set out the Government's strategic priorities for public procurement in support of the Government's missions. The NPPS focuses on mission-led procurement to unlock the full potential of public procurement to deliver value for money, economic growth and social value.
- 4.3 The NPPS provides a useful definition of Social Value:- "Providing social value through procurement is the additional social, economic or environmental benefit that can be derived from the way a supplier works with its staff, suppliers, community or the environment when delivering a contract"
- 4.4 The NPPS is supported by Procurement Policy Note 02 (PPN02) that mandates a minimum of 10% Social Value for in scope (central government) organisations. The Council is not an in-scope authority for the purpose of PPN02 but can still use it as guidance.
- 4.5 In carrying out a procurement covered by PA23, the Council must have regard to the importance of delivering value for money. Achieving value for money is always the overarching priority in public procurement. This must include consideration of outcomes and quality to avoid waste from low value, poor quality bids. This means optimising the use of public funds by balancing effectiveness, efficiency and economy over the life-cycle of a product, service or works to achieve the intended outcomes of the procurement. This includes wider socio-economic and environmental benefits and impacts.

5. The Council's Approach - Why Should We Think Local?

- 5.1 Buying goods and services, is a vital element of the UK economy. Most economic activity occurs between businesses, and with the public sector. Public sector procurement accounting for nearly £400 billion of spend each year. West Berkshire on its own spends over £200m per year.
- 5.2 It gives government (including local government) the opportunity to support and maintain economic activity and if used strategically, can strengthen domestic supply chains and foster innovation across industries. Procurement that is open to the widest possible range of businesses encourages innovation, higher quality and value for money.
- 5.3 For many businesses, a public sector contract provides the critical opportunity they need to invest, expand their operations, and thrive. Such expenditure is not just an operational cost for Government, but a direct injection of capital and confidence into the business community. Ensuring this opportunity is accessible to businesses of all sizes is therefore a key challenge for economic policy.

6. The Council's Approach Spend with SMEs drives local growth

- 6.1 Beyond the direct benefits to individual firms, directing public spending towards small businesses delivers significant wider economic advantages for local communities. Research has demonstrated a powerful local multiplier effect: for every £1 spent with SMEs by public bodies, an additional 63p is generated for the local economy, compared to just 40p for every £1 spent with a larger UK business, and minimal benefit for overseas spend. Public sector work acts as a “growth accelerator”, enabling businesses to invest, develop new products, and create more jobs within their local community.
- 6.2 SMEs bring operational advantages rooted in their local presence. They often possess a deep understanding of the local culture and the specific needs of their operating areas, allowing them to deliver more bespoke and specialised services. Their smaller structure also makes them inherently more agile, allowing for greater flexibility in their response to changing requirements.
- 6.3 This agility is often paired with deep expertise. Many SMEs are highly specialised, concentrating their resources and knowledge on a single product, service, or niche. This focus can result in greater efficiencies and a higher level of quality than might be found in a larger, more diversified supplier, providing the public sector with access to new innovations, and best-in-class solutions.
- 6.4 Engaging local SMEs can also make a direct contribution to the public sector's net zero goals. Sourcing goods and services from nearby businesses reduces transportation costs and significantly cuts the carbon footprint associated with long-distance freight. This alignment with strategic national goals is another key dimension of the value SMEs provide.
- 6.5 Taken together, these factors demonstrate that procuring from small businesses is not just about supporting enterprise but about making a strategic investment in stronger communities. The benefits range from measurable economic returns and job creation to enhanced social value, greater responsiveness, and improved environmental outcomes, representing a more effective and holistic use of public funds.

7. What will West Berkshire Council Do?

- We will set ambitious annual targets for spending with local SMEs and VCSEs
- We will run regular meet the buyer events either online or in person to provide information on the Council's procurement pipeline and any other opportunities.
- We will use pre market engagement to ensure that SMEs and VCSEs understand our requirements and can feedback on the specification and process
- We will look to keep the procurement process as simple as possible depending on the market and our requirements
- As part of the business case for any below threshold procurements the Council will consider ringfencing the procurement process to local suppliers in line with the PA23 and LGA1988.

- Where possible we will use outcomes-based specifications that will allow SMEs and VCSEs to bring innovative solutions to the table rather than traditional input-based specification that may limit the marketplace.
- We will support local SMEs and VCSEs registering on the Council's E Procurement Portal and on the government's Central Digital Platform.
- We will establish a list of approved local suppliers

8. Why is Social Value important?

- 8.1 Social value is a key method of maximising public benefits and will form an important part of all procurement activities in West Berkshire and we will expect all suppliers and providers we work with to make social value commitments. The Council will aim to keep things simple to encourage local SMEs and VCSEs to want to work with us.
- 8.2 We expect any Social Value to be created locally. Most SMEs contribute to social value in their default operations, for example by employing those furthest from the labour force or contributing to local community initiatives. Their commitment to the communities in which they live and work makes them natural partners in improving local economic and social well-being.

9. What will West Berkshire Council Do?

- The Council will incorporate a minimum of 10% social value in the Price/Quality assessment for all contracts above the relevant procurement threshold when assessing tenders; however, the actual percentage will be market dependent. **Appendix C** outlines the tender process.
- For below threshold contracts and one-off purchases, the Council will seek proportionate contractual commitment where it is appropriate or relevant to the goods and services being purchased.
- The Council will provide training to local SMEs and VCSEs on social value to allow them to maximise their offer
- The Council will establish local Themes, Outcomes, and Measures (TOM's) to ensure that Social Value can be assessed in line with its Corporate Strategy
- The Council will identify projects where suppliers can make social value commitments
- The Council will relaunch its Social Value Grants Fund linked to a new internet based Social Value platform – The platform is yet to be confirmed.

Appendix A Summary of threshold amounts from 1 January 2026

Contract for the supply of goods, services or works to a sub-central government authority	£207,720
Works contract	£5,193,000
Light touch contract	£663,540
Concession contract	£5,193,000
Light touch contract that is a concession contract	£5,372,609

Note there are no threshold under the Provider Selection Regime – Social Value will be considered in line with statutory guidance [NHS England » The Provider Selection Regime: statutory guidance](#)

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Appendix B Definition of Local Area from Statutory Guidance

- where there is one relevant authority which intends to enter into a relevant contract:
 - i. the area of that authority, or
 - ii. the area of that authority and any of the areas of the counties or London boroughs that border that area
- where there are two or more relevant authorities intending to enter into a relevant contract:
 - i. the areas of those authorities, or
 - ii. the areas of those authorities, and any of the areas of the counties or London boroughs that border those areas

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Appendix C Procurement Process

1. Commissioning / procurement need identified

The Council identifies a service, works or goods requirement and considers how spend can deliver wider community benefits alongside core delivery.

(TOMs: Policy & Strategy alignment) – Social value priorities set in line with local strategy and NPPS.

2. Social value outcomes defined

Desired outcomes are agreed at the outset (for example):

- Local employment and skills
- Environmental sustainability
- Inclusive growth / SME engagement
- Community wellbeing

This ensures social value is **purpose-led**, not generic.

(TOMs: Themes & Outcomes) – Selection of relevant TOM themes (e.g. Jobs, Environment, Equality).

3. Social value built into the contract

The outcomes are embedded into:

- Service specification
- Award criteria and scoring
- Contract conditions

This makes social value **contractual**, not voluntary.

(TOMs: How the contract will deliver) – Outcomes and measures embedded in specification and award criteria.

4. Supplier bids with social value commitments

Bidders respond with:

- Method statements
- Commitments and activities
- Measurable targets

Suppliers explain *how* they will deliver social value through the contract.

(TOMs: Method & Targets) – Bidders propose credible, measurable TOMs responses.



5. Contract awarded

Social value commitments are evaluated and weighted as part of the overall scoring, influencing award decisions.

(TOMs: Evaluation & Weighting)– Social value TOMs scored and influence the award decision.



6. Contract delivery

Suppliers deliver both:

- Core service outcomes
- Social value activities (e.g. apprenticeships, carbon reduction initiatives)

(TOMs: Delivery of commitments) – Suppliers deliver activities linked to TOMs commitments.

7. Monitoring and reporting

During delivery:

- KPIs and measures are tracked
- Evidence is collected
- Performance is reviewed through contract management

This step is critical to avoid “paper promises”.

(TOMs: Measures & reporting) – Contract management uses TOMs metrics and evidence.



8. Social value outcomes achieved

Tangible impacts are realised, such as:

- Jobs created
- Skills developed
- Emission reductions
- Community benefits delivered

(TOMs: Outcomes & Impact) – Tangible social, environmental and economic benefits realised.



9. Learning and improvement

Lessons learned inform:

- Future commissioning strategies
- Improved specifications
- More targeted social value outcomes

This feeds back into Step 2, creating **continuous improvement**.

(TOMs: Continuous improvement) – Lessons learned feed back into outcome selection and TOMs use.

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Appendix E Delivery Plan

		2026/2027				2027/2028				2028/2029				2029/2030				2030/2031			
		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
	Delivering best value and good governance																				
4.3.1	Introduce and promote the use of spend analysis in the development of reports, dashboards, business cases across the whole council.			Implement	Business As Usual																
4.3.2	Implement revised gateways and proportionate processes that align to relevant legislation into the governance arrangements to ensure all relevant factors are considered and relevant parties are engaged before decisions are taken.			Implement				Review				Review				Review				Review	
4.3.3	Work with local partners, neighbouring councils and other public bodies to develop and deliver collaborative purchasing arrangements with outcomes recorded.	Business As Usual																			
4.3.4	Establish procurement tools, guidance and methodologies for council officers, ensuring that they can maximise opportunities to deliver best value outcomes throughout the commissioning, procurement and contract management lifecycle.			Implement				Review				Review				Review				Review	
4.3.5	Introduce new Contract Standing Orders that support compliance with all relevant legislation and ensure effort and resource is focussed on the high-cost and high-risk commercial relationships.	Implement Revised CSO's	Undertake Full Review		Implement				Review				Review				Review				

Appendix C Delivery Plan

		2026/2027				2027/2028				2028/2029				2029/2030				2030/2031			
		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
	Embedding sustainability and climate action into all procurement activity																				
5.3.1	Explore the establishment of a methodology for measuring and reporting of climate and sustainability targets and impacts during contract delivery, creating data that can be used to improve services and drive change, including (but not limited to) utilising the existing baseline data for Scope 3 emissions.					Implement					Review				Review				Review		
5.3.2	Engage with the Sustainable Economy team to provide expertise to service teams in procurements and ensure standard documentation contains minimum standards for supplying to the council					Implement	Incorporate in Business as Usual														
5.3.3	Develop and deploy workable models in conjunction with the Sustainable Economy team for use in procurement evaluations to allow assessment of climate and sustainability issues.					Implement	Incorporate in Business as Usual														
5.3.4	As part our market engagement activities and plans we will work with our supply markets to ensure they are aware of our ambitions and learn from them what constitutes current sustainability best practice.	Implement	Incorporate in Business as Usual																		

Appendix C Delivery Plan

		2026/2027				2027/2028				2028/2029				2029/2030				2030/2031			
		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
	Delivering best value and good governance																				
6.3.1	Launch a new "Think Local" social value policy and model, including provision of templates, processes and training to all relevant officers.	Implement				Review				Review				Review				Review			
6.3.2	Implement a clear impact measurement mechanism, for delivery of Social Value and wellbeing outcomes and impact to be reported on.				Implement				Review				Review				Review				Review
6.3.3	Ensure that Social Value is built into Contract Management processes, so that commitments made by suppliers during tender processes are delivered during the contract term.					Implement				Review				Review				Review			
6.3.4	Explicitly link Social Value to the Corporate Strategy to create a clear strategic link between council aims and outcomes, including (but not limited to) consideration of the efforts to reduce health inequalities.					Implement Subject to Review of Corporate Strategy															

Appendix C Delivery Plan

		2026/2027				2027/2028				2028/2029				2029/2030				2030/2031			
		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
	Enhancing the supply market																				
7.3.1	West Berkshire will regularly update and publish a pipeline of upcoming procurement opportunities and work with partners such as the Federation of Small Businesses (FSB) and the council's Business and Skills Team to raise awareness across the market.	Annual				Annual				Annual				Annual				Annual			
7.3.2	Services will ensure an appropriate level of early market engagement is included in projects when developing Commissioning and Procurement Plans.	Incorporate Business As Usual																			
7.3.3	We will conduct a review of business case and procurement documentation & processes to ensure suitability for all markets and suppliers.			Implement				Review				Review				Review				Review	
7.3.4	We will assess and review West Berkshire's engagement with supplier groups, including but not limited to SME and VCSE organisations, to develop an action plan for improved market access.				Implement				Review				Review				Review				Review
7.3.5	We will analyse and assess the council's supply base to understand market pressures and composition.			Implement				Review				Review				Review				Review	
7.3.6	Maximise the opportunities offered by the PA23 and amendments to LGA1988 in respect of engaging and using the local supply market where appropriate	Incorporate in Business As Usual																			
7.3.7	The Council will develop an Adult Social Care Commissioning Strategy that reflect the needs of service users		Implement					Review				Review				Review				Review	

Appendix C Delivery Plan

		2026/2027				2027/2028				2028/2029				2029/2030				2030/2031			
		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
	Improving contract and commercial management																				
8.3.1	Introduce a consistent, risk-based contract management framework with accompanying tools, comprehensive training and support for all officers who are involved in managing contracts with third parties.			Implement				Review				Review				Review				Review	
8.3.2	All key contracts have a named contract manager who has clear responsibilities and understands the contract performance reporting requirements and the importance of developing appropriate relationships with suppliers.		Implement				Review				Review				Review				Review		
8.3.3	Contracts are based on terms and conditions which allow for appropriate and proactive contract management.				Implement					Review				Review					Review		
8.3.4	Ensure that data on contract performance is reported on corporately for the council's key contracts.					Implement				Review				Review					Review		
8.3.5	Introduce a consistent approach to commercial risk management using established tools and techniques				Implement				Review				Review				Review				

Appendix C Delivery Plan

		2026/2027				2027/2028				2028/2029				2029/2030				2030/2031			
		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
	Building skills and capability																				
8.9.1	Develop clear multi-year training & development plans for the Procurement & Commissioning Team.			Implement				Review				Review				Review				Review	
8.9.2	A full suite of guidance, templates, advice and training is developed and made easily available for council officer use.			Implement				Review				Review				Review				Review	
8.9.3	Procurement & Commissioning Team members keep fully abreast of the Procurement PA23 changes, become familiar with the new requirements and can provide support and guidance across the organisation to ensure we maximise the opportunities and meet the various requirements of the legislation.			Implement				Review				Review				Review				Review	
8.9.4	Consider the impact of any changes to the organisation's commissioning approach and structure, and the subsequent implications in respect of procurement related skills and capability			Implement				Review				Review				Review				Review	

Item Called-in following an Executive Decision: Planning Enforcement Plan 2026

Committee considering report:	Resources and Place Scrutiny Committee
Date of Committee:	29 June 2026
Portfolio Member:	Councillor Denise Gaines
Report Author:	Stephen Chard

1 Purpose of the Report

- 1.1 This report presents the call-in request submitted on 18 June 2026 for the Resources and Place Scrutiny Committee to review the Executive decision of 11 June 2026 to approve the recommended changes following public consultation and adopt the West Berkshire Council Planning Enforcement Plan 2026.
- 1.2 The call-in has been submitted in accordance with Part 6.9, Paragraph 13 of the Council's Constitution.

2 Recommendations

- 2.1 In accordance with the call-in request dated 18 June 2026, it is recommended that Members of the Scrutiny Committee review the Executive's decision of 11 June 2026 in relation to the adoption of the Planning Enforcement Plan 2026.
- 2.2 The Resources and Place Scrutiny Committee may determine:
 - (a) To let the decision stand; or
 - (b) To state its views on the matter and refer the decision back to the Executive.

3 Supporting Information

- 3.1 At the Executive meeting on 11 June 2026, the Executive considered a report setting out the Planning Enforcement Plan 2026. The Executive resolved to:
- (a) Approve the recommended changes following public consultation and adopt the West Berkshire Council Planning Enforcement Plan 2026.
- 3.2 On 18 June 2026, Councillors Ross Mackinnon, Dominic Boeck, Paul Kander, Richard Somner and Howard Woollaston put the Monitoring Officer on notice that they wished to call in this decision. They stated:

We are calling in the following decision on the grounds that it breaches the Council's constitutional principles of decision-making, specifically the requirement for clarity of aims and desired outcomes, the presumption in favour of openness, and the requirement that decisions be based on adequate evidence.

Grounds for call-in: The introduction of the "Category 4" prioritisation effectively deprioritises certain breaches to the point of permanent inaction. However, the paper fails to be transparent with the public about what this means in practice. The Category 4 designation is a de facto admission of service reduction masked as bureaucratic "prioritisation."

Approving this without defining the upper limit of waiting times for Category 4 cases, or openly stating that capacity constraints mean some reported breaches will simply never be investigated, is a fundamental failure of transparency.

Alternative proposal: Refer the decision back to the Executive to explicitly define maximum target response times for Category 4 cases. The Executive must also publish a transparent statement outlining exactly which types of planning breaches will no longer be actioned under this new regime.

Background - legal and constitutional points

- 3.3 The role of a Scrutiny Committee includes both developing and reviewing policy and holding the Executive to account. A Scrutiny Committee may not however discharge any functions other than those conferred on it, and whilst it is perfectly proper for a Scrutiny Committee to offer advice and recommendations to an Executive decision maker, in law, responsibility for an Executive decision is that of the Executive.
- 3.4 Statutory Guidance confirms that pre-scrutiny of a proposed Executive decision might consist of (inter-alia) seeking the views of local stakeholders and interested parties, and advises that the Executive should take into account any views expressed by an Overview and Scrutiny Committee when determining their final decision. The Executive is not however limited to consideration only of the views of a Scrutiny Committee, and may take into account other factors in its decision making process and make other determinations as it thinks fit.
- 3.5 Legal provisions in respect of Call-in are set out at Section 9F of Part 1A of the Local Government Act 2000 and reflected within the Constitution (Part 6.9). The options available to the Resources and Place Scrutiny Committee are:

- (a) To let the decision stand; or
 - (b) To state its views on the matter and refer the decision back to the Executive.
- 3.6 The Resources and Place Scrutiny Committee may make other recommendations as a result of the Call-In to relevant bodies, which shall be considered **after** a decision has been reached on the Call-In.

4 Appendices

- 4.1 Appendix A – Executive Report (11 June 2026) – Planning Enforcement Plan 2026.

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Planning Enforcement Plan 2026

Committee considering report:	Executive
Date of Committee:	11 June 2026
Portfolio Member:	Councillor Denise Gaines
Report Author:	Lee Goodall

1 Purpose of the Report

- 1.1 The purpose of this report is to seek approval from Executive to adopt the West Berkshire Council Planning Enforcement Plan. The Planning Enforcement Plan is an important document which sets out the objectives and priorities of the planning enforcement service and provides information and guidance for residents, developers and other interested parties, on how complaints about unauthorised development are handled. It identifies priorities for enforcement action which will inform decisions about the investigation process and when enforcement action will be taken.

2 Recommendation

- 2.1 To approve the recommended changes following public consultation and adopt the West Berkshire Council Planning Enforcement Plan 2026.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	No financial implications. The plan is designed to be implemented using existing resources.
Human Resource:	No human resource implications. The plan is designed to be implemented using existing resources.
Legal:	None
Risk Management:	The updated Enforcement Plan alters the priority for investigations and is designed to ensure breaches that have the potential for most impact are prioritised for investigations

	which reduces the risk of harmful and irreversible development occurring.			
Property:	None			
Policy:	The Enforcement Plan is not a statutory requirement, but national planning practice guidance supports the use of such plans.			
	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		The update to the Enforcement plan sets out the Councils approach to planning enforcement investigations and would not significantly alter service provision. As such it would have a neutral impact upon inequality.
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		The updated enforcement plan would not have disproportionate impacts upon the lives of people with protected characteristics.
Environmental Impact:	X			Implementation of the enforcement plan has the potential for positive impacts upon environmental outcomes where it secures high quality development and compliance with policy requirements.

Health Impact:	X			Implementation of the enforcement plan has the potential for positive impacts upon health outcomes where it secures high quality development and compliance with policy requirements.
ICT Impact:		X		Implementation of the enforcement plan will utilise existing digital processes.
Digital Services Impact:		X		Implementation of the enforcement plan will utilise existing digital processes.
Council Strategy Priorities:	X			The updated enforcement plan aligns with the Council's Priority 1. Services we are proud of. It sets out how decisions will be made and therefore provides transparency of decision making and accountability. The changes ensure operational effectiveness within the parameters of available resources.
Core Business:		X		The update is considered business as usual.
Data Impact:		x		The updated plan will not result in different or additional data impacts.
Consultation and Engagement:	There is no statutory requirement to carry out public consultation on the Local Enforcement Plan but a public consultation for a period of 6 weeks has taken place to enable residents and stakeholder comments to be taken into consideration. The response to the consultation is summarised within this report. Consultation with the Councils legal team has taken place and recommended amendments made to the Enforcement Plan wording. The Team highlighted the extensive amount of Officer time required to proceed with formal enforcement action, such as Injunction proceedings and the risks that can arise as a result of inadequate allocation of resources to such activity.			

4 Executive Summary

- 4.1 This report seeks approval for the recommended changes following public consultation and to adopt the West Berkshire Council Planning Enforcement Plan 2026.
- 4.2 The Council's current plan was approved in 2022. The plan has been refreshed and modified to update the priority classification to ensure that efforts are focussed on the most significant breaches and to carry out initial assessment in a timelier way.
- 4.3 The main changes to the plan comprise the re-prioritisation of investigation types to include an urgent category 1, with investigation undertaken within 2 working days and an additional category 4 introduced for low priority investigations into enforcement matters that are unlikely to result in planning harm.
- 4.4 An enforcement plan is not a statutory requirement but is considered a useful tool to guide enforcement investigations to provide consistency and transparency in decision making.
- 4.5 It is recommended that the Executive approve the Planning Enforcement Plan 2026.

5 Supporting Information

Introduction

- 5.2 This report seeks approval from the Executive to adopt the recommended changes to the West Berkshire Enforcement Plan 2026. The current enforcement plan was last updated in 2022. An enforcement plan is not a statutory requirement, but it is a useful tool to set out how the Council will address breaches of planning control.
- 5.3 Whilst planning enforcement action is discretionary, the duty to investigate an alleged breach is not. The national planning policy framework and national planning guidance provides that enforcement activity should be 'proportionate' and suggests publishing a local enforcement plan.
- 5.1 It is therefore considered an appropriate and useful tool to set out the Council's approach to planning enforcement investigations and provides a framework to guide such investigations and action.

Background

- 5.2 The Council's planning enforcement service comprises two Enforcement Officers, a recently recruited Compliance and Monitoring Officer and a Team Manager who also manages other functions within the Planning Service. On average 60 enforcement complaints are received per month. This results in a significant workload and the need for a clear framework of prioritisation to ensure that Officer time can be focussed on those breaches which have the potential to result in most serious impact. The enforcement process also requires significant input from Planning Officers where it is necessary to advise on planning policy requirements, make an assessment of planning harm and defend enforcement action at appeal or at any legal proceedings.

- 5.3 Many alleged breaches of planning control result in the submission of a planning application to regularise the breach. An average of 50% of enforcement complaints received are found not to be a breach of planning control or not expedient to take enforcement action because there is no unacceptable harm to amenity arising or it is policy compliant development. The minority of investigations result in the service of enforcement notices because in most cases, the Council will encourage the submission of a planning application and/or a negotiated compliance which is the most effective way to remedy breaches of planning control. This is also in accordance with national guidance and best practice.
- 5.4 A breach of planning control is not a criminal offence and there are no immediate fines or penalties that can be imposed when a breach is established. It is only when a notice is served, and the compliance period or requirements are not adhered to that the Council can consider the expediency of prosecution through the courts. Planning enforcement processes are lengthy, with a right of appeal to the Planning Inspectorate against enforcement notices which can take a considerable amount of time to reach a decision, or through the courts in some circumstances. Enforcement appeals generally take much longer to reach decision than planning application appeals. At December 2025 written representation enforcement appeals took on average 72 (mean) weeks to reach decision. As such, a negotiated compliance through remedying the breach, or through consideration of a planning application allowing the full impacts to be assessed and conditions and mitigation secured, can be a more efficient way of dealing with breaches and have better outcomes.
- 5.5 In circumstances where there is a significant level of planning harm, stop notices or injunctions can be issued but there is a high bar to reach to justify this action and as such, these are used only in the most significant circumstances. Stop notices can have immediate and significant consequences to individuals or businesses and the Council must ensure that there is a justifiable benefit arising in terms of safeguarding amenity or public safety. Both injunctions and stop notices can be challenged by way of application to the High Court for judicial review which is a lengthy and costly process for all parties. There are financial implications for the Council should a stop notice be quashed, varied or withdrawn as compensation may be payable. As such there must be a proportionate and considered approach to this type of action.
- 5.6 Notwithstanding the above, expectations are high among elected members, residents and stakeholders, and there is significant pressure to serve an enforcement notice in the event of unauthorised development. It is acknowledged that resolving breaches through negotiation causes frustration as residents feel that the Council is not acting robustly, but this is usually the fastest way to resolve the breach.
- 5.7 Despite the constraints of the planning enforcement system, willful breaches of planning control are not condoned by the Council, and it is important to maintain public confidence in the planning system. In the year April 2025 – March 2026, the following enforcement actions were successfully undertaken;

- 7 Enforcement Notices and 1 Breach of Condition Notice Served
- 4 Temporary Stop Notices served
- 2 S215 'Untidy Site' Notices served
- 27 Planning Contravention Notices served and 4 S330 Notices requiring information to be submitted to the Council within a defined timescale or risk of prosecution and financial consequences
- Interim injunction granted

5.8 However, enforcement action can place significant financial pressures on both the Council and landowners particularly in cases that are progressed through the court system which can take many months, if not years to resolve and which require legal representation. There are existing pressures on the Council's revenue budget arising from complex planning appeals, legal challenges, further policy requirements and implementation of planning reforms. Enforcement action must be balanced with what is reasonable, proportionate and achievable within available resources, ensuring undue financial pressure is not placed upon the Council and public funds are used appropriately to secure the best outcomes for the district.

Consultation Feedback

5.9 The Executive agreed in November 2025 to consult on the Draft Enforcement Plan for a period of 6 weeks. The consultation took place from 26 January 2026 until 9th March 2026.

5.10 75 responses were received; however not all questions were answered fully. 88% of respondents were residents of West Berkshire, 5.33% business owners, 8% Parish/Town Councils and 5% other. 45% of respondents stated that they had reported a breach of planning control and 29% stated they had been involved in or affected by an enforcement investigation.

5.11 The key themes arising from the consultation include;

- Stronger enforcement action, with less reliance on discretion and clear follow-through when breaches are identified.
- Greater transparency, including clearer explanations of enforcement decisions and public visibility of cumulative breaches.
- Fairness and independence, including requests for third-party or independent review of enforcement decisions.
- Improved communication with complainants and Parish / Town Councils throughout investigations.
- Concern that the new fourth priority category may legitimise non-action without clear review timescales.
- Need for increased resources, staffing and meaningful financial penalties to deter non-compliance.

5.12 Positive responses were received regarding the ease of reporting a case for investigation and general support for the 4 proposed categories. The majority of

responses indicated that there was some lack of confidence in the Councils investigation process, with only 36% of respondents responding positively in this regard.

- 5.13 Other key areas for improvements highlighted by respondents included communication, in particular the response time between initial complaint and update on progress and also discontent with how decisions have been reached. Parish and Town Councils requested to be kept up to date on major cases and improved information sharing to help manage resident concerns.
- 5.14 In terms of feedback on the plan itself, the majority of respondents stated the plan was somewhat clear or very clear in terms of explaining how planning breaches are investigated with 3% stating it was extremely clear.
- 5.15 Feedback has been received that more explanation of technical terms would be helpful and that the document is too lengthy and wordy, with a lack of clarity about the enforcement process.
- 5.16 Regarding the prioritisation levels, 49% of respondents considered the approach to be fair and proportionate but 28% did not agree. With regards to the introduction of category 4 cases, there is concern that these will never be investigated due to resource issues. A suggestion has been made for a periodic review of long-standing cases and that a timescale be added to investigation of these cases.
- 5.17 The Consultation asked respondents what they considered missing from the plan. In summary, there was a desire for a more robust, well-resourced enforcement regime with less discretion, clearer rules, stronger sanctions and demonstrable commitment to upholding planning decisions in the public interest.

Response to the Consultation Feedback

- 5.18 The feedback regarding the 4 priorities has been generally supportive and as such it is not considered necessary to make any substantive changes to the prioritisation levels proposed. The plan has been updated to address the consultation comments in the following ways;

You Said - Consultation Feedback	We Did - Council's Response
Lack of confidence in the Planning Enforcement System	An information session is being prepared for Town and Parish Councils to assist with understanding. The format of the session is to be determined, but content will be made available for consideration and distribution.
Discontent regarding how decisions are reached	As part of the updates to the Planning Enforcement Public Access system consideration is being given to providing expediency reports to be available for

	public inspection. This will improve understanding.
Document is too lengthy and wordy and an explanation of technical terms would be useful such as 'expediency' and Emergency Plans.	An Executive Summary in Plain English has been added. The glossary has been updated to include definitions of Expediency and further detail of emergency plans as a footnote within the prioritisation table. Amendments have been made to some of the wording to simplify paragraphs.
Communication – in particular the time between complaint receipt and details of the action taken.	As part of a continuous improvement approach to the processing of investigations and available systems, the frequency and level of correspondence is being explored to establish areas for improvement.
Parish and Town Councils request more regular updates to support residents concerns	An information session is being prepared for Town and Parish Councils to assist with understanding. The format of the session is to be determined, but content will be made available for consideration and distribution.
Suggestion of 12-month review of plan and specifically Category 4	Agreed and detailed within the plan
Date of plan	Updated to 2026 and will be updated with the date of Adoption by Executive

5.19 Consultation responses highlighted concerns about transparency and subjectivity in enforcement decision-making and a lack of confidence. The Council recognises that the planning system is complex and the Council can only take action within the confines of the legislation which can be frustrating. Improving understanding and confidence cannot be achieved through this Enforcement Plan alone.

5.20 However, feedback on transparency and communication will inform ongoing work to improve access to information on enforcement investigations and to provide clearer updates to residents, Parish and Town Councils. A project has commenced in publishing enforcement notices on our Public Access system. Due to the confidential nature of enforcement cases, it is not possible to publish details of live cases, but part

of this plan, will be to review what additional information can be provided and the frequency of communication.

5.21 The priorities within the plan will therefore remain as follows;

Level 1 - Urgent Action (Initial Assessment within 2 working days)

Alleged/potential breaches of planning control where there is a risk of substantial and irreversible impacts on the environment or local community. This may include, for example:

- Damage or felling of TPO trees;
- Ongoing unauthorised works to a listed building or demolition in a conservation area;
- Setting up of an unauthorised caravan site where there is an imminent risk of residential occupation;
- Developments which result in significant danger to the public;
- Failure to produce, agree and comply with a construction phase emergency plan* and construction work is continuing.

*Construction phase emergency plans are those either required by planning condition or approved as part of a planning application to demonstrate appropriate preparedness and response in the event of an incident at AWE, during the construction phase of the approved development.

Level 2 – High Priority (Initial Assessment within 15 working days)

Alleged/potential breaches of planning control where there is a risk of significant impacts on the environment, and/or significant public interest. These will be cases which are less immediate than Level 1, but where a prompt response is required. This may include, for example:

- Breaches causing significant pollution or traffic hazards;
- Potential harm to listed buildings;
- Breaches causing significant ongoing local disturbances;
- Breaches of condition on major development sites (10 or more dwellings, 1,000sqm or more of floorspace or a site area of 1ha or more)
- Significant breaches where there is a risk of imminent immunity from enforcement action;
- Failure to produce, agree and comply with an operational phase emergency plan.*

*Operational Phase emergency plans are those either required by planning condition or approved as part of a planning application to demonstrate appropriate preparedness and response in the event of an incident at AWE, during the operation of the approved development.

Level 3 – Standard Priority (Initial Assessment within 40 working days)

Alleged/potential breaches of planning control where there is a risk of planning harm. This will be the priority level for the majority of enforcement cases, and will normally include the following:

- Breaches that are likely to remain stable and that are unlikely to give rise to any severe or lasting harm to amenities;
- Householder developments;
- Fences, walls, gates and other means of enclosure;
- Breaches of condition on non-major developments;
- Unauthorised material changes of use.

Level 4 - Low Priority (Over 40 working days or not expedient to investigate)

Alleged/potential breaches of planning control which are unlikely to result in harm and/or are trivial in nature. For example:

- Satellite dishes and flues;
- Building-mounted solar panels;
- Commercial adverts (not harming public safety);
- Temporary breaches;
- Untidy sites;
- Proactive internal referrals from other services within the Council.

Initial desktop study to include previous planning application(s) and/or enforcement investigation(s), establish if Permitted Development Rights are intact and use of online imagery. The outcome will either be an escalation of priority, or closure of the investigation. A periodic review of any cases which have not been re-prioritised or closed will take place quarterly.

5.22 The categorisation focusses on the potential for planning harm which refers to the negative impacts that an unauthorised development may have on amenity, in the public interest. This can involve issues such as impact upon neighbouring or visual amenity, noise, loss of light, harm to highway safety, environmental harm or other safety considerations.

5.23 The previous Enforcement Plan 2022 priorities and timescales were Level 1 – 5 working days, Level 2 – 20 working days and Level 3 - 30 working days.

5.24 The change to the prioritisation categories and timescales enables more serious breaches to be assessed more quickly and efforts concentrated on the most serious breaches of planning control.

6 Other options considered

6.1 There is the option to continue to work to the current 2022 Enforcement Plan. However, for the reasons set out within this report, this would not result in the most efficient and effective use of resources.

- 6.2 An enforcement plan is not a statutory requirement and there is the option to no longer work to an approved plan. This would result in a less efficient and transparent way of working which would not result in good customer service. This option is not therefore recommended.

7 Conclusion

- 7.1 It is recommended that the Executive approve adoption of the West Berkshire Council Planning Enforcement Plan 2026.

8 Appendices

- 8.1 Appendix A – Equity Impact Assessment

- 8.2 Appendix B - Enforcement Plan 2026

Background Papers:

[West Berkshire Enforcement Plan 2022](#)

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 one of the Council's Scrutiny Committees or associated Task Groups within the preceding six months | ☐ |
| Item is Urgent Key Decision | ☐ |
| Report is to note only | ☐ |

Wards affected: All

Officer details:

Name: Lee Goodall
Job Title: Planning Support, Enforcement and CIL Manager
E-mail: lee.goodall@westberks.gov.uk

West Berkshire Council
Equity Impact Assessment

TEMPLATE

March 2023

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Section 1: Summary details

Directorate and Service Area	Planning Service
What is being assessed (e.g. name of policy, procedure, project, service or proposed service change).	Enforcement Plan (2025)
Is this a new or existing function or policy?	Existing – updated
Summary of assessment Briefly summarise the policy or proposed service change. Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community? (following completion of the assessment).	The Plan sets out the approach to enforcement investigations. If a breach is established and a planning application submitted, appropriate considerations are given to Equality impact and Human rights as part of the application process. This is the same for any decision to take enforcement action as it forms part of the expediency considerations on a case by case basis. Planning Enforcement concerns the use of land, and the enforcement priorities are related to the use of land and not individuals and seeks to achieve a consistency and transparency in decision making. As such, there are no elements of the plan that would indicate disproportionate impacts upon disadvantaged individuals or groups within the community.
Completed By	Laura Callan
Authorised By	
Date of Assessment	10.09.2025

Section 2: Detail of proposal

Context / Background Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.	An enforcement plan is a recommended approach to planning policy identified by national planning policy practice guidance.
Proposals Explain the detail of the proposals, including why this has been decided as the best course of action.	The update to the policy in the main is regarding the priority for investigation and is related to land use and planning harm with timescales for investigation identified.
Evidence / Intelligence List and explain any data, consultation outcomes, research findings, feedback from service users and stakeholders etc, that supports your proposals and can help to inform the judgements you make about potential impact on different individuals, communities or groups and our	No public consultation has taken place. This plan has been updated from previous policy and the changes have been informed by working practices and cases to which previous policy has been applied.

Equity Impact Assessment

ability to deliver our climate commitments.	
Alternatives considered / rejected Summarise any other approaches that have been considered in developing the policy or proposed service change, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.	This plan has been updated from previous policy and the changes have been informed by working practices and cases to which previous policy has been applied. The absence of an enforcement plan would have greater risk of disproportionate impacts due to lack of a framework to guide investigations and transparency in decision making.

Section 3: Impact Assessment - Protected Characteristics

Protected Characteristic	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Age	☒	☐	☐				
Disability	☒	☐	☐				
Gender Reassignment	☒	☐	☐				
Marriage & Civil Partnership	☒	☐	☐				
Pregnancy & Maternity	☒	☐	☐				
Race	☒	☐	☐				
Sex	☒	☐	☐				
Sexual Orientation	☒	☐	☐				
Religion or Belief	☒	☐	☐				

Section 3: Impact Assessment - Additional Community Impacts

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Rural communities	☒	☐	☐				
Areas of deprivation	☒	☐	☐				
Displaced communities	☒	☐	☐				
Care experienced people	☒	☐	☐				
The Armed Forces Community	☒	☐	☐				

Section 4: Review

Where bias, negative impact or disadvantage is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review Date	10.09.2025
Person Responsible for Review	Laura Callan
Authorised By	

EDI employee related EQiA's should now be sent to Human Resources hrenquiries@westberks.gov.uk

West Berkshire Council Planning Enforcement Plan – Adopted June 2026



Contents

This document sets out how the Council will deal with potential planning breaches.

It provides information and guidance for residents, developers and other interested parties, on how complaints about unauthorised development are handled. It seeks to balance the concerns of local residents with the rights of owners and sets out the priorities and timescales for responding to complaints, carrying out investigations and taking appropriate enforcement action where necessary.

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1. Executive Summary

This Planning Enforcement Plan explains how West Berkshire Council deals with suspected breaches of planning rules. It sets out what planning enforcement is, how to report concerns, what the Council can and cannot do, and what people can expect during an investigation.

Planning enforcement helps ensure development takes place in line with planning permissions and approved conditions, protecting local communities, the environment and the character of the area while respecting property owners' rights.

The Plan explains what types of building work or changes of use may need planning permission, as well as the kinds of issues the Council can investigate. It also makes clear that some matters such as boundary disputes, building regulations, neighbour disagreements or anti-social behaviour are dealt with by other services or organisations, not planning enforcement.

Anyone can report a suspected planning breach using the Council's online form. All reports are logged and assessed, but because enforcement is a demand-led service, cases are prioritised. The Plan sets out four priority levels so that the most serious and urgent breaches, such as those causing harm to people, the environment or heritage assets, are dealt with first.

The priority levels are as follows;

Level 1 - Urgent Action (Initial Assessment within 2 working days)

Alleged/potential breaches of planning control where there is a risk of substantial and irreversible impacts on the environment or local community. This may include, for example:

- Damage or felling of TPO trees;
- Ongoing unauthorised works to a listed building or demolition in a conservation area;
- Setting up of an unauthorised caravan site where there is an imminent risk of residential occupation;
- Developments which result in significant danger to the public;
- Failure to produce, agree or comply with a construction phase emergency plan* and construction works are continuing.

*Construction phase emergency plans are those either required by planning condition or approved as part of a planning application to demonstrate appropriate preparedness and response in the event of an incident at AWE, during the construction phase of the approved development.

Level 2 – High Priority (Initial Assessment within 15 working days) Alleged/potential breaches of planning control where there is a risk of significant impacts on the environment, and/or significant public interest. These will be cases which are less immediate than Level 1, but where a prompt response is required. This may include, for example: • Breaches causing significant pollution or traffic hazards; • Potential harm to listed buildings; • Breaches causing significant ongoing local disturbances; • Breaches of condition on major development sites; • Significant breaches where there is a risk of imminent immunity from enforcement action; • Failure to produce, agree or comply with an operational phase emergency plan* *Operational Phase emergency plans are those either required by planning condition or approved as part of a planning application to demonstrate appropriate preparedness and response in the event of an incident at AWE, during the operation of the approved development.
Level 3 – Standard Priority (Initial Assessment within 40 working days) Alleged/potential breaches of planning control where there is a risk of planning harm. This will be the priority level for the majority of enforcement cases, and will normally include the following: • Breaches that are likely to remain stable and that are unlikely to give rise to any severe or lasting harm to amenities; • Householder developments; • Fences, walls, gates and other means of enclosure; • Breaches of condition on non-major developments (10 or more dwellings, 1,000sqm or more of floorspace or a site area of 1ha or more); • Unauthorised material changes of use.
Level 4 - Low Priority (Over 40 working days or not expedient to investigate) Alleged/potential breaches of planning control which are unlikely to result in harm and/or are trivial in nature. For example: • Satellite dishes and flues; • Building-mounted solar panels; • Commercial adverts (not harming public safety); • Temporary breaches; • Untidy sites; • Proactive internal referrals from other services within the Council. Initial desktop study to include previous planning application(s) and/or enforcement investigation(s), establish if Permitted Development Rights are intact and use of online imagery. The outcome will either be an escalation of priority, or closure of the investigation. A periodic review of any cases which have not been re-prioritised or closed will take place quarterly.

Not every breach results in formal enforcement action. In some cases, there may be little or no planning harm, or the issue may be resolved through discussion, changes to the development, or a retrospective planning application. Where serious harm is identified and informal solutions are not appropriate, the Council can take formal enforcement action and, if necessary, pursue legal measures.

The Plan also explains the limits on enforcement, including legal time limits after which action may no longer be taken, as well as situations where breaches are criminal offences, such as unauthorised works to listed buildings or protected trees.

Clear service standards are included so that people know what to expect, including timescales for initial assessment, updates during an investigation and notification of outcomes. The Council aims to communicate clearly with both complainants and those who are the subject of an investigation, treating everyone fairly and with respect.

If someone is unhappy with how a case has been handled, the Plan explains what steps they can take, including how to use the Council's complaints process if they believe procedures were not followed. Overall, this Plan is intended to make planning enforcement clearer, more transparent and more consistent, while ensuring that decisions are fair, proportionate and focused on protecting the public interest

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2. Introduction

- 2.1 Planning enforcement plays a key role in upholding the integrity of the planning process and helps maintain public confidence in the planning system. As the local planning authority, West Berkshire Council has a duty to investigate reports of alleged breaches of planning control, and the discretion to take formal enforcement action where appropriate. This Plan explains how the Council investigates alleged breaches of planning control and how decisions on enforcement action are made. The Council aims to provide an efficient and effective planning enforcement service that is focused on protecting the district against harmful development in a way that is clear, consistent and proportionate.
- 2.2 The statutory basis for planning enforcement is contained in Part VII of the Town and Country Planning Act 1990, the Planning Act 2008 (Commencement No 8) and the Levelling-up and Regeneration Act 2023 (Commencement No. 4 and Transitional Provisions) Regulations 2024. Enforcement powers available to the Council include the service of Enforcement Warning Notices, Enforcement Notices, Breach of Condition Notices and Stop Notices, as well as the taking of legal proceedings by way of an injunction where appropriate.
- 2.3 Development without planning permission may cause frustration, upset and distress for residents, businesses and visitors to the district. However, to undertake works without first obtaining planning permission is not a criminal offence and the planning legislation specifically allows for the submission of planning applications for development already undertaken. While the Council does not condone deliberate breaches of planning control, the purpose of enforcement is not to punish, but to address planning harm and secure appropriate outcomes. There are, however, exceptions where criminal offences arise, including unauthorised works to listed buildings, unlawful advertisements, unauthorised works to trees protected by tree preservation orders, and where there is non-compliance following formal enforcement action.
- 2.4 The use of enforcement powers is guided by the National Planning Policy Framework. Paragraph 60 of the Framework outlines that:
- “Effective enforcement is important to maintain public confidence in the planning system. Enforcement action is discretionary, and local planning authorities should act proportionately in responding to suspected breaches of planning control. They should consider publishing a local enforcement plan to manage enforcement proactively, in a way that is appropriate to their area. This should set out how they will monitor the implementation of planning permissions, investigate alleged cases of unauthorised development and take action where appropriate.”*
- 2.5 All complaints regarding potential breaches of planning regulations are registered on our system and depending on the severity, will be investigated by an officer who, in conjunction with the Planning Support, Enforcement & Developer Contributions Manager, and the Development Management team where appropriate, will decide what action should be taken. Decisions are based on the merits of each individual

case, and enforcement action is taken only when it is considered rational, reasonable, proportionate and expedient.

3. Scope of planning enforcement

3.1 Planning permission is only needed if the work being carried out meets the statutory definition of 'development' which is set out in section 55 of the Town and Country Planning Act 1990. 'Development' includes:

- building operations (e.g. structural alterations, construction, rebuilding, most demolition);
- material changes of use of land and buildings;
- engineering operations (e.g. groundworks);
- mining operations;
- other operations normally undertaken by a person carrying on a business as a builder.
- subdivision of a building (including any part it) used as a dwellinghouse for use as 2 or more separate dwelling houses

3.2 Planning permission is not required for some categories of work that do not amount to 'development'. These include, but are not limited to the following:

- interior alterations (except mezzanine floors which increase the floorspace of retail premises by more than 200 square metres)
- building operations which do not materially affect the external appearance of a building. The term 'materially affect' has no statutory definition but is linked to the significance of the change which is made to a building's external appearance.
- a change in the primary use of land or buildings, where the before and after use falls within the same use class.

3.3 Development does not in all instances require a planning application to be made for permission to carry out the development. In some cases, development will be permitted under national permitted development rights. Permitted development rights are a national grant of planning permission which allow certain building works and changes of use to be carried out without having to make a planning application. Permitted development rights are subject to conditions and limitations to control impacts and to protect local amenity.

3.4 There may also be a locally granted planning permission in place that covers the type of development, in the form of a Local Development Order, a Neighbourhood Development Order or a Community Right to Build Order.

3.5 In all other cases it will be necessary to make a planning application to the local planning authority.

- 3.6 If development is carried out without the necessary planning permission, this may lead to enforcement action. The Council's Planning Enforcement team investigate alleged breaches of planning control and seek appropriate resolutions.
- 3.7 The Planning Enforcement team also ensure compliance with other associated legislation, including listed building consent and advertisement consent.
- 3.8 The Council's Planning Enforcement Service can investigate alleged breaches of planning control. This typically includes the following:
- Unauthorised building works or engineering works taking place without planning permission;
 - Unauthorised material changes of use of land or buildings without planning permission;
 - Developments not complying with planning permission, including any planning conditions of obligations (this does not include any covenants);
 - Unauthorised works to listed buildings – both internal and external – without listed building consent;
 - Display of unlawful advertisements without advertisement consent;
 - Listed buildings in serious disrepair; and
 - Where the condition/upkeep of buildings or land is adversely affecting the amenity of neighbouring land.
- 3.9 The Council's Planning Enforcement Service is unable to investigate matters as detailed, but not limited to the following as these fall outside the planning system:
- Internal works to a non-listed building, as these are not 'development';
 - Boundary wall disputes and other landownership issues as these are civil matters outside of planning legislation;
 - Party Wall Act;
 - Building Regulations compliance;
 - Legal covenants;
 - Devaluation of property;
 - Obstructions, parking, traffic enforcement and any other matters affecting the public highway*;
 - Anti-social behaviour*;
 - Civil neighbour disputes;
 - Dangerous structures that are not listed buildings*;
 - Statutory nuisances, including noise, odour etc.*;
 - Events/potential breaches that may occur in the future.
- 3.10 The Council or Partner Agencies (such as Environmental Health, Environment Agency, Police Force, Housing and Council Tax), have other powers to deal with these issues - please see Useful Contacts in Appendix A of this plan.

4. Principles

- 4.1 West Berkshire Council undertake a firm but rational and reasoned approach to regulation based upon the following principles:

4.1.1 Proportionality

Enforcement action will be proportionate to the scale of the alleged breach and the seriousness of the harm caused. We will seek to minimise the cost of compliance by taking proportionate action. When it is in the public interest to do so, we may prosecute individuals or organisations who do not comply with any formal notice served on them. When it is appropriate, we also have the option of taking direct action, having regard to the degree of harm and public safety.

4.1.2 Consistency

We will take the same approach in similar circumstances, where possible, to achieve results. We will investigate each matter on its own merits. We will also be consistent in how we treat customers.

4.1.3 Transparency

We will ensure that everyone involved with cases understands our processes and procedures, including what rights of complaint and appeal may be open to them. We may seek feedback from service users to learn and improve.

4.1.4 Targeting of enforcement action and raising awareness

Planning enforcement is a high volume, demand-based service. Consequently, targeted enforcement action is very important. Raising wider general awareness of planning management and enforcement will help to reduce unauthorised works and increase public confidence in our service.

4.1.5 Accountability

This local enforcement plan document, which has been agreed by the Planning Portfolio Holder and by the Planning Committee chairs, sets our priorities for action. The success of the policy will be monitored and reviewed regularly.

5. Limits on taking enforcement action

5.1 Timescales

Section 171B of the Town and Country Planning Act (see also The Planning Act 2008)

(Commencement No. 8) and the Levelling-up and Regeneration Act 2023 (Commencement No.4 and Transitional Provisions) Regulations 2024) sets out time limits for taking enforcement action. In most cases, development becomes immune from enforcement if no action is taken:

- Within **10 years** of substantial completion for a breach of planning control consisting of operational development, where substantial completion took place on or after 25 April 2024
- Within **10 years** for an unauthorised change of use to a single dwelling house where the change of use took place on or after 25 April 2024
- Within **4 years** of substantial completion for a breach of planning control consisting of operational development where substantial completion took place before 25 April 2024
- Within **4 years** for an unauthorised change of use to a single dwelling house where the change of use took place before 25 April 2024
- Within **10 years** for any other breach of planning control (essentially other changes if use)

After these periods the Council cannot take action and the development becomes lawful. The landowner can apply for a Certificate of Lawful Existing Use or Development (CLEUD) after this period to regularise the situation. This involves providing evidence that proves on the balance of probability that a breach of planning control has occurred for the relevant time period.

5.2 Listed Buildings and Conservation Areas

These are also subject to the provisions of the Planning (Listed Buildings and Conservation Areas) Act 1990. Carrying out works that affect the special interest of a listed building and the demolition of a building in a conservation area without consent are both criminal offences. Expert heritage advice should be sought if there is any doubt as to whether consent should be obtained and, if in doubt, the council offers a formalised Pre-Application service, before work is undertaken. For listed buildings there is no time limit to taking enforcement action. It is also a criminal offence to carry out unauthorised alterations to a listed building without appropriate permission.

5.3 Scheduled Monuments

Although scheduled monument consent is a separate regime, unauthorised works are a criminal offence under the Ancient Monuments and Archaeological Areas Act 1979.

5.4 Tree Preservation Orders/Ancient Woodland

It is a criminal offence to cut down, lop, willfully destroy or damage a protected tree without the Council's consent. The Council can prosecute you for breaching a Tree

Preservation Order and also for damaging or destroying areas of ancient woodland. There is no time limit to taking enforcement action.

5.5 Adverts

The display of advertisements is subject to a separate consent process within the planning system. Parties who display an advertisement in contravention of the planning regulations are committing a criminal offence. For example, by displaying an advert without the necessary consent or without complying with the conditions attached to that consent.

5.6 Minerals and Waste

Minerals and Waste Enforcement can at times be considered a specialist area of planning control within the Council's development and regulation function and in conjunction with other external agencies. As such, it can sometimes require a different approach to mainstream planning enforcement depending on the circumstances. West Berkshire Council therefore employs specialist officers who should be contacted in the first instance via Minerals@westberks.gov.uk for any help, advice and guidance on monitoring, relevant planning permissions for minerals, waste or Regulation 3 developments and legal agreements attached to minerals and waste sites'.

6. Making an enforcement complaint

- 6.1 Complaints about potential breaches of planning control can only be made using the online form on the Council's website. This ensure that sufficient details are included to enable the Council to effectively categorise the complaint/allegation.

<https://www.westberks.gov.uk/planning-breach>

The following information is requested:

- An accurate description of the location or address for the site.
- A detailed description of the activities taking place including what harm the alleged breach is causing and/or how it affects you.
- Details of those persons responsible for the alleged breach or the landowners (if known).
- The date and times of when the alleged breach took place including when it first started.
- Any other information or evidence that may be able to assist, e.g. a planning application number; any previous problems/ breaches.
- Your name, address, phone number and e-mail address

- 6.2 All the questions/fields on the form should be completed and where possible photographs should be attached.

- 6.3 The Council will not investigate anonymous complaints. It is important that officers can understand the complaint, identify the harm and make a fair assessment. We also need to prevent malicious and vexatious complaints.
- 6.4 West Berkshire Council staff will treat all parties to a complaint with respect, and we expect the same in return. We appreciate that concerns often involve highly emotive matters, however we have a zero-tolerance policy when it comes to abuse of our staff. If we are subject to verbal abuse or any other unacceptable behaviour, we reserve the right to refuse to communicate via telephone and email and will request that all correspondence is in writing via a letter or email sent to the attention of the Planning Support, Enforcement & Developer Contributions Manager. Where a single point of contact will be allocated

We make sure that we meet the requirements of the Equality Act 2010. This includes making sure we consider adjustments for people with protected characteristics.

Some people may have difficulty expressing themselves or communicating clearly and/or appropriately. We will always consider the needs and circumstances that we have been made aware of, before deciding how best to manage the situation. This will include making reasonable adjustments. However, this does not mean we will tolerate abusive language, shouting, or other unacceptable behaviour or actions.

6.5 **Confidentiality**

Any details submitted to the Council in relation to an enforcement complaint will be treated with the strictest confidence.

The Council will not reveal the identity of the complaints to the owner or responsible party(s). However, sometimes complainants may be asked to provide evidence to assist further with the matter or for any legal proceedings of the investigation.

Enforcement complaints may be the subject of a Freedom of Information or Environmental Information Regulations request. In addition, a request can be made for all personal data, we hold about a person under the Data Protection Act. If such a request is made, we will have to consider the matter for release.

7. **Priorities for planning enforcement investigation**

- 7.1 As indicated, the Planning Enforcement service is a high volume, demand-based service. Therefore, it is important that different types of breach are prioritised in a clear and transparent way. The prioritisation set out below is based upon the significance, urgency and seriousness of a reported breach. The categorisation focusses on the potential for planning harm which refers to the negative impacts that an unauthorised development may have on amenity, in the public interest. This can involve issues such as impact upon neighbouring or visual amenity, noise, loss of light, harm to highway safety, environmental harm or other safety considerations.

- 7.2 All investigations will be carried out thoroughly and accurately in accordance with the following priorities.

Level 1 - Urgent Action (Initial Assessment within 2 working days)

Alleged/potential breaches of planning control where there is a risk of substantial and irreversible impacts on the environment or local community. This may include, for example:

- Damage or felling of TPO trees;
- Ongoing unauthorised works to a listed building or demolition in a conservation area;
- Setting up of an unauthorised caravan site where there is an imminent risk of residential occupation;
- Developments which result in significant danger to the public;
- Failure to produce, agree or comply with a construction phase emergency plan* and construction works are continuing.

*Construction phase emergency plans are those either required by planning condition or approved as part of a planning application to demonstrate appropriate preparedness and response in the event of an incident at AWE, during the construction phase of the approved development.

Level 2 – High Priority (Initial Assessment within 15 working days)

Alleged/potential breaches of planning control where there is a risk of significant impacts on the environment, and/or significant public interest. These will be cases which are less immediate than Level 1, but where a prompt response is required. This may include, for example:

- Breaches causing significant pollution or traffic hazards;
- Potential harm to listed buildings;
- Breaches causing significant ongoing local disturbances;
- Breaches of condition on major development sites;
- Significant breaches where there is a risk of imminent immunity from enforcement action;
- Failure to produce, agree or comply with an operational phase emergency plan*

*Operational Phase emergency plans are those either required by planning condition or approved as part of a planning application to demonstrate appropriate preparedness and response in the event of an incident at AWE, during the operation of the approved development.

Level 3 – Standard Priority (Initial Assessment within 40 working days)
Alleged/potential breaches of planning control where there is a risk of planning harm. This will be the priority level for the majority of enforcement cases, and will normally include the following: • Breaches that are likely to remain stable and that are unlikely to give rise to any severe or lasting harm to amenities; • Householder developments; • Fences, walls, gates and other means of enclosure; • Breaches of condition on non-major developments (10 or more dwellings, 1,000sqm or more of floorspace or a site area of 1ha or more); • Unauthorised material changes of use.
Level 4 - Low Priority (Over 40 working days or not expedient to investigate)
Alleged/potential breaches of planning control which are unlikely to result in harm and/or are trivial in nature. For example: • Satellite dishes and flues; • Building-mounted solar panels; • Commercial adverts (not harming public safety); • Temporary breaches; • Untidy sites; • Proactive internal referrals from other services within the Council. Initial desktop study to include previous planning application(s) and/or enforcement investigation(s), establish if Permitted Development Rights are intact and use of online imagery. The outcome will either be an escalation of priority, or closure of the investigation. A periodic review of any cases which have not been re-prioritised or closed will take place quarterly.

Please note: Officers may re-prioritise cases (both up or down) after completing the initial investigation, or receiving further complaints based upon the nature of the alleged breach and its impact. Whilst Officers may re-prioritise, the final decision regarding the prioritisation category will rest with the Planning Support, Enforcement and Developer Contributions Manager.

8. Service standards and objectives

- 8.1 We recognise the importance of keeping individuals up to date with our progress. Some investigations can take longer than others, but we will deal with all cases in a rational and transparent way.
- 8.2 Complainants can expect:
- A written acknowledgement within two working days of the complaint being submitted via the Report a Breach online form. The case will be placed in the relevant priority. The final decision on the priority category given to a case rests with the Planning Support, Enforcement & Developer Contributions

Manager. The assessment of priority will be made wholly objectively, irrespective of the nature or status of the party making the complaint.

- Site visits and initial assessments to be undertaken in accordance with the 'Timeline' section below.
- To be informed at key stages of the process, when necessary, e.g. the complainant(s) will be advised if a planning application is invited; when a planning application is received; whether an enforcement notice has been served etc.
- To be informed of the final outcome of their complaint.
- In some cases, we may ask a complainant for further details. If the complainant is unwilling to assist, this may result in the Council not being able to pursue the investigation due to insufficient evidence.
- There are no fixed timescales for the closing enforcement cases, as investigations and outcomes can vary. However, we will seek to provide an update at each significant stage. Complainants can also email the case officer who will respond in line with Service standards.

8.3 Owners of the land/properties that are the subject of the complaint can expect:

- Clear and open communication on the circumstances of the alleged breach including an explanation of what steps are required to resolve any breach and the possible consequences if those steps are not taken.
- A thorough, objective and impartial investigation of the complaint before a decision is made.
- To be given an opportunity to put things right, along with information on how long they have to do this and the consequences of failing to do so.
- Formal enforcement action to be taken, if necessary and appropriate, or if attempts to negotiate a remedy fail.
- To be informed in writing if the Council decides to proceed to formal enforcement action and what form that will take.
- Information on how to appeal against notices, where applicable.
- To be informed when the investigation is completed and the case is closed.

Investigating possible breaches of planning permission can be stressful for both the party making the complaint as well as the person under investigation. This is partly due to the different ways in which an investigation can progress, and the timescales involved.

To try to ease concerns and assist with the uncertainty, the enforcement officers will provide updates during an investigation if and when there is a significant change/event and when the case is closed/complete. This will normally be in an email.

9. Investigation and assessment of alleged breaches

9.1 Receipt of the complaint

When a complaint is received by the Council it will be subject to initial screening and assigned a priority level between 1 and 4.

The complainant will receive an acknowledgement within two working days of receipt. Planning Enforcement can only investigate breaches of planning control. Our reporting system asks questions about the breach, allows users to upload documents/photographs and can signpost enquiries to the right service or organisation if it is considered the allegation is not a planning matter.

The Council will not investigate persistent complaints which have previously been investigated and resolved or vexatious or malicious complaints.

9.2 Initial assessment

The aim of the initial assessment is to establish whether there has been a breach of planning control and determine the appropriate first response. In most circumstances, this will include a site visit by the investigating enforcement officer. Once the initial assessment/site visit has been carried out, we will notify the owner or occupier of the subject site, as to whether it falls into the category of a breach of planning control.

If no breach is discovered the case will be closed and relevant parties will be informed and provided with an explanation as to why the case was closed.

Where the nature or extent of a breach is not straightforward, consideration will be given to serving a Planning Contravention Notice (PCN) to ascertain key facts.

For serious breaches of planning control, consideration will be given to serving a Temporary Stop Notice or seeking an Injunction from the High Court.

10. Responses to breaches

Enforcement action should be proportionate to the breach of planning control to which it relates and taken when it is expedient to do so. Whilst wilful breaches of planning law are not condoned, where the balance of public interest lies will vary from case to case.

There is no statutory requirement for the Council to take enforcement action against alleged breaches of planning control. Enforcement action is based on planning merit which requires a planning judgement as to whether formal action is appropriate. In some cases, the Council may decide that enforcement action will not be taken and that an alternative approach is more appropriate (for example a retrospective application, further negotiation, no further action etc).

The following are possible outcomes of the investigation.

10.1 Breach causing no material planning harm

The fact that a breach of planning control has occurred does not automatically mean that formal action will be taken. Some breaches of planning control are minor and

therefore cause limited or no planning harm (i.e. if an application were to be submitted it would be unconditionally approved).

In these instances, the Council will use its discretion not to take further action as it would not serve a useful purpose or be a good use of our time and resources. We will however advise the offender of the breach of planning control advising that planning permission is required for the works undertaken and of their right to regularise the development retrospectively under Section 73A of the Town and Country Planning Act 1990.

10.2 Negotiation to find a solution

Resolving breaches of planning control can take a long time, particularly when taking formal enforcement action. The amount of time it takes to resolve a breach of planning control very much depends on the severity of the breach combined with the actions and/or reactions of the landowner(s)/occupier(s). Negotiations can often lead to a quicker resolution and to a better overall outcome.

Where appropriate we will seek to negotiate with the owner/occupier and will consider options to address the planning harm resulting from the breach. The negotiation process may involve voluntary remedial works to remove any unauthorised development, the cessation of any unauthorised uses, or steps to limit any breach to a level where there is no planning harm.

10.3 Invite a Retrospective Planning Application

Upon investigating a breach of planning control, officers will consider the likelihood of planning permission being granted for the development upon application. Where appropriate, we will invite the submission of a planning application in an attempt to regularise the breach of planning control. In determining the application, the council could impose conditions on the planning permission to address the harm being caused by the unauthorised development and/or in order for the council to retain control of the development. This approach allows the planning merits of the development to be fully and openly considered.

Applications for retrospective planning permission are considered in the same way as those for proposed development. Although the Council may invite an application, it cannot be assumed that permission will be granted, and then in doing so the Council does not fetter its discretion prior to the determination of any application for planning permission.

The Council may, where it is appropriate and reasonable to do so, suspend any formal enforcement action whilst a retrospective planning application is being considered. However, where appropriate, the council will not allow the application process to unreasonably delay enforcement proceedings. The Council will consider issuing an Enforcement Warning Notice at this stage.

10.4 Formal Enforcement Action

Almost all formal enforcement action is based on planning merits and can therefore only be taken where the development fails to comply with national and local planning

policies. In some cases, it will be necessary for the Council to take formal enforcement action against a breach of planning control. Formal enforcement action will be taken where it is reasonable and justified to do so. Such scenarios may include:

- where negotiation has failed within a reasonable timeframe to resolve the breach of planning control occurring
- where a breach of planning control has a serious harmful impact that it requires formal action

When assessing whether formal action should be taken, the Council will ensure that the action is reasonable, proportionate and is in the public interest in order to achieve a satisfactory result. The Council will consider what the effect of formal action will be and if it will have a meaningful outcome. In planning enforcement, 'expediency' refers to whether taking action is justified, proportionate and in the public interest, having regard to planning policies and material planning considerations. It does not mean convenience.

All enforcement action follows an investigation and will be taken in accordance with the scheme of delegation.

The full planning enforcement toolkit is described here:

<https://www.gov.uk/guidance/ensuring-effective-enforcement>

10.5 Appeal / Court Challenges

Many forms of formal enforcement action are subject to appeal processes and challenge in the courts. Where necessary, the Council will follow due process to defend its actions and pursue the appropriate remedy of breaches of planning control.

The procedure to be followed in the event of an appeal against a notice, or a court challenge is dictated by the relevant authority (The Planning Inspectorate or the Courts). The Council will endeavour to defend its actions in such cases and, where appropriate, recover any incurred costs resulting from unreasonable behaviour on the part of the appellant through the appeal process.

11. Compliance

Once a notice has become effective, the Council will note the compliance date requirement in their systems. A site visit appointment will be carried out to check compliance shortly after the compliance period ends. If at the site visit compliance with a notice is apparent, a letter will be sent to explain that compliance with the notice has been noted on file and the case will be closed.

Where the owner occupier or developer has not fully complied with the requirements of the notice, the Council will proceed with the next stages of the investigation. This will include the consideration of the following options to resolve this breach:

11.1.1 Prosecution

We will consider commencing a prosecution in the Courts against any person who has failed to comply with the requirement(s) of any enforcement notice, or Breach of Condition Notice where the date for compliance has passed and the requirements have not been complied with. Prior to commencing with any legal proceedings, we will need to be satisfied that they are in the public interest and that there is enough evidence to offer a realistic prospect of conviction.

Unauthorised adverts and unauthorised works to any tree the subject of a Tree Preservation Order are offences, and we can initiate prosecution without the need to issue a notice.

11.1.2 Removal Notices (advertisements)

We will seek removal of any structure used to display an advertisement. Where the notice is not complied with, we may undertake the works and recover the expenses for doing so.

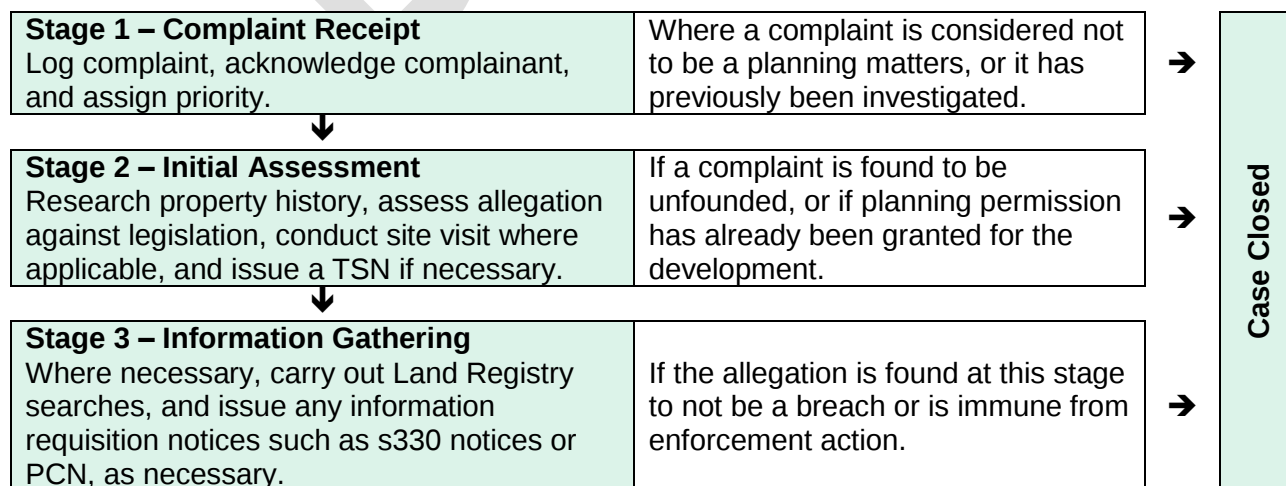
11.1.3 Replacement Notices (trees)

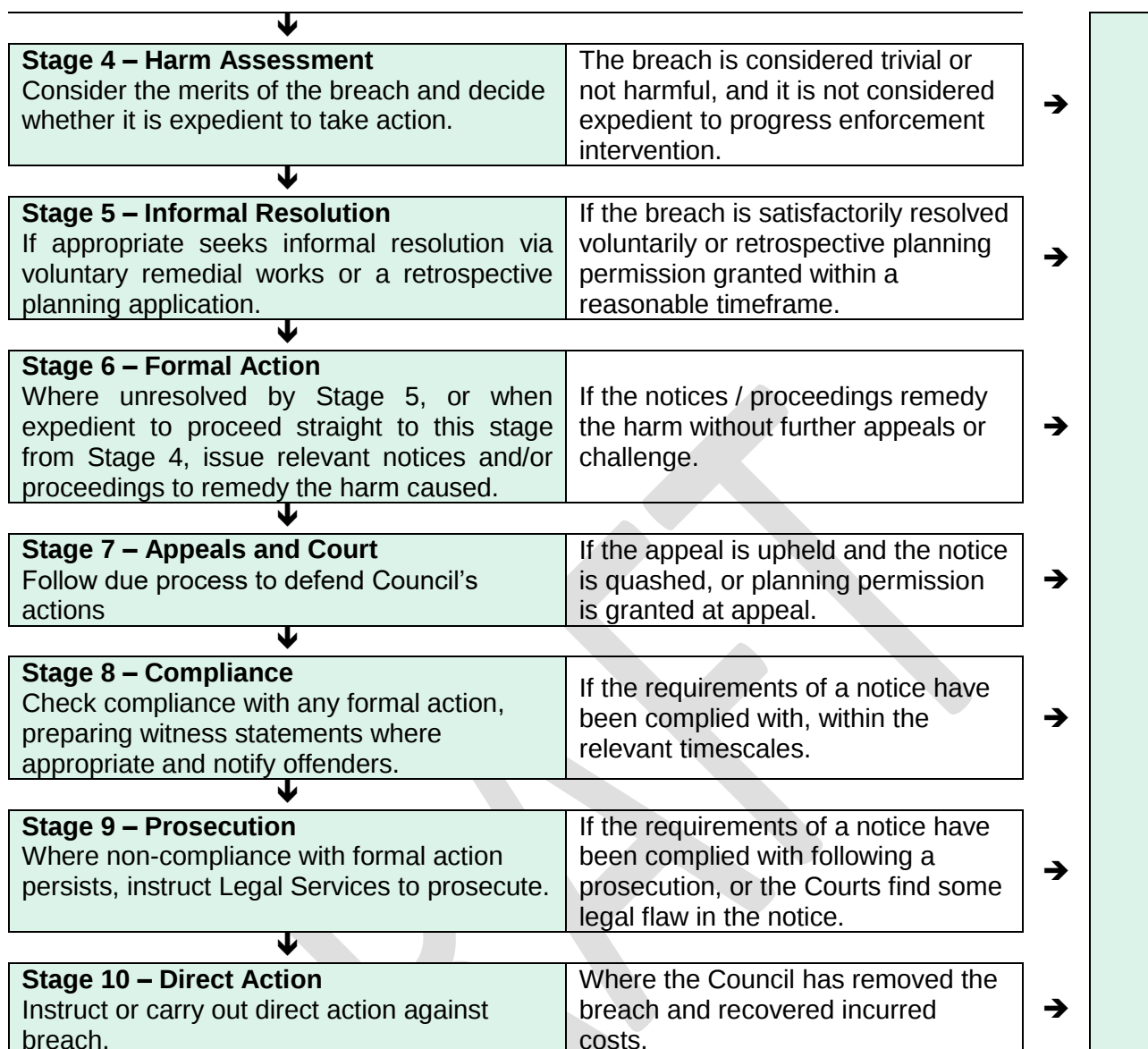
It is open to the Council to issue tree replacement notices, requiring trees to be replanted.

11.1.4 Direct Action

Where the terms of an Enforcement Notice or Section 215 notice have not been met within the compliance period (other than the discontinuance of the use of land), we will consider whether it is expedient to exercise our powers to enter the land and take steps to remedy harm. We would seek to recover from the person who is the owner of the land any expenses reasonably incurred by us in doing so.

11.2 The Enforcement Process





11.3 Proactive Monitoring of Planning Permission

Whilst the responsibility to adhere to planning permissions and comply with associated conditions lies with those undertaking the development, the planning service recognise the importance of addressing harmful breaches of planning control. As a result, where possible and where resources allow, the department may use its own resources and promote cross department liaison to identify breaches of planning control and monitor compliance with conditions imposed on planning permissions, Community Infrastructure Levy (CIL), and Planning Obligations (S106) monitoring.

Local land charges are generally financial charges or restrictions on the use of land which are governmental in character and imposed by public authorities under statutory powers. WBC uses this power to enforce things such as: conditions imposed in a planning permission (these form most charges); Listed Buildings, Conservation

Areas; Tree Preservation Orders, Planning and Enforcement Notices. The charge will affect the land rather than the person and if registered correctly, will show up on any search carried out by a person on the land it is registered against.

11.4 Equality

As required as part of the Equality Act 2010 Section 149, in the drafting of this plan due regard has been taken of the need to eliminate unlawful discrimination, harassment and victimisation and to advance equality of opportunity between different groups and foster good relations between different groups. It is not considered that the Enforcement Plan would conflict with the requirements of the Equality Act 2010 or the Council's policy on equality.

12. What to do if you are dissatisfied with the Council's decision

There is no third-party right of appeal within the planning system. Enforcement action is therefore taken at the sole discretion of the Council. An investigation will not normally be re-opened, unless significant further information or evidence is provided, showing compelling reason to review a previous decision. To make a request of this nature you should contact the planning enforcement team in the normal manner, providing any new information you think should be considered.

If you think the Council hasn't followed the correct procedures in coming to their decision, then a complaint about the process can be made using the Council's Corporate Complaints Procedure, which can be found here: <https://westberks.gov.uk/complaints>

The subjects of any formal action will have their rights of appeal set out in any enforcement notice they receive.

13. Review of Planning Enforcement Plan

Regular reviews of this enforcement plan will be necessary to ensure it remains current with the most up to date government legislation and guidance. Reviews will therefore be carried out when legislation and guidance changes are introduced or if a high number of enquiries are received about a particular part of the plan from customers. We welcome comments on this Planning Enforcement Plan and any other matter relating to the Enforcement Service.

Please contact:

Planning Support, Enforcement & Developer Contributions Manager
Council Offices, Market Street
Newbury, RG14 5LD

Main Number (01635) 551111

Email planningenforcement@westberks.gov.uk

Specific enquiries relating to a particular case should be referred to the case officer or their immediate line-manager.

DRAFT

Appendix A – Useful Contacts

Department	Contact Information
Report a Breach The link to our online report a breach form, where all details can be logged securely and photographs, documents can be uploaded.	planningservices – Report a Breach
Do I Need Planning Permission The link to find out if proposed development can be considered as Permitted Development.	planningservices . Find out if you need Planning Permission
Building Control The main purpose of Building Control is to ensure that all building work complies with the Building Regulations. Building Control also investigate buildings and other structures which may be dangerous.	Email: help@BCSolutions.org.uk
Environmental Health The team regulate a wide range of activities, and operate to a clear enforcement policy of their own. Public Protection Services consists of those matters enforced by the Trading Standards, Environmental Health and Licensing Services	Email: ehadvice@westberks.gov.uk
Highways The highways team co-ordinates and monitors public highways in the District.	Visit https://www.westberks.gov.uk/roadtransportandparking for a list of all the areas the highways team cover
Housing For housing support and advice	visit https://www.westberks.gov.uk/housing for a list of services and ways to contact the team specific to your complaint
Partnership for Action against Wildlife Crime (PAW) If you witness a suspected wildlife crime in action call 999 immediately and ask for the police.	For all other enquires call 101. For further information on reporting, or visit https://www.gov.uk/government/groups/partnership-for-action-against-wildlife-crime
Trees The arboricultural service deals with most tree-related issues	Visit https://www.westberks.gov.uk/treesandhedgerows for further information. Email: trees@westberks.gov.uk

Appendices B – Enforcement Glossary

This glossary provides the enforcement options available to the local planning authority.

1. Breach of Condition Notice (BCN)

A breach of conditions notice under Section 187A of the Town and Country Planning Act 1990 requires its recipient to secure compliance with the terms of a planning condition or conditions specified by the Local Planning Authority in the notice. There is no right to appeal against this notice and prosecution can be brought in the Magistrates' Court for the offence of contravening a breach of condition notice.

2. Default Powers

The Council may enter the land and take the necessary action to secure compliance when enforcement notices are in effect. This is only used in extreme cases and when resources allow. The Council will seek to recover all costs associated with carrying out the works in default.

3. Discontinuance Notice

Where a person has displayed an advertisement with deemed consent that the authority is satisfied causes a substantial injury to the amenity of the area or is a danger to members of the public, a discontinuance notice can be served under Regulation 8 of the Town and Country Planning (Control of Advertisements) (England) Regulations 2007 seeking the removal of the advert.

A local planning authority may take discontinuance action if it is satisfied that such action is necessary to remedy a substantial injury to the amenity of the locality or a danger to members of the public. As "substantial injury" to the amenity of the locality is a more rigorous test than the "interests" of amenity, local planning authorities will need to justify this in their statement of reasons.

4. Enforcement Warning Notice

An enforcement warning notice formalises the process for a local planning authority to invite a retrospective planning application.

Under section 172ZA of the Town and Country Planning Act 1990, where a local planning authority considers that unauthorised development has a reasonable prospect of being acceptable in planning terms, it can issue an enforcement warning notice. The notice will set out the matters that appear to be a breach of planning control and state that, unless an application is made by a specified date, further enforcement action may

be taken.

The issue of an enforcement warning notice constitutes taking enforcement action for the purposes of section 171B of the Town and Country Planning Act 1990.

5. Expediency

This term is used to describe how decisions are made about whether it is considered reasonable and proportionate to take formal enforcement action.

6. Injunction

This involves seeking an order from the court preventing an activity or operation from taking place. Failure to comply with the requirements of an injunction amounts to a criminal offence.

7. Listed Building Enforcement Notice

A Listed Building enforcement notice under Section 38 of the Planning (Listed Buildings and Conservation Areas) Act 1990 will require the recipient to secure compliance with the terms of the notice. Works to listed buildings without consent is a criminal offence and prosecution may occur alongside the enforcement notice, subject to severity/context. There is a right of appeal of this notice

8. Negotiation

Negotiation is encouraged in all but the most serious cases as the best way to resolve a breach and in some cases can be more expedient than issuing an enforcement notice.

9. Planning Contravention Notice (PCN)

This is a notice which allows the Council to collect evidence which will help to determine if a breach is taking place and the next steps. The owner and/or person responsible have 21 days to respond and failure to do this may result in prosecution

10. Planning Enforcement Order

Where a person deliberately conceals unauthorised development, the deception may not come to light until after the time limits for taking enforcement action (Section 171B of the Town and Country Planning Act 1990) have expired. A planning enforcement order enables the Council to take action in relation to an apparent breach of planning control notwithstanding that the time limits may have expired.

11. Prosecution

It is a criminal offence not to comply with the requirements of a statutory notice, to display an advertisement without consent or undertake works to a listed building without consent. The Council can prosecute or formally caution.

12. Section 172 Enforcement Notices

The enforcement notice allows the Council to formally require a breach of planning control to be remedied. Government guidance states that enforcement notices should only be served when expedient to do so. Failure to comply within the specified timeframe is a criminal offence which can lead to prosecution proceedings. Enforcement notices can be appealed, and the Planning Inspectorate can decide to uphold the notice, amend it or have it quashed.

13. Section 215 Notices

Where the condition of land or a building is adversely affecting the amenity of a neighbourhood the Council may issue a Notice under Section 215 of the Town and Country Planning Act 1990, requiring the owner or occupier to remedy the condition of the land or building. Failure to comply with the Notice is a criminal offence. The Council has powers, where a Notice has not been complied with, to enter the land and carry out the work itself and recover the costs from the owner.

14. Stop Notice

This can be used in conjunction with an enforcement notice where the breach of planning control is causing serious harm and should only be used in extreme cases. In such cases where stop notices are issued the Council may be liable to pay compensation if it is later decided that the stop notice was not appropriate. For these reasons, serious consideration needs to be given to the appropriateness of serving a stop notice.

15. Temporary Stop Notice

These are similar to stop notices but take effect immediately from the moment they are displayed on a site and last for up to 28 days. A temporary stop notice would be issued only where it is appropriate that the use or activity should cease immediately because of its effect on (for example) amenity, the environment or public safety. It may be issued even when planning permission has been granted for development, for example, in a case where the developer is not complying with conditions attached to the permission.

16. Urgent Works Notice

This is a notice under Section 54 of the Planning (Listed Buildings and Conservation Areas) Act 1990 that applies to unoccupied listed buildings in serious disrepair. It enables the Council to order urgent works to preserve the building, for example to make it weather tight and secure. If the notice is not complied with the Council may carry out the works in default and recover the costs from the owner.

Item Called-in following an Executive Decision: Assets Optimisation Plan

Committee considering report:	Resources and Place Scrutiny Committee
Date of Committee:	29 June 2026
Portfolio Member:	Councillor Tom McCann
Report Author:	Stephen Chard

1 Purpose of the Report

- 1.1 This report presents the call-in request submitted on 18 June 2026 for the Resources and Place Scrutiny Committee to review the Executive decision of 11 June 2026 to approve the Assets Optimisation Plan as the Council's framework for the review, optimisation and disposal of its asset portfolio, and to delegate authority to progress asset optimisation and disposal proposals in accordance with the governance framework set out in the Plan and in accordance with the Constitution.
- 1.2 The call-in has been submitted in accordance with Part 6.9, Paragraph 13 of the Council's Constitution.

2 Recommendations

- 2.1 In accordance with the call-in request dated 18 June 2026, it is recommended that Members of the Scrutiny Committee review the Executive's decision of 11 June 2026 in relation to the approval of the Assets Optimisation Plan.
- 2.2 The Resources and Place Scrutiny Committee may determine:
 - (a) To let the decision stand; or
 - (b) To state its views on the matter and refer the decision back to the Executive.

3 Supporting Information

- 3.1 At the Executive meeting on 11 June 2026, the Executive considered a report setting out the Assets Optimisation Plan. The Executive resolved to:
- (a) Approve the Assets Optimisation Plan as the Council's framework for the review, optimisation and disposal of its asset portfolio.
 - (b) Note that the Plan forms a core component of the Finance Improvement Plan approved in December 2025.
 - (c) Delegate authority to progress asset optimisation and disposal proposals in accordance with the governance framework set out in the Plan and in accordance with the Constitution.
- 3.2 On 18 June 2026, Councillors Ross Mackinnon, Dominic Boeck, Paul Kander, Richard Somner and Howard Woollaston put the Monitoring Officer on notice that they wished to call in this decision. They stated:

We are calling in the following decision on the grounds that it breaches the Council's constitutional principles of decision-making, specifically the requirement for clarity of aims and desired outcomes, the presumption in favour of openness, and the requirement that decisions be based on adequate evidence.

Grounds for call-in: In the current financial climate, the disposal or "repurposing" of public assets is a highly sensitive issue. The Executive is adopting a framework for asset disposal without publishing the list of the assets currently under consideration. Members are effectively being asked to write a blank cheque for future sell-offs.

Approving this strategy before ward Members and the public are aware of which specific community assets are at risk prevents any meaningful pre-decision scrutiny or consultation.

Alternative proposal: Refer the decision back to the Executive with a requirement to publish the schedule of targeted assets as an appendix to the strategy, allowing full transparency before the overarching framework is approved.

Background - legal and constitutional points

- 3.3 The role of a Scrutiny Committee includes both developing and reviewing policy and holding the Executive to account. A Scrutiny Committee may not however discharge any functions other than those conferred on it, and whilst it is perfectly proper for a Scrutiny Committee to offer advice and recommendations to an Executive decision maker, in law, responsibility for an Executive decision is that of the Executive.
- 3.4 Statutory Guidance confirms that pre-scrutiny of a proposed Executive decision might consist of (inter-alia) seeking the views of local stakeholders and interested parties, and advises that the Executive should take into account any views expressed by an Overview and Scrutiny Committee when determining their final decision. The Executive is not however limited to consideration only of the views of a Scrutiny Committee, and

Item Called-in following an Executive Decision: Assets Optimisation Plan

may take into account other factors in its decision making process and make other determinations as it thinks fit.

3.5 Legal provisions in respect of Call-in are set out at Section 9F of Part 1A of the Local Government Act 2000 and reflected within the Constitution (Part 6.9). The options available to the Resources and Place Scrutiny Committee are:

(a) To let the decision stand; or

(b) To state its views on the matter and refer the decision back to the Executive.

3.6 The Resources and Place Scrutiny Committee may make other recommendations as a result of the Call-In to relevant bodies, which shall be considered **after** a decision has been reached on the Call-In.

4 Appendices

4.1 Appendix A – Executive Report (11 June 2026) – Assets Optimisation Plan.

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Asset Optimisation Plan

Committee considering report:	Executive
Date of Committee:	11 June 2026
Portfolio Member:	Councillor Tom McCann
Report Author:	Sarah Clarke

1 Purpose of the Report

- 1.1 To seek approval from the Executive for the adoption and implementation of the Assets Optimisation Plan, which forms a key component of the Council's Finance Improvement Plan agreed in December 2025 and supports the Council's financial recovery and long-term sustainability.

2 Recommendations

Executive is asked to:

1. Approve the Assets Optimisation Plan as the Council's framework for the review, optimisation and disposal of its asset portfolio, as detailed at Appendix A.
2. Note that the Plan forms a core component of the Finance Improvement Plan approved in December 2025.
3. Delegate authority to progress asset optimisation and disposal proposals in accordance with the governance framework set out in the Plan and in accordance with the Constitution.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	No direct implications. However, the Assets Optimisation Plan is a key mechanism to support the Council's financial recovery. It will: • Generate capital receipts from non-core or surplus assets; • Enable the application of capital receipts, where permissible, to fund transformation activity;

	• Deliver ongoing revenue savings through estate rationalisation, optimisation of income, co-location and reduced running costs; • Contribute to stabilising the Council's financial position and reducing reliance on reserves. There are a number of assets that the Council is already in the process of disposing of, which have already been subject to decisions of the Executive. These will deliver anticipated capital receipts in excess of £2m. A £2m capital receipt were to be used to fund the Council's capital programme, it would reduce the need to borrow and avoid financing costs of circa £80K per annum (based on the Council's current weighted average cost of capital of 3.92%). It would also avoid future Minimum Revenue Provision (MRP) for a limited time. Alternatively, capital receipts could be used to fund qualifying transformation projects that deliver ongoing revenue savings.
Human Resource:	There are no immediate direct staffing implications arising from the approval of the Plan. However, subsequent estate rationalisation and service reconfiguration may lead to workforce implications, which will be managed in accordance with HR policies and statutory consultation requirements.
Legal:	The implementation of the Plan will require compliance with relevant statutory provisions, including: • Section 123 of the Local Government Act 1972 (best consideration); • General Disposal Consent 2003 (where applicable); • Subsidy control requirements; All disposals and optimisation decisions will be subject to appropriate legal advice and formal decision-making processes.
Risk Management:	Key risks include: • Failure to realise anticipated capital receipts; • Market volatility affecting asset values; • Service disruption arising from estate rationalisation; • Community or reputational impacts relating to disposal of certain assets. Mitigation will be provided through: • Robust governance via the Assets Board; • A structured pipeline and prioritisation process; • Comprehensive due diligence and business case development; • Programme-level risk monitoring through a dedicated risk register.

Property:	This report directly relates to the Council's property portfolio. The Plan establishes a corporate framework for: • Reviewing all Council land and buildings; • Identifying surplus or under-utilised assets; • Optimising or disposing of assets to maximise value and efficiency.			
Policy:	The Plan supports delivery of: • The Finance Improvement Plan (December 2025); • The Council's Medium Term Financial Strategy;			
	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		
Environmental Impact:		X		
Health Impact:		X		
ICT Impact:		X		
Digital Services Impact:		X		

Council Strategy Priorities:	X			The Plan supports the Council's priorities by: • Ensuring financial sustainability; • Delivering efficient and effective services; • Supporting long-term resilience of the organisation.
Core Business:	X			The Plan ensures that assets are aligned to core service delivery and strategic priorities.
Data Impact:		X		No significant impact identified at this stage
Consultation and Engagement:	GPAW Assets Board, Finance Improvement Group			

4 Executive Summary

- 4.1 This report seeks approval for the Assets Optimisation Plan, which establishes a corporate framework for the review and optimisation of the Council's asset portfolio.
- 4.2 The report is brought forward in response to the Council's financial position and the Finance Improvement Plan approved by Executive in December 2025. The Council faces ongoing financial pressures, including structural budget challenges and increasing demand, and must take proactive steps to stabilise its finances and build resilience.
- 4.3 The Plan will:
- Identify opportunities to generate capital receipts from non-core assets;
 - Deliver recurring revenue savings through estate rationalisation and improved utilisation;
 - Ensure that assets are aligned to service requirements and strategic priorities;
 - Provide a structured and transparent pipeline for asset optimisation and disposal;
 - Embed robust governance, assurance and decision-making processes.

- 4.4 Approval of the Plan will provide a key mechanism to support the delivery of the Finance Improvement Plan and contribute to the Council achieving a financially sustainable position.

5 Supporting Information

Introduction

- 5.1 This report seeks approval for the Assets Optimisation Plan, which sets out a structured approach to managing the Council's asset base to maximise value, reduce costs and support financial sustainability.

Background

- 5.2 The Council continues to operate within a challenging financial context, with increasing demand for services and ongoing budget pressures.
- 5.3 In December 2025, Executive approved a Finance Improvement Plan which identified a range of measures required to stabilise the Council's financial position and rebuild resilience. A central element of this plan was the need to take a more strategic and proactive approach to asset management.
- 5.4 The Council holds a significant portfolio of land and property assets. While many are essential to service delivery, others are under-utilised, surplus, or capable of being used more effectively. The Assets Optimisation Plan has been developed to address this.
- 5.5 The Assets Optimisation Plan will be supported by the Strategic Asset Management Plan, which will support the identification of the pipeline of assets for review under this Plan.

Proposals

- 5.6 The Assets Optimisation Plan provides a corporate framework to:

1. Review and classify assets

All Council assets will be systematically reviewed and categorised (e.g. operational, investment, surplus), enabling a consistent and evidence-based approach to decision-making.

2. Identify optimisation opportunities

Assets identified as surplus or sub-optimal will be assessed to determine whether they should be:

- (a) Retained and optimised;
- (b) Repurposed for alternative use; or
- (c) Disposed of.

3. Deliver a pipeline of opportunities

A prioritised pipeline of assets will be developed, structured into:

Short-term (quick wins);

Medium-term opportunities;

Long-term / complex projects.

4. Generate financial benefits

The Plan will:

- (a) Deliver capital receipts to support the capital programme and transformation;
- (b) Achieve recurring savings through rationalisation of the estate;
- (c) Reduce maintenance and operational costs.

5. Ensure robust governance

All decisions will be subject to:

- (a) Formal governance through the Assets Board;
- (b) Transparent reporting to the Finance Improvement Group and Executive;
- (c) Compliance with statutory requirements and best value obligations.

- 5.7 In developing the Assets Optimisation Plan, the Council will also seek to maximise opportunities aligned to the One Public Estate (OPE) principle, working collaboratively with public sector partners to ensure that land and property assets are used strategically across organisational boundaries. This approach enables the co-location of services, reduction of duplication within the public estate, and unlocking of wider social, economic and financial benefits. Through partnership working with organisations such as the NHS, emergency services and central government bodies, there is potential to rationalise assets, improve service accessibility for residents, and support place-based outcomes, while also contributing to capital receipts and revenue efficiencies. The adoption of an OPE-informed approach will enhance the Council's ability to deliver both financial sustainability and improved outcomes for communities.

6 Other options considered

6.1 Option 1 – Do Nothing (Not Recommended)

Failure to adopt the Plan would limit the Council's ability to respond to financial pressures and would risk continued inefficiencies within the asset base.

6.2 Option 2 – Ad hoc asset disposals (Not Recommended)

A non-strategic approach would reduce transparency, weaken governance, and may result in sub-optimal financial outcomes.

6.3 Option 3 – Adopt the Assets Optimisation Plan (Recommended)

Asset Optimisation Plan

Provides a structured, transparent and strategic approach aligned to the Finance Improvement Plan.

7 Conclusion

- 7.1 The Assets Optimisation Plan is a critical component of the Council's response to its financial challenges. It provides a governance-led, evidence-based framework to ensure that the Council's assets are used effectively, generate value, and support long-term sustainability.
- 7.2 Approval of the Plan will enable the Council to deliver capital receipts, achieve recurring savings, and strengthen its financial resilience in line with the Finance Improvement Plan agreed in December 2025.

8 Appendices

8.1 Assets Optimisation Plan

Subject to Call-In:

Yes: ☒ No: ☐

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

Delays in implementation could have serious financial implications for the Council ☐

Delays in implementation could compromise the Council's position: ☐

Considered or reviewed by Scrutiny Commission or associated Committees, Task Groups within preceding six months ☐

Item is Urgent Key Decision ☐

Report is to note only ☐

Officer details:

Name: Sarah Clarke
Job Title: Executive Director Resources
Tel No: 01635 519596
E-mail: sarah.clarke@westberks.gov.uk

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ASSETS OPTIMISATION PLAN

1 Purpose and scope

- 1.1 West Berkshire Council approved a Finance Improvement Plan in December 2025, as part of its strategy to become a more financially resilient council. This recognised the need for an Assets Optimisation Plan (the Plan), to ensure that the Council's assets were being used in the most effective manner, and to identify a pipeline of potential disposals. This will sit alongside the Strategic Asset Management Plan (SAMP).
- 1.2 This document sets out a framework to deliver capital receipts, and to generate revenue savings and improved use of the Council's assets.
- 1.3 The Plan will assist with the stabilisation of the revenue position and will rebuild resilience by generating prudent capital receipts from *non-core assets*. This should secure recurrent savings via estate optimisation and protecting and improving community outcomes.
- 1.4 The Plan will consider all of the Council's land and buildings (operational and non-operational), investment properties, surplus sites, development of land and long leases of the Council.
- 1.5 Whilst all land and buildings are in scope, particular care needs to be taken with:
 - (a) Housing assets
 - (b) Community assets
 - (c) Heritage assets

2 Strategic Objectives & Outcomes (over term of MTFS)

- 2.1 The Assets Optimisation Plan has four main objectives:

- (a) Capital Receipts:

Identify and deliver an appropriate programme of capital receipts whilst preserving existing revenue.

- (b) Revenue Savings:

Achieve recurring MTFS savings via estate consolidation, co-location, asset optimisation and efficiency; use Flexible Use of Capital receipts Policy to fund appropriate qualifying transformation costs.

(c) Governance & Best Value:

Evidence robust appraisal, transparency and assurance in line with statutory guidance; publish progress.

(d) Community Safeguards:

Apply balanced approach to community/heritage assets.

3 Asset Baseline and Classification

3.1 A single assets database has been created for purpose of the Plan (to include property description + valuation + title + constraints + energy + service dependency; asset use, current options).

3.2 Properties within the database will be classified as follows are detailed below, together with the value of each category of assets:

	Classification	Purpose	Examples	Value £'m
1.	Operational Assets	<i>Held and occupied to deliver statutory or discretionary services (including leased-in assets)</i>	Council Dwellings: Houses used for social housing Other Land and Buildings: Schools, offices, libraries, depots Carparks	225.8
2.	Investment Properties	<i>Held solely for rental income or capital appreciation rather than service provision.</i>	Investment Portfolio, industrial estates, Farms	45.5
3.	Infrastructure Assets	<i>Held for statutory purpose</i>	Roads, footpaths, bridges, STP, recycling centres	11.9
4.	Community Assets	<i>Assets intended to be held in perpetuity with disposal restrictions</i>	Parks Historic buildings	2.6

5.	Non-Operational Assets	<i>Tangible assets not directly used for service delivery</i>	Community Centres	33.2
6.	Surplus Assets	<i>Assets no longer needed for service delivery but not yet sold</i>	Eg Land at Pheonix and 'Open Space'	1.4
7.	Assets Under Construction	<i>New buildings or infrastructure still being built</i>		-
8.	Heritage Assets	<i>Assets with special qualities held for their contribution to knowledge or culture (e.g., museum exhibits).</i>		2.4
9.	Assets Held for Sale	<i>Specifically identified for disposal within a year.</i>		-

4 Asset Identification and Prioritisation

- 5.1 Assets identified as surplus or sub-optimal will be prioritised into one of the three categories detailed below.

Pipeline categories:

- **Category A (Quick wins - 0–9 months – by April 2027):** For example, non-operational land, clean title. Enhance estate management to increase revenue collection. Improve aged debt collection to protect revenue.
- **Category B (Medium - 9–24 months – by July 2028):** For example: Office / Industrial sites, investments.
- **Category C (Complex - 24+ months – after July 2028):** Key operational assets, mixed-use, regeneration land requiring planning/Infrastructure, significant legal constraints, including but not limited to joint venture initiatives

5 Optimisation Routes

- 5.1 If a property has been identified as surplus or suboptimal, and it is considered that an alternative use exists, a business case will be developed to ensure that the proposal is sound and can be delivered. This is where the asset is “repurposed”.

5.2 If a property has been identified as surplus or suboptimal, and it is considered that it should be disposed of, there are a number of options for disposing of property which can be considered, including the following:

- Open market sale which would be the preferred method to secure transparency and best consideration.
- Conditional sale/JV exit with deliverability safeguards where certainty outweighs speculative higher bids.
- Auction (generally only considered for small lots).
- Disposal by way of lease re-gear/assignment (>7 years triggers s.123)

6 Controls, Documentation & Assurance

6.1 Where an asset has been identified as surplus, the following steps will be undertaken to inform decision making:

- Asset Disposal File per asset: Title, valuation reports (unrestricted/restricted), s.123 compliance memo, Best Value statement, subsidy control assessment, equality impact, risk assessment, engagement record, decision log.
- Decisions will be taken by the relevant person or body and recorded under a delegated authority or Executive approval.

6.2 The controls are designed to ensure that all aspects of the disposal process are properly documented and managed in accordance with regulatory and organisational requirements. RegSular monitoring and thorough record-keeping will help to mitigate the risks associated with asset disposal, ensuring compliance and supporting transparency throughout the decision-making process.

7 Governance & Decision Controls

Programme Governance

- GPAW – Assets Board: Monthly report to review pipeline, new proposals, milestones, receipts and risks
- GPAW Assets Programme Risk Register: to measure status, target receipt, quarter of completion, dependencies, risks, mitigations.
- The GPAW Assets Board will provide regular updates to the Finance Improvement Group, which will in turn report to Executive to ensure that appropriate and regular updates are provided regarding the progress and implementation of this plan.
- Any key decisions to be taken as indicated in Appendix A and in line with existing legal and Constitutional parameters

- The timeline for the delivery of actions detailed in the plan is set out at Appendix B

Appendix A — Decision Flow Chart

- Is the asset essential to statutory delivery within 5 years?
 - If yes → Retain/Optimise.
 - If no → proceed.
- Can best consideration be achieved soon (clean title, viable market)?
 - If yes → Dispose.
 - If no: Is there a strong, evidenced well-being case?
 - If yes and undervalue ≤£2m → Consider General Disposal Consent 2003.
- Is planning uplift/JV value material?
 - If yes → JV/Development route (subject to Prudential/PWLB constraints).
- Is the site open space?
 - If yes - Ensure advertisements and objection handling before any decision.

Appendix B – Delivery Timeline

Delivery Timeline

Month 0–3 (By September 2026):

- Executive adopts the Assets Optimisation Plan
- Review pipeline
- Commence due diligence

• Month 3–9 (By April 2027):

- Market Category A assets
- Develop business cases for Category A assets where an alternative use is identified
- Receipts applied to capitalisation / transformation projects
- Develop Pipeline on Category B properties

• Month 9–24 (By July 2028):

- Category B disposals
- Develop business cases for Category B assets where an alternative use is identified
- Receipts applied to capitalisation / transformation projects
- continued assurance reporting

• 24+ months (After July 2028):

- Category C reviewed
- Periodic refresh of pipeline
- Asset Optimisation Plan review and update

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Resources & Place Scrutiny Committee
29 June 2026

**Item 7 – 2025/26 Financial Performance:
Provisional Outturn**

Item 8 – 2025/26 Performance Report Q4

To follow items

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Task and finish groups guidance

Task and finish groups are informal, usually small and time-limited bodies comprised of councillors and, at times, co-optees brought in from outside the council for their specific skills and experiences.

A parent (Scrutiny) committee (PSC) establishes them to undertake a discrete piece of more in-depth scrutiny work, and report back to that committee with their findings and recommendations.

Councillors should not embark upon work where there is no ability to make recommendations. For example, if a service has just been commissioned, running a scrutiny task group is unlikely to add value, although scrutiny may wish, in time, to have an assurance role. Likewise, if a decision has already been taken, or an inspection reached a judgement (CQC, Ofsted etc) scrutiny looking at the same issue is unlikely to add value.

1. Establish membership

Ordinarily this will be agreed by the PSC but the membership may be drawn from across the entire elected members (other than Executive Members).

Membership should have regard to the political proportionality of West Berkshire Council. Before finalising the membership of the Task Group, the PSC Chairman should consult the Leaders of each of the political parties or groups to ensure they are happy with the nominations.

Nominated Members should ensure that they have no prior involvement to the matter being considered.

Members who have professional or lived experience may be helpful in informing the review. Consideration should be given to whether they could best be used as a witness or as a member of the Task Group. It is also good practice for the task group members to reflect on existing perspectives that may influence a way of thinking, and to approach the review with an open mind.

2. Setting Up: Scoping & Terms of Reference

An Officer from Democratic Services supporting the Task Group shall draft the Terms of Reference (TOR) for approval by the PSC.

The TOR should define objectives, scope, methods, timelines and resources, along with stakeholders and witnesses that may be required.

Members should ensure clarity of purpose—the central question or hypothesis that the review will investigate and whether this is of a Service, Policy or Issue-led Review.

Background research may be required, and Officers and subject experts may be able to assist with any policy context, legislation, existing council reports (either public facing or internal), benchmarking data, etc.

The Task Group may consider evidence in open or confidential session as the Chairman thinks appropriate following advice from the Monitoring Officer. Reasons for the approach should be clearly recorded.

3. Planning Witnesses & Stakeholder Engagement

The Task Group should refer to the TOR.

Evidence may be gathered through various methods, such as written submissions, interviews, site visits, and consultations.

Task Groups should seek to engage with a broad range of witnesses, such as council officers, Members of the Executive, external experts, service providers, service users, community representatives and other stakeholders.

When witnesses are invited to give evidence, it should be made clear this is to support the Task Group objectives, how their testimonies will be used and whether their contributions will be anonymised. The Privacy Notice should be shared with witnesses when they are invited to give evidence.

Notes from witness sessions (or extracts thereof) will be shared with witnesses to confirm accuracy. Notes from one witness session will not be shared with other witnesses, unless agreed by all parties.

4. Timing & Approach

Consider the resource available to support the Task Group along with witness and expert availability.

Timescales will depend on the complexity of the matter and urgency. However, as a rule of thumb, Task Groups should be able to conclude their reviews in no more than six or seven sessions. If it is looking likely that a review will take significant longer, then it may be necessary to reduce the scope of the review.

Create an action plan that outlines responsibilities, timelines, and success metrics - ensuring the Task Group monitors progress and resource allocation.

5. Conducting the Review

Throughout the review, keep referring back to the TOR to stay on scope and ensure core questions are addressed.

Use evidence-based methods: document reviews, interviews, consultations, site visits, public engagement, and workshops - aligned with what the TOR envisaged.

Wherever possible, the Task Group should seek to triangulate evidence from different sources.

6. Developing Recommendations & Follow-up

Work with the Democratic Services Officer who will prepare the Task Group's report and finalise the Task Group recommendations for the Executive that are rooted in the evidence and aligned with scrutiny's remit.

Recommendations should be SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) so all parties are clear about how and when they should be implemented and the expected outcomes.

The draft report will be submitted through the usual internal governance process before consideration in any public forum. This allows the report to be checked for factual accuracy and to ensure that it complies with current legislation. It also allows for discussion as to the realism of recommendations. While officers and Members of the Executive can make suggestions for changes to the recommendations, it is the Task Group's decision whether to reflect these comments or not. If any recommendations or advice are not adopted in the final report from the Task Group, this should be clearly documented along with the rationale for the decision.

The report will be presented to the PSC, which will agree whether the Task Group's recommendations should be referred to the Executive (or named partner organisation) for consideration, or whether changes should be made / further work undertaken by the Task Group.

If it is agreed that the Task Group's recommendations be referred to the Executive for consideration. Officers from the affected service areas will be asked to draft a report, setting out the proposed response to each of the Task Group's recommendations. Responses should indicate whether recommendations have been accepted or rejected, and timescales for delivering accepted recommendations, or reasons for rejecting recommendations.

7. Monitoring & Reporting Back

The recommendations should be tracked through future meetings of the PSC; once the recommended action has been implemented and the impact is apparent, monitoring should cease.

Share outcomes and commitments where appropriate with relevant stakeholders to foster transparency and accountability.

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Resources & Place Scrutiny Committee
29 June 2026

Item 10 – Appointment of Task and Finish Groups

Verbal Item

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Agenda Item 11

Resources & Place Scrutiny Committee
29 June 2026

Item 11 –Task and Finish Group Updates

Verbal Item

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The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

1. This document gives 28 clear days notice of key decisions which the Executive and Individual Executive Members or Officer expect to take.
2. The document is updated as required and is available to the public on the Council's website.
3. The Executive is made up of the Executive Leader, Deputy Leader and eight Executive Members with the following portfolios:

Leader of the Council and Executive Portfolio Holder for Transformation and Corporate Programme	Councillor Jeff Brooks
Deputy Leader and Executive Portfolio Holder for Children and Family Services	Councillor Heather Codling
Adult Social Care and Public Health	Councillor Patrick Clark
Finance and Resources	Councillor Iain Cottingham
Culture, Leisure, Sport and Countryside	Councillor Nigel Foot
Planning and Housing	Councillor Denise Gaines
Environment and Highways	Councillor Stuart Gourley
Public Safety and Capital Projects (Built Environment)	Councillor Tom McCann
Community Engagement, Economic Development and Regeneration and Devolution and Local Government Reorganisation	Councillor Justin Pemberton
Strategy and Governance, Commercialisation and Disabled Community Liaison	Councillor Vicky Poole

4. Key decisions are those executive decisions which are likely to result in spending or savings which are "significant" in relation to the budget for the service or function in question, or in terms of the effect on communities living or working in two or more wards or electoral divisions. All contracts above £500,000 require a key decision in accordance with the Constitution.
5. The Regulations and the Council's Constitution provide for urgent key decisions to be made, even though they have not been included in this document in accordance with General Exception and Special Urgency provisions.
6. The Forward Plan will also contain details of intended review activity by the Overview and Scrutiny Management Commission and its Sub-Committee(s) or another body e.g. Task Group associated with the Overview and Scrutiny Management Commission.
7. Copies of the Council's Constitution and agenda and minutes for all meetings of the Council may be accessed on the Council's website.
8. For copies of reports or other documents, and for detailed information regarding specific issues to be considered by the Executive, individual Member or officer please contact the named Lead Officer for the item concerned.
9. For further details on the time of meetings and general information about the Plan please email executivecycle@westberkshire.gov.uk or by writing to the address below.

Publication Date: 1 May 2026

Nicola Thomas
Service Lead
Legal & Democratic Services
West Berkshire Council, Council Offices
Market Street
Newbury
RG14 5LD

Decision Due Date	Title	Purpose	Key Decision e.g. Yes/ No	Decision Maker e.g. Executive Individual Decision Officer decision	Consultation e.g. Members including shadow exec members	Background Papers (All Papers are available for inspection via the Lead Officer)	Lead Officer e.g report author	Report likely to be considered in private (i.e., it contains confidential or exempt information)
21 May 2026	Children's Mental Health and Emotional Wellbeing Task Group Recommendations		No	Executive			Steven Bow	Open
21 May 2026	Review of Ethical Investment Policy Relating to the Council and Berkshire Pension Fund		No	Executive			Richard Howroyd	Open
21 May 2026	Environment Strategy Annual Progress Report		Yes	Executive			Emily Ashton-Jelley	Open
21 May 2026	Playing Pitch Strategy		Yes	Executive			Jude Thomas	Open
21 May 2026	Care Quality Commission Self-	The purpose of the report is to share the self-assessment	No	Executive			Paul Coe	Open

Decision Due Date	Title	Purpose	Key Decision e.g. Yes/ No	Decision Maker e.g. Executive Individual Decision Officer decision	Consultation e.g. Members including shadow exec members	Background Papers (All Papers are available for inspection via the Lead Officer)	Lead Officer e.g report author	Report likely to be considered in private (i.e., it contains confidential or exempt information)
	Assessment	document developed in line with the requirements of the Care Quality Commission (CQC)'s programme of Local Authority Assurance. The assurance process focuses on Adult Social Care but takes account of associated activity by other departments including Housing, Commissioning , Public Health, Human Resources and others. The development of an Annual self-assessment report is a new						

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		requirement. It forms part of the 'Information Return' to be shared upon notification of an Assurance visit.						
	Approval of the Landscaped Area Crookham Common for the Exercise of Commoners' Rights	To seek a formal resolution from the Council confirming that the area commonly referred to as the "landscaped area" on Greenham and Crookham Commons is now in a fit state for the exercise of commoners' rights, in accordance with Section 3 of the Greenham and	No	Delegated Officer Decisions			Paul Hendry	Open

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		Crookham Commons Act 2002.						
21 May 2026	Devolution of Ramsbury drive play area to Hungerford town council		No	Executive			Matt Hart	Open
21 May 2026	Membership of the South East Regional Care Cooperative		Yes	Executive			Richard Howroyd	Open
21 May 2026	Standing item: Asset Disposal		No	Executive			Richard Turner	Open
21 May 2026	Newbury Town Centre Pedestrianisation Extension	To report on the results of the consultation carried out during the first six months of the experimental traffic regulation order	Yes	Executive			Jon Winstanley	Open

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		to extend the timing of Newbury town centre pedestrianisation, and to recommend a way forward.						
21 May 2026	Disposal of land at Bond Riverside		No	Executive			Bill Bagnell	Open
21 May 2026	Prevention Strategies Children's Services		No	Executive			AnnMarie Dodds	Open
26 May 2026	Springfield School Streets Scheme	Seeks approval to make the scheme permanent, subject to amendments including ANPR enforcement and reduced restriction times.	No	Portfolio Holder: Environment and Highways			Cheryl Evans	Open
8 Jun 2026	Crisis Resilience	To agree funding allocations to	Yes	Portfolio Holder:			Nick Caprara	Open

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	Fund	the voluntary sector		Planning and Housing				
11 Jun 2026	West Berkshire Local Plan timetable and commencement		Yes	Executive			Paula Amorelli	Open
11 Jun 2026	New Procurement Strategy & Think Local Social Value Policy		No	Executive			Richard Howroyd	Open
11 Jun 2026	All Age Autism Strategy		Yes	Executive			Hannah Cole	Open
11 Jun 2026	Highways Term Maintenance Contract		Yes	Executive			Sarah Wood	Open
11 Jun 2026	Planning Enforcement Plan	For the Executive to consider the outcome of the	Yes	Executive			Laura Callan	Open

Decision Due Date	Title	Purpose	Key Decision e.g. Yes/ No	Decision Maker e.g. Executive Individual Decision Officer decision	Consultation e.g. Members including shadow exec members	Background Papers (All Papers are available for inspection via the Lead Officer)	Lead Officer e.g report author	Report likely to be considered in private (i.e., it contains confidential or exempt information)
		Draft Planning Enforcement Plan 6 week consultation and to approve the Plan.						
11 Jun 2026	Asset Optimisation Plan		No	Executive			Sarah Clarke	Open
11 Jun 2026	Educational Neglect Policy & Section 19 Policy Statement		Yes	Portfolio Holder: Deputy Leader, Children and Family Services			Melissa Perry	Open
12 Jun 2026	Collection disposal request West Berkshire Museum		No	Portfolio Holder: Culture, Leisure, Sport and Countryside			Felicity Harrison	Open
2 Jul 2026	Council Strategy Refresh		Yes	Executive			Beatriz Teixeira	Open
2 Jul 2026	Prevention Strategy for		No	Executive			Paul Coe	Open

Decision Due Date	Title	Purpose	Key Decision e.g. Yes/ No	Decision Maker e.g. Executive Individual Decision Officer decision	Consultation e.g. Members including shadow exec members	Background Papers (All Papers are available for inspection via the Lead Officer)	Lead Officer e.g report author	Report likely to be considered in private (i.e., it contains confidential or exempt information)
	Adults and Children							
2 Jul 2026	Automatic Fire Suppression Systems		Yes	Executive			Richard Turner	Open
2 Jul 2026	Standing item: Asset Disposal		No	Executive			Richard Turner	Open
2 Jul 2026	2025/26 Performance Report Q4		No	Executive			Beatriz Teixeira	Open
2 Jul 2026	Revenue and Capital Financing Performance Outturn 2025/26		Yes	Executive			Toby Bradley	Open
2 Jul 2026	Transformation Programme 2		Yes	Executive			Gabrielle Mancini	Open
2 Jul 2026	Thames Valley Spatial Development		No	Executive			Clare Lawrence	Open

Decision Due Date	Title	Purpose	Key Decision e.g. Yes/ No	Decision Maker e.g. Executive Individual Decision Officer decision	Consultation e.g. Members including shadow exec members	Background Papers (All Papers are available for inspection via the Lead Officer)	Lead Officer e.g report author	Report likely to be considered in private (i.e., it contains confidential or exempt information)
	Strategy							
2 Jul 2026	Response to the Project Management Task and Finish Group		No	Executive			Gabrielle Mancini	Open
9 Jul 2026	Home to School Transport Policy Update		Yes	Portfolio Holder: Deputy Leader, Children and Family Services			Mark Lewis	Open
31 Jul 2026	Thatcham 20mph speed limit scheme		No	Portfolio Holder: Environment and Highways			Andrew Alty	Open
31 Jul 2026	Parking Amendment39	To approve the recommendation of the results of consultation of the outcome of Parking Amendmnet 39 via ID Report	Yes	Portfolio Holder: Environment and Highways	Full public consultation via onstreet notices and WBC Consultation Hub Pages		Gareth Dowding	Open
31 Jul 2026	Ashmore Green, Hermit		No	Portfolio Holder:			Andrew Alty	Open

Decision Due Date	Title	Purpose	Key Decision e.g. Yes/ No	Decision Maker e.g. Executive Individual Decision Officer decision	Consultation e.g. Members including shadow exec members	Background Papers (All Papers are available for inspection via the Lead Officer)	Lead Officer e.g report author	Report likely to be considered in private (i.e., it contains confidential or exempt information)
	age,Cold Ash, Bucklebury, Upper Bucklebury and Chapel Row 20 MPH Speed Limit Scheme			Environment and Highways				
24 Sep 2026	Corporate Parenting Panel Annual Report		No	Executive			Karl Davis	Open
24 Sep 2026	Adult Social Care Strategy		No	Executive			Melanie O'Rourke	Open
24 Sep 2026	Early Help Response Hub Annual report		No	Executive			Georgie Hicks	Open
24 Sep 2026	Care Leaver Annual Report		No	Executive			Karl Davis	Open
24 Sep 2026	Youth Justice Annual Plan		No	Executive			Dave Wraight	Open
24 Sep 2026	West	To ensure that	Yes	Executive			Steven Bow	Open

Decision Due Date	Title	Purpose	Key Decision e.g. Yes/ No	Decision Maker e.g. Executive Individual Decision Officer decision	Consultation e.g. Members including shadow exec members	Background Papers (All Papers are available for inspection via the Lead Officer)	Lead Officer e.g report author	Report likely to be considered in private (i.e., it contains confidential or exempt information)
	Berkshire Health Visitor and School Nurse (0-19s) Recommissioning	the necessary approval processes are followed and scheduled within the required timescales						
24 Sep 2026	2026/27 Performance Report Q1		No	Executive			Beatriz Teixeira	Open
24 Sep 2026	Revenue and Capital Performance Report Q1		Yes	Executive			Toby Bradley	Open
12 Nov 2026	Strategic Asset Management Plan		No	Executive			Brittney Marsh	Open
17 Dec 2026	Revenue and Capital Performance Report Q2		Yes	Executive			Toby Bradley	Open
17 Dec 2026	2026/27 Performance		No	Executive			Beatriz Teixeira	Open

Decision Due Date	Title	Purpose	Key Decision e.g. Yes/ No	Decision Maker e.g. Executive Individual Decision Officer decision	Consultation e.g. Members including shadow exec members	Background Papers (All Papers are available for inspection via the Lead Officer)	Lead Officer e.g report author	Report likely to be considered in private (i.e., it contains confidential or exempt information)
	Report Q2							
18 Mar 2027	Revenue and Capital Performance Report Q3		Yes	Executive			Toby Bradley	Open
	SACRE agreed syllabus		Yes	Individual Executive Member Decisions			James Stuart	Open
	Henwick Worthy Masterplan		Yes	Executive			Jude Thomas	Open
	West Berkshire Enhanced Partnership Plan and Scheme - 2026 update	To approve the updated West Berkshire Enhanced Partnership Plan and Scheme. DfT (Department for Transport) expects EP Plans and Schemes to contain minimum	Yes	Portfolio Holder: Environment and Highways			Emma Jameson, Louise Martin, Matthew Metcalfe	Open

Decision Due Date	Title	Purpose	Key Decision e.g. Yes/ No	Decision Maker e.g. Executive Individual Decision Officer decision	Consultation e.g. Members including shadow exec members	Background Papers (All Papers are available for inspection via the Lead Officer)	Lead Officer e.g report author	Report likely to be considered in private (i.e., it contains confidential or exempt information)
		standards (as set out by statutory guidance) and implement the Social Necessary Local Service measure (SNLS) as set out by the Bus Services Act 2025 by March 2027. The above is condition of future years DfT Local Bus Grant Funding from 2027/28. As part of the consultation, we may look to submit items for consideration to the Highways Improvement Group (HIG) and before final the individual decision						

Decision Due Date	Title	Purpose	Key Decision e.g. Yes/ No	Decision Maker e.g. Executive Individual Decision Officer decision	Consultation e.g. Members including shadow exec members	Background Papers (All Papers are available for inspection via the Lead Officer)	Lead Officer e.g report author	Report likely to be considered in private (i.e., it contains confidential or exempt information)
		submission.						
	West Berkshire Bus Network Accessibility Plan	To make a decision regarding publication and subsequent implementation of the West Berkshire Bus Network Accessibility Plan (BNAP). Under section 21 of Bus Services Act 2025 Local Transport Authorities are required to write and publish a Bus Network Accessibility Plan before the period of one year beginning with day on which the measure came into force. The measure came	Yes	Portfolio Holder: Environment and Highways	The Bus Services Act 2025 requires LTA's to consult on the network accessibility plan. Bus operators and Enhanced Partnership Forum members are aware of the requirement to have BNAP in place by 31 March 2027 and will have been consulted on the content of the plan. We will look to consult with contacts including the Learning Disability Partnership		Emma Jameson, Louise Martin, Matthew Metcalfe	Open

Decision Due Date	Title	Purpose	Key Decision e.g. Yes/ No	Decision Maker e.g. Executive Individual Decision Officer decision	Consultation e.g. Members including shadow exec members	Background Papers (All Papers are available for inspection via the Lead Officer)	Lead Officer e.g report author	Report likely to be considered in private (i.e., it contains confidential or exempt information)
		into force 1 April 2026, so LTAs must publish BNAP by 31 March 2027. This is statutory requirement for LTAs. This is being put forward as individual decision for the portfolio holder, however as part of the consultation, we may look to submit items for consideration to the Highways Improvement Group (HIG) and before final the individual decision.			Board to hear views on what should be included within in a BNAP.			

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Agenda Item 13

Corporate Programme - Current Projects (June 25, 2026)

Project ID	Title	Description	Portfolio	Portfolio Holder	Size	Status	Phase	Project Sponsor	Service	Directorate	Latest Closure Estimate
INS1001	Theale Railway Station upgrade	Improvement works to Theale Railway station	Highways and Environment	Stuart Gourley	Tier 1	On Hold	Delivery	Jon Winstanley	Environment	Place	31/08/2027
SRP1001	MOSAIC - Social Care Case Management (SCCM) System [The Access Group - TAG]	Procurement and implementation of a new Social Care Case Management (SCCM) system. [MOSAIC from The Access Group (TAG)]	Adult Social Care and Public Health	Patrick Clark	Tier 1	Active	Delivery	Paul Coe	Adult Social Care	People - ASC	31/03/2027
CAP1001	Care Homes Market Exit (Willows Edge & Birchwood)	WBC currently operate Willows Edge and Birchwood care homes. Instructed by Members to secure the transfer to another provider, retain market capacity whilst realising significant savings.	Adult Social Care and Public Health	Patrick Clark	Tier 1	Active	Delivery	Melanie O'Rourke	Transformation, Customer and ICT	Resources	31/03/2027
INS1002	Expansion of Berkshire Records Office. Reading [Royal Berkshire Archives - Records Office - Extension - Reading]	Extension built onto the Royal Berkshire Archives building.	Transformation and Corporate Programme	Nigel Foot	Tier 1	Active	Delivery	Felicity Harrison	Communities & Wellbeing	People	31/03/2028
CAP1002	Thatcham Town Centre Studies	Thatcham Town Centre Studies	Community Engagement, Economic Development and Regeneration and Devolution and Local Government Reorganisation	Justin Pemberton	Tier 1	Active	Delivery	Clare Lawrence	Development and Housing	Place	30/06/2026
CAP1003	Newbury Town Centre Masterplan	Regeneration of Newbury Town Centre	Community Engagement, Economic Development and Regeneration and Devolution and Local Government Reorganisation	Justin Pemberton	Tier 1	Active	Delivery	Clare Lawrence	Development & Regulation	Place	30/04/2026
INS1003	Renewable energy provision (Grazley Solar Farm)	Grazley Solar Farm	Highways and Environment	Stuart Gourley	Tier 1	Active	Delivery	Jon Winstanley	Environment	Place	31/12/2025
SRP1002	Business Support Review	It is proposed that administrative services should be absorbed into a central business support function based on the nature of duties and volume of transactions being carried out rather than the service area being supported	Transformation and Corporate Programme	Jeff Brooks	Tier 1	On Hold	Initiation	Gabrielle Mancini	Transformation, Customer and ICT	Resources	30/06/2025
CMP1001	I-College Alternative Education - East Of Area [Badger's Hill (School)]	iCollege - Badger's Hill (Schools)	Education and Children and Family Services	Heather Codling	Tier 1	Active	Delivery	Ashley Milum	Education and SEND	People - Children's Services	31/07/2026
CAP1004	(SEMH)/(ASD) Expansion of Castle School	SEMH/ASD Expansion of Castle School ** [SEMH - Social, Emotional & Mental Health // ASD - Autism Spectrum Disorder] (NIC)	Public Safety and Capital Projects (Built Environment)	Tom McCann	Tier 1	Active	Delivery	Ashley Milum	Education and SEND	People - Children's Services	31/07/2026
CAP1005	Falkland Primary School - Classroom Replacement	To replace two modular classroom blocks which are in a poor aged condition and to make more efficient use of the external areas of the school including the car park.	Public Safety and Capital Projects (Built Environment)	Tom McCann	Tier 1	Active	Construction	Ashley Milum	Education and SEND	People - Children's Services	28/04/2028

CAP1006	The Castle School Basic Need Expansion: Projects	The Castle School does not have capacity to take on additional pupils within their current accommodation. This project is required to meet the expansion needs of the school for the start of the Academic year in 2024 by providing additional classrooms for 32 pupils. There are increased pressures in numbers in Reception, Year 1 and Year 7.	Public Safety and Capital Projects (Built Environment)	Tom McCann	Tier 1	Active	Construction	Ashley Milum	Education and SEND	People - Children's Services	26/02/2027
CAP1007	SEMH / ASD Resourced Provision Primary	The aim of this project is to deliver a specialist facility for up to 12 primary age KS1 and KS2 pupils with SEMH/ASD needs on the existing Kennet Valley Primary school site (RG31 7YT). SEMH/ASD Resourced Provision - Primary ** [SEMH - Social, Emotional & Mental Health // ASD - Autism Spectrum Disorder]	Public Safety and Capital Projects (Built Environment)	Tom McCann	Tier 1	Active	Delivery	Ashley Milum	Education and SEND	People - Children's Services	31/07/2026
INS1004	Nutrient Neutrality	Develop and deliver projects which will deliver a reduction in nutrients entering the River Lambourn. This will unlock development which is currently stalled due to the anticipated impact of additional nutrients and phosphates on the Lambourn catchment.	Highways and Environment	Stuart Gourley	Tier 1	Active	Design	Jon Winstanley	Environment	Place	03/01/2027
CAP1008	Brookfields School Expansion – Early Years And Key Stage 3	Provision of additional classrooms and associated support spaces to meet pupil place pressures.	Public Safety and Capital Projects (Built Environment)	Tom McCann	Tier 1	Active	Design	Ashley Milum	Education and SEND	People - Children's Services	30/09/2028
INS1005	Kennet Refurbishment (Leisure Centre)	Refurbishment of Kennet Leisure Centre	Culture, Leisure, Sport and Countryside	Nigel Foot	Tier 1	Active	Delivery	April Peberdy	Communities & Wellbeing	Place	29/01/2025
INS1006	Playing Pitch Strategy (PPS)	Undertake a PPS to provide evidence to 2041.	Culture, Leisure, Sport and Countryside	Nigel Foot	Tier 1	Active	Delivery	April Peberdy	Communities & Wellbeing	Place	21/05/2026
SRP1005	Openreach Commercial Project	Multi Dwelling Units - roll out of fibre to the premises (MDUs) in West Berkshire led by Openreach. Little influence on their programme but potential for us to facilitate with landlord awareness.	Transformation and Corporate Programme	Jeff Brooks	Tier 1	Active	Delivery	Clare Lawrence	Transformation, Customer and ICT	Resources	31/12/2032
CAP1009	Four Houses Corner	Refurbishment of the sixteen pitches at Four Houses Corner, Ufton Nervet	Planning and Housing	Deinse Gaines	Tier 1	Active	Awaiting Closure	Clare Lawrence	Development & Regulation	Place	30/11/2025
CAP1010	Calcot Schools remodelling	The remodelling, refurbishment and rationalisation of accommodation to align with change of Admission Number.	Public Safety and Capital Projects (Built Environment)	Tom McCann	Tier 1	On Hold	Design	Ashley Milum	Education and SEND	People - Children's Services	30/06/2032
CAP1011	Corporate Landlord Model		Public Safety and Capital Projects (Built Environment)	Tom McCann	Tier 1	On Hold	In Development	Shannon Coleman-Slaughter	Transformation, Customer and ICT	Resources	31/12/2024

CAP2001	Thatcham Park Early Years	There is a building on the school site. The school has advised that the 'Link Building' has been allocated to the school to be used for educational purposes. The layout and state of disrepair of the building would require significant renovation to make it suitable therefore it is recommended to demolish and build a purpose-built modular building that would meet the needs of the school.	Public Safety and Capital Projects (Built Environment)	Tom McCann	Tier 2	Active	Construction	Ashley Milum	Children's Social Care	People - Children's Services	31/07/2027
CAP2002	Turnhams Green Relocation	Relocation of TG-based staff to alternative site.	Transformation and Corporate Programme	Jeff Brooks	Tier 2	Active	Delivery	Gabrielle Mancini	Transformation, Customer and ICT	Resources	30/09/2026
CAP2003	Enhancement and Migration of Agresso to Unit4 SaaS	To include the below essential works as a minimum, with other requirements for 'nice to have' enhancements gathered through workshops, weighted and prioritised to deliver what's feasible in our timescale. All other identified enhancements will be placed on a backlog with plans to deliver in BAU. Changes required for Unit 4 SaaS, Upgrade to Full HeyCentric, Upgrade to v7u16, COA test & implementation (review being managed as a BAU activity by Finance), Move Accounts Receivable to web, Decommission of QTC hosting	Finance and Resources	Iain Cottingham	Tier 2	Active	Delivery	Shannon Coleman-Slaughter	Finance, Property & Procurement	Resources	27/11/2026
CAP2004	Chestnut Walk for Temporary Housing	Chestnut Walk will provide temporary supported accommodation for families, singles and couples experiencing homelessness within West Berkshire. The facility will support the Council's B&B elimination plan by offering suitable, cost-effective alternative to commercial hotels and B&Bs for those owed a Section 188 or a 193 main housing duty	Transformation and Corporate Programme	Jeff Brooks	Tier 2	Active	Planning	Gabrielle Mancini/Laura Callan	Transformation, Customer and ICT	Resources	31/03/2027
INS2001	Vocala	Reducing DC supply issues through digitally involving community in case - to implement Vocala across two priority cohorts (Older People with existing home care packages and Young people transitioning to adult services).	Adult Social Care and Public Health	Patrick Clark	Tier 2	Active	Initiation	Paul Coe	Adult Social Care	People - ASC	30/09/2030
INS2002	HOWZ	AI Powered Home Monitoring System	Adult Social Care and Public Health	Patrick Clark	Tier 2	Active	Initiation	Melanie O'Rourke	Adult Social Care	People - ASC	30/05/2026
INS2004	Home to School Transport Savings	The aim is to realise efficiencies in the delivery of the Council's home to school transport service. (HTST) Benchmarking suggests the cost of delivering this service is more than that of comparable local authorities.	Education and Children and Family Services	Heather Codling	Tier 2	Active	Awaiting Closure	Gabrielle Mancini	Education and SEND	People - Children's Services	31/07/2026

SRP2001	Museum Store Move	Transfer of storage.	Culture, Leisure, Sport and Countryside	Nigel Foot	Tier 2	Active	Delivery	Felicity Harrison	Finance, Property & Procurement	Resources	31/12/2026
INS2005	Northcroft Re-Development (Dryside)	Renovation and redevelopment of Northcroft Leisure Centre	Culture, Leisure, Sport and Countryside	Nigel Foot	Tier 2	Active	Delivery	April Peberdy	Communities & Wellbeing	Place	30/06/2025
INS2006	Padworth Solar Scheme	This project involves undertaking feasibility and delivery of rooftop and ground-mounted solar panels to generate renewable energy at the Council's Padworth facility.	Highways and Environment	Stuart Gourley	Tier 2	Active	Design	Jon Winstanley	Communities & Wellbeing	People	09/01/2026
CAP2005	Damp Works Project [Museum Damp Improvements]	Museum Damp Improvements	Culture, Leisure, Sport and Countryside	Nigel Foot	Tier 2	Active	Initiation	Felicity Harrison	Communities & Wellbeing	Place	31/03/2027
SRP2002	LIFT (Low Income Families Tracker)	The LIFT project enables councils to use their data to identify and target people on low incomes by connecting them with employment and benefits support.	Transformation and Corporate Programme	Jeff Brooks	Tier 2	Active	Delivery	Gabrielle Mancini	Transformation, Customer and ICT	Resources	31/12/2026
INS2007	Three Weekly Refuse Collections	Change black bin (refuse) collections for households who receive a kerbside (street level) service from every two weeks to every three weeks. To encourage more recycling, reduce the amount of rubbish going to energy-from-waste facilities & landfill, and help manage future costs. Supporting and preparing for national changes to waste services.	Highways and Environment	Stuart Gourley	Tier 2	Active	Delivery	Kofi Adu-Gyamfi	Environment	Place	19/12/2025
INS2009	Natural Carbon Reduction Measures		Highways and Environment	Stuart Gourley	Tier 2	Active	Awaiting Closure	Jon Winstanley	Environment	Place	30/11/2024
INS2010	Northcroft Leisure Centre Lido	Newbury Lido Phased approach to renovation and redevelopment of the Lido.	Culture, Leisure, Sport and Countryside	Nigel Foot	Tier 2	Active	Awaiting Closure	April Peberdy	Communities & Wellbeing	Place	01/01/2025
INS2011	Implement PlanX Software	PlanX is a Permitted Development Rights checker, which allows members of the public to submit applications for works through this platform. (NIC)	Planning and Housing	Deinse Gaines	Tier 2	Active	Awaiting Closure	Clare Lawrence	Development & Regulation	Place	31/10/2024
INS2012	Hungerford Leisure Centre extension	Hungerford Leisure Centre extension. Modular exercise studio. Dance studio.	Culture, Leisure, Sport and Countryside	Nigel Foot	Tier 2	Active	Awaiting Closure	April Peberdy	Communities & Wellbeing	Place	28/02/2025
INS3001	Housing IT system Abritas	Integrated housing system for housing management and rental collection across the Council's housing portfolio.	Planning and Housing	Deinse Gaines	Tier 3	Active	Awaiting Closure	Clare Lawrence	Development & Regulation	Place	28/10/2025
SRP3001	Shaw House Commercialisation	To commercialise Shaw House and implement a paid access model to the house and improvements to the grounds and gardens.	Culture, Leisure, Sport and Countryside	Nigel Foot	Tier 3	Active	Delivery	April Peberdy	Community Services	Resources	01/10/2026
INS3002	REPF Business Capital Grant Scheme	Capital grant scheme focused on increasing rural productivity, tourism, and diversification.	Community Engagement, Economic Development and Regeneration and Devolution and Local Government Reorganisation	Justin Pemberton	Tier 3	Active	Delivery	Philippa Venables	Development & Regulation	Place	30/09/2026
INS3003	Disaster Recovery / Business Continuity Relocation	To move the DR/BC function from Turnhams Green to a new location. Required due to TG sale.	Transformation and Corporate Programme	Jeff Brooks	Tier 3	Active	Planning	Gabrielle Mancini	Transformation, Customer and ICT	Resources	30/09/2026

SRP3002	Technology Enabled Care (TEC) - Magic Notes // YourMeds // Companion Pets	Delivering Technology Enabled Care and Assistive Technology projects to help people to stay living safely at home and retain their independence.	Adult Social Care and Public Health	Patrick Clark	Tier 3	Awaiting Closure	Awaiting Closure	Paul Coe	Adult Social Care	People - ASC	31/03/2026
CAP3001	Speenhamland – SEN (Outdoor Area)	The Keevill Unit is a Resourced Unit for pupils with physical disabilities. It is an integral part of the school, and provides pupils with a base for support and medical therapy. The aim of the unit is to enable children with physical disabilities to experience and access mainstream education with their peers.	Public Safety and Capital Projects (Built Environment)	Tom McCann	Tier 3	Awaiting Closure	Awaiting Closure	Ashley Milum	Education and SEND	People - Children's Services	31/07/2026
INS3004	QRoutes Snapshot - SEND HTST	To identify savings through the use of a route optimisation snapshot for SEND HTST	Transformation and Corporate Programme	Jeff Brooks	Tier 4	Active	Awaiting Closure	Gabrielle Mancini	Environment	Place	30/11/2025
SRP4001	Tablets Pilot	3-4 month trial of the use of tablets for use by staff when carrying out 'field' work	Transformation and Corporate Programme	Jeff Brooks	Tier 4	Active	Delivery	Lizzie Reeves	Transformation, Customer and ICT	Resources	
CAPB001	Education Capital Enhancement Programme	Education Capital Maintenance Programme	Public Safety and Capital Projects (Built Environment)	Tom McCann	BAU	Active	Delivery	Ashley Milum	Education and SEND	People - Children's Services	31/03/2025
CAPB002	Highway Improvement Programme [BAU / ONGOING]	Highway Improvement Programme (part of Annual Capital Highway Asset Management Programme)	Highways and Environment	Stuart Gourley	BAU	Active	Delivery	Jon Winstanley	Environment	Place	31/03/2026
INSB001	Active Travel Infrastructure	Creation of and improvements to core cycling/walking/wheeling routes within and adjacent to the Highway	Highways and Environment	Stuart Gourley	BAU	Active	Delivery	Jon Winstanley	Environment	Place	31/03/2031
INSB002	Carbon audits of leisure facilities/ Nortchroft Leisure Centre Decarbonisation	Annual Audit - baseline completed 2019/22 - BAU? to keep or remove? (NIC)	Highways and Environment	Stuart Gourley	BAU	Active	Delivery	April Peberdy	Communities & Wellbeing	People	31/12/2024
INSB003	Improvements To Key Walking Routes [Recreational Walk Routes (Public Rights of Way Improvement Plan)]	Statutory document update. To improve selected pedestrian rights of way in order to increase their recreational value	Culture, Leisure, Sport and Countryside	Nigel Foot	BAU	Active	Delivery	Jon Winstanley	Environment	Place	29/12/2025
SRPB001	Mobile Telephony	Transfer to new SIM provider for all mobile phones	Finance and Resources	Iain Cottingham	BAU	Active	Awaiting Closure	Andy Best	Transformation, Customer and ICT	Resources	17/09/2025
INSB004	Henwick Worthy masterplanning for redevelopment	PPS Priority 2 - Master plan for use of site to try and better utilise a packed facility.	Culture, Leisure, Sport and Countryside	Nigel Foot	BAU	On Hold	Delivery	April Peberdy	Communities & Wellbeing	Place	09/01/2026
CAP3002	Laburnum Conversion to Temporary Supported Accommodation	Convert the Laburnum Centre (ASC Central Locality Office) in to a 2-bed accessible bungalow for TSA Housing.	Transformation and Corporate Programme	Deinse Gaines	Tier 3	New	Planning	Gabrielle Mancini & Clare Lawrence	Development and Housing	Resources	31/07/2026
INS3005	Garden Waste Subscription Service 2026/27	To deliver clear service renewal communications, updated processes and digital forms to facilitate both subscription renewals and new subscriptions and suitable resource to effectively administer the peak in workload.	Highways and Environment	Stuart Gourley	Tier 3	New	Delivery	Daniel Warne	Environment	Place	30/11/2026
CMPB001	Inkpen - Roof	Roof leaking across multiple areas of the school building	Education and Children and Family Services	Heather Codling	BAU	Awaiting Allocation	Initiation	Mark Lewis	Education and SEND	People - Children's Services	
CMPB002	Castle School - Subsidence	Main site - Music building subsidence	Education and Children and Family Services	Heather Codling	BAU	In Progress	Investigation and design	Mark Lewis	Education and SEND	People - Children's Services	31/03/2027

CMPB003	Castle School - Façade	P16 Façade - Barge boards on southern elevation are peeling away	Education and Children and Family Services	Heather Codling	BAU	Awaiting Allocation		Mark Lewis	Education and SEND	People - Children's Services	31/03/2027
CMPB004	Cold Ash St Mark's - Playing Fields	Frost Heave - playing fields	Education and Children and Family Services	Heather Codling	BAU	In Progress		Mark Lewis	Education and SEND	People - Children's Services	25/03/2027
CMPB005	Asbestos Removal Programme	Programme targeting list of high risk ACM's across schools	Education and Children and Family Services	Heather Codling	BAU	Awaiting Allocation		Mark Lewis	Education and SEND	People - Children's Services	31/03/2027
CMPB007	The Willink - Fencing	Fencing work - security	Education and Children and Family Services	Heather Codling	BAU	In Progress		Mark Lewis	Education and SEND	People - Children's Services	30/04/2026
CMPB008	Theale Primary School - Sprinkler System	Investigate sprinkler failure to restore functioning system	Education and Children and Family Services	Heather Codling	BAU	Awaiting Allocation	Not started	Mark Lewis	Education and SEND	People - Children's Services	
CMPB009	Hungerford Primary - Surfacing	The surfacing under the playground climbing equipment is old. The surfacing has become brittle. The surfacing poses a trip hazard around the edges.	Education and Children and Family Services	Heather Codling	BAU	Awaiting Allocation	Not started	Mark Lewis	Education and SEND	People - Children's Services	
CMPB010	Mrs Blands - Fabric Improvements	Building will require fabric improvements to ensure thermal efficiency of building following installation of ASHP.	Education and Children and Family Services	Heather Codling	BAU	In Progress		Mark Lewis	Education and SEND	People - Children's Services	29/08/2026
CMPB011	College Richmond House - Walls and Steps	Rear retaining walls and steps are leaning and small sections have partially collapsed.	Education and Children and Family Services	Heather Codling	BAU	In Progress	Investigation	Mark Lewis	Education and SEND	People - Children's Services	
CMPB012	Shaw Cum Donnington - Various	Various building issues	Education and Children and Family Services	Heather Codling	BAU	In Progress	Delivery	Mark Lewis	Education and SEND	People - Children's Services	01/05/2026
CMPB015	John Rankin - Plant Room	Plant room deterioration.	Education and Children and Family Services	Heather Codling	BAU	Delayed	Not started	Mark Lewis	Education and SEND	People - Children's Services	24/09/2025
CMPB021	Spurcroft - Boiler Tank and Roof Leak	Boiler tank work and roof leak to new block	Education and Children and Family Services	Heather Codling	BAU	In Progress	Delivery	Mark Lewis	Education and SEND	People - Children's Services	31/05/2026
CMPB022	Inkpen Primary - Electrical Upgrades	Upgrade to items marked as urgent on 5 yr electrical inspection	Education and Children and Family Services	Heather Codling	BAU	Complete	Delivery	Mark Lewis	Education and SEND	People - Children's Services	31/05/2026
CMPB025	Calcot Schools - Drainage and Roof Survey	Drainage (storm and foul) survey, junior roof survey, playground move cost	Education and Children and Family Services	Heather Codling	BAU	In Progress	Investigation	Mark Lewis	Education and SEND	People - Children's Services	31/03/2026
CMPB026	Curridge Primary School - Mould, Drainage, Chimney Works	Mould issues resolution, drainage, chimney works works, replacement of internal lighting to LED	Education and Children and Family Services	Heather Codling	BAU	In Progress	Delivery	Mark Lewis	Education and SEND	People - Children's Services	31/05/2026
CMPB029	Garlands - Adjustments	Reasonable adjustments for child in wheelchair	Education and Children and Family Services	Heather Codling	BAU	In Progress	Design	Mark Lewis	Education and SEND	People - Children's Services	31/08/2026
CMPB033	Westwood Farm Infants - Reception Extension	Security Reception Extension to address safeguarding	Education and Children and Family Services	Heather Codling	BAU	In Progress	Design	Mark Lewis	Education and SEND	People - Children's Services	31/03/2027
CMPB034	Springfield Primary School - Caretakers Store	Caretakers store and garage - crumbling	Education and Children and Family Services	Heather Codling	BAU	Awaiting Allocation	Not started	Mark Lewis	Education and SEND	People - Children's Services	31/03/2027
CMPB035	Kintbury St Mary's - Fire Door Replacement	Fire Door replacement	Education and Children and Family Services	Heather Codling	BAU	Awaiting Allocation		Mark Lewis	Education and SEND	People - Children's Services	31/03/2027
CMPB039	Willows Primary School - Fire Doors	Fire doors throughout need to be investigated, repaired or replaced	Education and Children and Family Services	Heather Codling	BAU	Awaiting Allocation		Mark Lewis	Education and SEND	People - Children's Services	
CMPB040	Springfield Primary School - Fire compartmentation	The Fire Risk Assessment has identified as a requirement the need to create a break in a corridor of over 30m in length	Education and Children and Family Services	Heather Codling	BAU	Awaiting Allocation		Mark Lewis	Education and SEND	People - Children's Services	
CMPB041	Birch Copse - Pedestrian Access	Safe and accessible pedestrian access to school	Education and Children and Family Services	Heather Codling	BAU	In Progress		Mark Lewis	Education and SEND	People - Children's Services	31/03/2027
CMPB042	Hungerford Primary - Fire Doors	20 Fire doors not compliant.	Education and Children and Family Services	Heather Codling	BAU	Awaiting Allocation		Mark Lewis	Education and SEND	People - Children's Services	
CMPB043	Hungerford Primary - Pool Building Roof	Asbestos cement roof on pool building is deteriorating with cracks appearing.	Education and Children and Family Services	Heather Codling	BAU	On Hold		Mark Lewis	Education and SEND	People - Children's Services	

CMPB044	Willows - Roof Leaks	Roof leaks across SCITT, hall and 2 classrooms + address cladding issues	Education and Children and Family Services	Heather Codling	BAU	Awaiting Allocation		Mark Lewis	Education and SEND	People - Children's Services	
CMPB046	Westwood Farm Junior - Sustainable Heating Options	1 oil boiler replaced 23/24 to keep school open. Plan to do feasibility study address sustainable heating options for school.	Education and Children and Family Services	Heather Codling	BAU	Awaiting Allocation		Mark Lewis	Education and SEND	People - Children's Services	31/03/2026
CMPB048	Kintbury St Mary's - Roofing Works	Roofing works following on from previous works to solve water ingress	Education and Children and Family Services	Heather Codling	BAU	In Progress		Mark Lewis	Education and SEND	People - Children's Services	30/04/2026
CMPB053	Burghfield St Mary's - Floor Structure	Floor structure has failed due to a lack ventilation, therefore leading to a rotting of timber beams supporting the floor	Education and Children and Family Services	Heather Codling	BAU	In Progress		Mark Lewis	Education and SEND	People - Children's Services	31/08/2026
CMPB054	Kennet Valley - Fencing Work	Fencing work - security	Education and Children and Family Services	Heather Codling	BAU	In Progress		Mark Lewis	Education and SEND	People - Children's Services	31/08/2026
CMPB056	Curridge Primary School - Septic Tank	Incorrectly sized septic tank breaching EA regs	Education and Children and Family Services	Heather Codling	BAU	In Progress		Mark Lewis	Education and SEND	People - Children's Services	31/08/2026
CMPB057	Mrs Blands - Roof Works	Design and procurement of roof works	Education and Children and Family Services	Heather Codling	BAU	In Progress		Mark Lewis	Education and SEND	People - Children's Services	31/08/2026
CMPB060	Victoria Park - Fencing Work	Fencing work - security	Education and Children and Family Services	Heather Codling	BAU	In Progress		Mark Lewis	Education and SEND	People - Children's Services	31/03/2027
CMPB062	Pangbourne Primary School - Mains Boards	5 year survey notes a number of C2 (serious cannot be ignored) items including 3 mains boards that need replacing.	Education and Children and Family Services	Heather Codling	BAU	In Progress		Mark Lewis	Education and SEND	People - Children's Services	31/08/2026
CMPB064	Beenham - Wall Crack	Staffroom wall crack	Education and Children and Family Services	Heather Codling	BAU	In Progress		Mark Lewis	Education and SEND	People - Children's Services	31/03/2027
CAP3003	Downland Sport Centre redevelopment	Passing 90k of REPF funding directly to EA to allow them to carry out a programme of works and purchasing of equipment, enabling them to extend their offer at the centre. Agreement with school and EA as shared facility.	Culture, Leisure, Sport and Countryside	Nigel Foot	Tier 3	In Progress	Planning	April Peberdy	Communities and wellbeing	Place	01/10/2026
CAP1012	Brookfields School - Accessibility	Works to improve accessibility of key spaces to adequately provide for pupils needs in the areas of personal care and maintaining the health and wellbeing of both pupils and staff.	Public Safety and Capital Projects (Built Environment)	Tom McCann	Tier 1	Active	Design	Ashley Milum	Education and SEND	People - Children's Services	31/03/2027
INS2013	ICT Application Rationalisation - Contract Efficiency and Data Mapping	To create an application repository to rationalise applications across Councils involved in the LGR	Transformation and Corporate Programme	Jeff Brooks	Tier 3	In Progress	Delivery	Gabrielle Mancini	Transformation, Customer and ICT	Resources	30/06/2026
CAP1013	Notrees Care Home	Options appraisal to develop a Business Case	Adult Social Care and Public Health	Patrick Clark	Tier 1	In Progress	Feasibility	Sarah Clarke	Transformation, Customer and ICT	Resources	31/03/2027

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Resources & Place Scrutiny Committee Work Programme						
Item	Scrutiny Theme	Purpose	Lead Officer	Portfolio Holder/ Lead Member	Pre or post decision?	
15 September 2026						
	Thames Water and The Environment Agency	<i>Partnership Effectiveness</i>	To understand how Thames Water is investing in its networks to support planned development and manage pollution incidents in West Berkshire and how the Environment Agency is holding the water company to account. Item to also consider flood risk and an update following the Section 19 report.	Jon Winstanley	Councillor Stuart Gourley	Scrutiny Committee Decision
	Business Support Review		To review the implementation of the Business Support Review	Gabrielle Mancini	Councillor Jeff Brooks	
03 November 2026						
To Be Programmed						
	Public Protection Partnership		To review the work of the PPP.	April Peberdy	Councillor Tom McCann	
	Pedestrianisation		To review pedestrianisation in Newbury Town Centre.	James Read	Councillor Stuart Gourley	
	Grazeley Solar Farm			Jon Winstanley	Councillor Stuart Gourley	
	2026/27 Budget Reports			Shannon Coleman-Slaughter	Councillor Iain Cottingham	
	2026/27 Performance Reports			Beatriz Teixeira	Councillor Vicky Poole	

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