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NOTICE OF MEETING

CABINET

will meet on

THURSDAY, 27TH JUNE, 2019

At 7.30 pm

in the

GREY ROOMS - YORK HOUSE, WINDSOR

TO: MEMBERS OF CABINET

COUNCILLORS:

DUDLEY, LEADER OF THE COUNCIL, MAIDENHEAD REGENERATION AND MAIDENHEAD (INCLUDES COMMUNICATIONS AND PROPERTY)

COPPINGER, DEPUTY LEADER OF THE COUNCIL, PLANNING

RAYNER, DEPUTY CHAIRMAN OF CABINET, CULTURE, COMMUNITIES AND WINDSOR (INCL. CUSTOMER AND BUSINESS SERVICES)

CARROLL, ADULTS, CHILDREN AND HEALTH

HILTON, FINANCE AND ASCOT

CLARK, SUSTAINABILITY, WASTE SERVICES AND ECONOMIC DEVELOPMENT

CANNON, PUBLIC PROTECTION

SHELIM, HR, LEGAL & IT (INCLUDES PERFORMANCE MANAGEMENT)

COUNCILLOR JOHNSON, INFRASTRUCTURE, TRANSPORT POLICY AND HOUSING

Karen Shepherd – Service Lead Governance - Issued: Wednesday, 19 June 2019

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at www.rbwm.gov.uk or contact the Panel Administrator **David Cook** 01628 796560

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AGENDA

PART I

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MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

Disclosure at Meetings

If a Member has not disclosed an interest in their Register of Interests, they **must make** the declaration of interest at the beginning of the meeting, or as soon as they are aware that they have a DPI or Prejudicial Interest. If a Member has already disclosed the interest in their Register of Interests they are still required to disclose this in the meeting if it relates to the matter being discussed.

A member with a DPI or Prejudicial Interest **may make representations at the start of the item but must not take part in the discussion or vote at a meeting.** The speaking time allocated for Members to make representations is at the discretion of the Chairman of the meeting. In order to avoid any accusations of taking part in the discussion or vote, after speaking, Members should move away from the panel table to a public area or, if they wish, leave the room. If the interest declared has not been entered on to a Members' Register of Interests, they must notify the Monitoring Officer in writing within the next 28 days following the meeting.

Disclosable Pecuniary Interests (DPIs) (relating to the Member or their partner) include:

- Any employment, office, trade, profession or vocation carried on for profit or gain.
- Any payment or provision of any other financial benefit made in respect of any expenses occurred in carrying out member duties or election expenses.
- Any contract under which goods and services are to be provided/works to be executed which has not been fully discharged.
- Any beneficial interest in land within the area of the relevant authority.
- Any licence to occupy land in the area of the relevant authority for a month or longer.
- Any tenancy where the landlord is the relevant authority, and the tenant is a body in which the relevant person has a beneficial interest.
- Any beneficial interest in securities of a body where:
 - a) that body has a piece of business or land in the area of the relevant authority, and
 - b) either (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body **or** (ii) the total nominal value of the shares of any one class belonging to the relevant person exceeds one hundredth of the total issued share capital of that class.

Any Member who is unsure if their interest falls within any of the above legal definitions should seek advice from the Monitoring Officer in advance of the meeting.

A Member with a DPI should state in the meeting: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations on the item: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Prejudicial Interests

Any interest which a reasonable, fair minded and informed member of the public would reasonably believe is so significant that it harms or impairs the Member's ability to judge the public interest in the item, i.e. a Member's decision making is influenced by their interest so that they are not able to impartially consider relevant issues.

A Member with a Prejudicial interest should state in the meeting: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations in the item: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Personal interests

Any other connection or association which a member of the public may reasonably think may influence a Member when making a decision on council matters.

Members with a Personal Interest should state at the meeting: ***'I wish to declare a Personal Interest in item x because xxx'. As this is a Personal Interest only, I will take part in the discussion and vote on the matter.***

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Agenda Item 3

CABINET

THURSDAY, 30 MAY 2019

PRESENT: Councillors Andrew Johnson, Simon Dudley (Chairman), David Coppinger (Vice-Chairman), Samantha Rayner, Stuart Carroll, David Hilton, Gerry Clark and Shamsul Shelim

Also in attendance: Cllr Bateson, Cllr Sharpe, Cllr Price, Cllr Jones, Cllr Hill, Cllr Knowles and Cllr Brar.

Officers: Russell O'Keefe, Kevin McDaniel, Louisa Dean, Rob Stubbs, Andy Jeffs, Hilary Hall, Nikki Craig and David Cook.

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Cannon. Cllr Carroll reported that he would be late.

DECLARATIONS OF INTEREST

There were no declarations of interest received.

MINUTES

RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 25 April 2019 were approved.

APPOINTMENTS

Councillor Carroll and Councillor Stimson appointed to the AfC Joint Committee.

Cllr Hunt recommended to the Optalis board as the RBWM representative.

Cllr Rayner to be the RBWM Military Champion. The Chairman welcomed Cllr Knowles, who was in attendance, and acknowledged his long serving military career.

Cllr Larcombe to be appointed to the Flood Liaison Group and the Thames Region Flood and Coastal Committee.

FORWARD PLAN

Cabinet considered the contents of the Forward Plan for the next four months and noted the changes made since the last meeting including the addition of the following reports to June2019 Cabinet:

- Financial Update
- Joint Central and Eastern Berkshire Waste and Mineral Plan – Regulation 18, consultation on additional site allocation (Bray Quarry Extension)
- Berkshire Local Industrial Strategy – Consultation Response

CABINET MEMBERS' REPORTS

A) PROPOSED REVISIONS TO THE HIGHWAYS MAINTENANCE MANAGEMENT PLAN - 24 HOUR POTHOLE RESPONSE

The Lead Member for Infrastructure, Transport Policy and Housing introduced the report that asked for a revision to the Highways Maintenance Management Plan to enable every carriageway pothole to be repaired within 24 hours.

The Lead Member informed that he was delighted to be presenting the report that fulfilled one of the administration's pledges of investing more than £50 million in RBWM highways and pavements over the next four years, fixing every reported pothole within 24 hours and introducing an inspection regime for every road every year. This was a 'Best in Berkshire Pot Hole Pledge'.

Cabinet were informed that this was an extension of the existing policy and that when a road was inspected if it was deemed that the condition of the road was such that resurfacing was more appropriate than fixing a pothole then this would take priority.

The proposals were being put to Cabinet as this was a key priority for residents and improvements would further enhance the boroughs infrastructure, benefiting cyclists and other road users.

Cllr Hill informed Cabinet that he felt that the recommendation should be amended as it a pothole was not being repaired within 24 hours due to the condition of the road than this was not fulfilling the pledge.

Cllr Hill supported improvement to the road infrastructure but noted that insurance claims were down and that the number of potholes currently not fixed within 24 hours was about 500 per year. He felt that adding an additional £450,000, equating to about £900 per pothole repair, was a lot of money when the council was overspent.

The Chairman informed that it was anticipated that there would be more reported potholes and following this increase we should reach a base level of repairs required due to adverse weather conditions. The main priority was to implement residents wishes and if further funding was required then a further report would be brought before members.

The Lead Member for Culture, Communities and Windsor informed that this was an excellent paper delivering what our residents wanted. She highlighted the new 'report it' section on the RBWM website that made reporting potholes and other issues easier.

Resolved unanimously: That Cabinet notes the report and:

i) Approves a revision to the Highways Maintenance Management Plan to enable every carriageway pothole over 40mm, or footway defect over 25mm to be repaired within 24 working hours regardless of the category of road, at an additional annual cost of £450,000.

(Cllr Carroll joined the meeting)

B) MEMBERS' ALLOWANCES - LATE CLAIMS BY FORMER COUNCILLOR BEER AND COUNCILLOR LUXTON

The Chairman introduced the report requesting authorisation to pay late Member expense claims, over the qualifying period, for Cllr Luxton and former Cllr Beer.

Resolved Unanimously: that Cabinet notes the report and:

i) Agrees to pay the outstanding claims for former Cllr Beer and Cllr Luxton on this occasion only.

C) FINANCIAL UPDATE

The Lead Member for Finance and Ascot introduced the latest financial update report.

Cabinet were informed that there had been little movement from the April 2019 financial update report. There was the addition of the Heathrow judicial review that was expected to be no greater than £100,000. Table 3 showed capital expenditure and appendix C the projected cash flow. The Lead Member also reported that the school expansion schemes at Charters, Cox Green and Windsor Boys had all come under budget.

Cllr Jones reported that the outturn position did not show the actual outturn position but just the variance position and this equated to a £8.9 million overspend then budgeted for. She was concerned about the level of reserves, cash flow requiring interest added and time scales for capital not being added.

Cllr Jones mentioned that £4 million of savings for the year was required but there was already a £350,000 overspend and the earlier report had allocated a further £450,000 to the highways budget. Cllr Jones was concerned that reserves could be lowered to £6.6 million.

The Chairman reported that reserves were £7.922,000 with a further transfer of £3.450,000 expected resulting in a balanced budget with £11.500,000 of reserves that was 200% higher than the minimal level set by Council. It was confirmed that this would put reserves at an historical high level for the borough.

Cllr Hill raised concern about the cash flow forecast resulting in a debt of £180,000,000 at the end of the financial year, he raised concern that the projected capital receipts would not cover the debt and that the administration were selling the councils assets.

The Chairman disagreed with the projection provided by Cllr Hill and said that the administration had detailed cash flow projections with all debt paid off as well as investment in infrastructure. Capital receipts from regeneration would come in over time.

The Lead Member informed that the capital programme did not account for future capital receipts.

Resolved unanimously: That Cabinet:

i) Notes the council's projected outturn position for 2018-19.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

RESOLVED UNANIMOUSLY: That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act.

Part II Minutes

Resolved Unanimously: that the Part II minutes of the meeting held on 25 April 2019 were approved.

The meeting, which began at 7.30 pm, finished at 7.55 pm

CHAIRMAN.....

DATE.....

Agenda Item 5

CABINET

FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:

ITEM	ORIGINAL CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
Amendment to Fees and Charges	-	25 July 2019	New item
Energy Contract Procurement	-	25 July 2019	New item
Parking Enforcement: Future Contract Arrangements	-	25 July 2019	New item
Old Windsor Neighbourhood Plan	-	25 July 2019	New item
Designation of Cox Green Neighbourhood Plan	-	29 August 2019	New item

FORWARD PLAN OF CABINET DECISIONS

NB: The Cabinet is comprised of the following Members: Councillor Dudley Leader of the Council, Maidenhead Regeneration and Maidenhead (includes Communications and Property), Councillor Coppinger Deputy Leader of the Council, Planning , Councillor Rayner Deputy Chairman of Cabinet, Culture, Communities and Windsor (incl. Customer and Business Services), Councillor Carroll Adults, Children and Health, Councillor Hilton Finance and Ascot, Councillor Clarke Sustainability, Waste Services and Economic Development, Councillor Cannon Public Protection, Councillor Shelim HR, Legal & IT (includes Performance Management), Councillor Johnson Infrastructure, Transport Policy and Housing.

The Council is comprised of all the elected Members

All enquiries, including representations, about any of the items listed below should be made in the first instance to Democratic Services, Town Hall, St Ives Road, Maidenhead. Tel (01628) 796560. Email: democratic.services@rbwm.gov.uk

FORWARD PLAN

ITEM	Private Meeting - contains exempt/confidential information? See categories below.	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
12									
Financial Update	Open -	Latest financial update.	No	Lead Member for Finance and Ascot (Councillor David Hilton)	Rob Stubbs	Internal process	N/A	Cabinet 25 Jul 2019	
RBWM Property Company Ltd - Business Plan 2019-24	Fully exempt - 3	Annual Business Plan update.	Yes	Chairman of Cabinet including Maidenhead Regeneration and Maidenhead (Councillor Simon Dudley)	Russell O'Keefe	internal process	N/A	Cabinet 25 Jul 2019	

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
Amendment to Fees and Charges	Open -	Proposed amendments to Fees and Charges in relation to hoardings.	yes	Lead Member for Finance and Ascot (Councillor David Hilton)	Rob Stubbs	Internal process	N/A	Cabinet 25 Jul 2019	
13 Energy Contract Procurement	Open -	The Council has in place a corporate energy contract to supply all corporate sites as well as schools with electricity and gas. This report seeks approval to continue purchasing energy through Crown Commercial Services framework, delegation of purchasing strategy to CLT and for all electricity purchased to be from certified renewable sources.	No	Lead Member for Sustainability, Waste Services and Economic Development (Councillor Clark)	Andy Jeffs	Internal process	N/A	Cabinet 25 Jul 2019	

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
14 Parking Enforcement: Future Contract Arrangements	Open -	Parking enforcement is currently delivered under contract by NSL. The initial contract term was 2-years which ends on 1st December 2019, an option exists for a 2-year extension. This report considers options to extend the existing contract; reproduce or consider an alternative delivery model.	Yes	Lead Member for Public Protection (Cllr Cannon)	Hillary Hall	Internal process	N/A	Cabinet 25 Jul 2019	
Old Windsor Neighbourhood Plan decision to proceed to referendum	Open -	The Old Windsor NP has been examined and the Parish Council are expected to submit it to RBWM to take the plan to referendum.	No	Lead Member for Planning (Councillor David Coppinger)	Russell O Keefe	Internal process for the report, but the Neighbourhood Plan has been through several stages of public consultation.	N/A	Cabinet 25 Jul 2019	
Designation of Cox Green Neighbourhood Plan Area	Open -	TBC	No	Lead Member for Planning (Councillor David Coppinger)	Russell O Keefe	Internal process.	N/A	Cabinet 29 Aug 2019	

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Financial Update	Open -	Latest Financial Update	No	Lead Member for Finance and Ascot (Councillor David Hilton)	Rob Stubbs	Internal Process	N/A	Cabinet 29 Aug 2019	
Financial Update	Open -	Latest Financial Update	No	Lead Member for Finance and Ascot (Councillor David Hilton)	Rob Stubbs	Internal Process	N/A	Cabinet 26 Sep 2019	
Financial Update 15	Open -	Latest Financial Update	No	Lead Member for Finance and Ascot (Councillor David Hilton)	Rob Stubbs	Internal Process	N/A	Cabinet 31 Oct 2019	
New provision for children and young people with Special Educational Needs	Open -	Permission to consult on options for new facilities in the borough for children and young people with special educational needs.	No	Lead Member for Adults, Children and Health (Councillor Carroll)	Kevin McDaniel	Internal process	N/A	Cabinet 31 Oct 2019	
School places in the Royal Borough	Open -	The report sets out a forecast of likely demand for school places and the impact on choice and availability.	No	Lead Member for Adults, Children and Health (Councillor Carroll)	Kevin McDaniel	Internal process	N/A	Cabinet 31 Oct 2019	

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ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
Award of contract for temporary agency workers	Part exempt - 3	Decision to award a contract for the supply of agency workers to the council following a procurement process.	No	Lead Member for HR, Legal, & IT (Councillor Shelim)	Nikki Craig	Internal process	N/A	Cabinet 31 Oct 2019	

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
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DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

1	Information relating to any individual.
2	Information which is likely to reveal the identity of an individual.
3	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6	Information which reveals that the authority proposes (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.
7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

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Report Title:	Berkshire Local Industrial Strategy Consultation – RBWM response
Contains Confidential or Exempt Information?	No.
Member reporting:	Councillor Clark, Lead Member for Sustainability, Waste Services & Economic Development
Meeting and Date:	Cabinet - 27 June 2019
Responsible Officer(s):	Russell O’Keefe, Executive Director - Place & Jenifer Jackson, Head of Planning
Wards affected:	All

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REPORT SUMMARY

1. The UK government set out a requirement for Local Enterprise Partnerships (LEP’s) to create Local Industrial Strategies (LIS) in the Industrial Strategy White Paper which was published in November 2017.
2. The Thames Valley Berkshire LEP has a responsibility to shape a Local Industrial Strategy for Berkshire, the BLIS. The LEP has worked with numerous partners on this since early 2018 and has now published a BLIS Framework Document. The Council is a key stakeholder for the LEP and has helped shape the Framework document. As a key stakeholder the Council will now be responding to the consultation, collecting the views of key stakeholders within the organisation.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Agrees the consultation response to the BLIS Framework Document and authorises the Executive Director for Place to submit it formally to the Thames Valley Berkshire LEP.**

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Background

- 2.1 The requirement for Local Industrial Strategy was set out in the Industrial Strategy White Paper published in November 2017. The overarching aims of that White Paper were essentially to improve the UK’s overall productivity performance and ensure that future economic growth is more inclusive.
- 2.2 The Industrial Strategy is based on an ambition to boost productivity and earning power across the country by focusing on the 5 foundations of productivity. Government sets out that the 5 foundations support its vision for a transformed economy:

- Ideas: the world's most innovative economy
- People: good jobs and greater earning power for all
- Infrastructure: a major upgrade to the UK's infrastructure
- Business Environment: the best place to start and grow a business
- Places: prosperous communities across the UK.

2.3 The Industrial Strategy also sets out Grand Challenges to put the UK at the forefront of the industries of the future, ensuring that the UK takes advantage of major global changes, improving people's lives and the country's productivity. The first 4 Grand Challenges are focused on the global trends which will transform our future:

- Artificial Intelligence and data
- Ageing society
- Clean growth
- Future of mobility

In May 2019 a Policy Paper was produced which sets out that Government is developing ambitious missions to tackle the Grand Challenges. Each of these will focus on a specific problem, bringing government, businesses and organisations across the country together with the intention being to make a real difference to people's lives

2.4 Against the context of the UK Industrial Strategy, one of the actions was to develop Local Industrial Strategy's which build on local strengths and deliver on economic opportunities. Work has been underway to develop the Berkshire Local Industrial Strategy (BLIS) for well over a year, the process has been iterative and has involved consultation with key stakeholders and stakeholder groups together with a Task and Finish Group which includes two officers from each of the six unitary authorities within Berkshire and also a specially convened Productivity Commission. This is all overseen by the Thames Valley Berkshire LEP Forum and Board.

2.5 The timetable for the development of LIS has been set by government with an expectation that the BLIS will be finished by early 2020. The early stages of the BLIS development have been strongly evidence based drawing on a substantial body of existing literature and data, including that generated by the six unitary authorities and by the LEP. The next stages include an element of co-design with government; the Framework Document has therefore been produced for discussion and input by stakeholders.

2.6 The Document sets out five priorities and poses a number of questions to ensure that it meets the needs of local stakeholders. Its publication is ahead of 'co-design' with government, all Local Industrial Strategies must eventually be co-owned to ensure they contribute to the national Industrial Strategy.

Options

Table 1: Options arising from this report

Option	Comments
Review the BLIS Framework Document and provide a formal response to the consultation. This is the recommended option	The BLIS will seek to set strategic priorities for the TVB LEP including a spatial economic narrative and implementation plans. These should align with the Council's spatial planning framework and failure to input at this stage could lead to lack of alignment spatially and in terms of priorities.
Make no response to the consultation: continue to engage in the process through the Task and Finish Group and the LEP Forum and Board. This is not the recommended option.	The Council is a key stakeholder in the process and active engagement is necessary to ensure that evidence base and other information is captured and understood as part of the BLIS process.

3. KEY IMPLICATIONS

- 3.1 For the strategic priorities which will be contained within the BLIS the LEP is looking for further inputs from stakeholders across Berkshire. The Framework Document (see Appendix 1) contains a series of questions but starts by setting the context which is as important to understand as the next stages.
- 3.2 Based on the work with stakeholders to date the framework document recognises that Berkshire's economy performs strongly and that, in large part, this advantage is linked to our location and also, in part, "*reflects the intrinsic nature of Berkshire as a place, or more precisely places.*" The document goes on to summarise that the assets and advantages Berkshire enjoys also bring defining imperatives and responsibilities which appear to have defined the terms of reference for the Productivity Commission (see Box 1, page 5 of Appendix 1). These locally defined imperatives, which are in addition to the objectives set by government can be summarised as:
- i) advancing a growth process that is both net additional in relation to the UK and is "smart" focusing on the quality of jobs and the output linked to them;
 - ii) inclusive growth is a challenge, there ought to be an opportunity to develop a more efficient and inclusive labour market; and
 - iii) there is a need for strengthened place making to develop towns that attract and retain talent and engender a sense of commitment, attachment and reinvestment.
- 3.3 Overall the Framework Document does identify local strengths, as the Industrial Strategy requires, and seeks to explore the economic opportunities that can then be delivered in partnership with stakeholders. The Consultation seeks for input from stakeholders on those deliverables. The Five Foundations and the Grand Challenges are not featured but are as relevant to the BLIS as

they are to the UK as a whole. Reference back to those key elements of the Industrial Strategy would provide a broader lens through which to view the likely benefits of the BLIS across local authority functions including elderly people, children, young people and adults, sustainable transport, place making and infrastructure.

- 3.4 Chapter 4 includes sections on infrastructure, this reflects the views of the LEP with regards infrastructure in Berkshire. The Council recognises that the timely and effective delivery of infrastructure is a significant priority in the Borough. The Council is keen to ensure that spending on infrastructure is spent on the correct projects which meet its' priorities and needs of its residents.
- 3.5 Chapter 5 is succinct in its summary assessment of the assets, challenges, constraints and opportunities. One constraint which is omitted relates to national designations in respect of nature conservation. In terms of challenges there are other infrastructure requirements which relate to the attractiveness of Berkshire as a place to live, including access to school places in good and outstanding schools, and play in to the asset of well qualified individuals. Berkshire's towns are recognised as a challenge, they are also an opportunity as are its villages. In terms of the asset noted for Berkshire's "brands" there should be a recognition of the visitor economy and the role that it plays in Berkshire's success.
- 3.6 The Vision for the BLIS is set out in chapter 6: "the best of both global and local". The framework introduces the importance of place to economic strategy, how the proximity to London and Heathrow mix with the places that can be 'cherished' (green spaces/countryside). It refers to growth, in the context of economic growth rather than sustainable growth that balances social, environmental and economic demands: the framework does also make reference to "good growth" which is defined as smart, knowledge intensive, inclusive and resilient. These terms are not defined at this point, good growth is used in the environment sector to infer new development which is supported by appropriate infrastructure at the right time. On this basis it is considered that the Vision needs to be further explained and explored.
- 3.7 Chapter 6 identifies five priorities on which the LEP asks for feedback and seeks to understand how stakeholders contribute to the development of these priorities and their delivery thereafter.

Priority 1 – Enhancing Productivity within Berkshire's Enterprises

- 3.8 The Council has reviewed the proposals in response to this priority and supports them.

Priority 2 – Ecosystems which are maturing and evolving and extend beyond Berkshire

- 3.9 Generally, the report makes little or no reference to the environment. Whilst Government anticipates what each LIS will cover it fails to make the clear link between this strategy and the spatial plans that make up the Local Development Framework for this borough. Ecosystems are seen only in the context of economic relationships; there are important environmental ecosystems for businesses to survive in.

- 3.10 The report uses the expression “Places matter” which is supported. The report could take this further in the context of growing places or how development of places matters to business and economic growth mindful of the link to spatial planning. Further the proposal to develop a network of institutional anchors, whilst understood, equally has a link to whether spatially and in planning policy terms such an approach represents sustainable development given the constraints of Green Belt policy to authorities sat within the Metropolitan Green Belt.
- 3.11 The document supports the work the Council is doing, as landowner and as local planning authority, in relation to sites close to railway stations. The Council has further work to do in relation to feasibility of infrastructure improvements across the borough in order to understand the future ‘ask’ of the LEP in this regard and in relation to funding.

Priority 3 – International trade, connections, collaborations and investments

- 3.12 The Council understands why this is a priority: the Council asks the LEP to note the publicly stated position of the borough to oppose the proposals for the third runway at Heathrow airport. The LEP should be continuing to work with Government and Heathrow to ensure this is delivered given its importance in delivering the outcomes of the BLIS. As a member of the Heathrow Strategic Planning Group alongside the LEP the Council understands the importance of ensuring that the benefits of the airport which are local are captured locally and that the negative impacts are understood and appropriately mitigated locally. There is a link to the ambition to highlight the quality of the area’s countryside to recognising the wider benefits of open space and green and blue infrastructure in terms of health and wellbeing.

Priority 4 – Vibrant places and a supportive infrastructure

- 3.13 The Framework Document emphasises on several occasions the importance of town centres and their need to flourish, develop their cultural offer and act as places of enterprise. This is important in helping guide the development of a vision for Maidenhead Town Centre, for Windsor and for the rejuvenation of Ascot and fits with the work that the Local Planning Authority is carrying out to support the BLP SV. The report also recognises the need to make better use of employment sites and the pressure that exists to divert employment land to housing uses, this could be better informed by an understanding of the evidence base work for the BLP SV contained in the EDNA which is referenced earlier in the document. The Council is also pleased to see the reference to the complex nature of eastern Berkshire and reference to the Wider Area Growth Study which the Council is leading and is funded through MHCLG Planning Delivery Fund for joint working.
- 3.14 The Council endorses the clear support for modal shift and the need for the development of sustainable transport solutions alongside building network resilience. The Council is supportive of the need for homes in Berkshire and more widely the housing shortage nationally, where housing is brought forward it is imperative that it is supported by appropriate infrastructure at the right time and that affordable homes are provided.

Priority 5 – Making Berkshire an inclusive area where aspirations can be realised

- 3.15 This authority supports inclusion and has adopted an Inclusion Charter (Sept 2018) across all policy areas; this includes inclusion in relation to additional needs, financial, cultural and nationality. In schools the Council wants to see an increasing focus on inclusion so families have confidence to go to good, inclusive local schools – attending local schools would contribute to the modal shift mentioned elsewhere in the Framework Document. In addition the Council wants to enable families to help themselves. (Adults)
- 3.16 Chapter 7 relates to delivery commitments and alliances. The Council Plan has already identified priorities around well connected places and the need for infrastructure capacity improvements as well as new infrastructure requirements to support growth. The Council will play a key role in relation to infrastructure and intends to develop short and long term priorities to the point that, for the former, business cases are developed for schemes that are shovel ready should a relevant bidding opportunity emerge.

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Response to the BLIS Framework Consultation Document	After 30 June 2019	By 30 June 2019	Before 30 June 2019	n/a	30 June 2019
Continued engagement through the task and finish group		Ongoing			Ongoing

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 No financial implications of making a response to the consultation.

5. LEGAL IMPLICATIONS

- 5.1 The Council has the authority to respond to the consultation on the Framework Document.

6. RISK MANAGEMENT

Table 3: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
Wide ranging economic consequences of lack of engagement in the BLIS	HIGH	Respond to the Consultation on the Framework Document and continue to actively engage through the Task &	LOW

Risks	Uncontrolled risk	Controls	Controlled risk
		Finish Group and the LEP board.	

7. POTENTIAL IMPACTS

- 7.1 An Equality Impact Assessment (EQIA) has not been completed.
- 7.2 A Privacy Impact Assessment has not been completed, there is no use of personal data.

8. CONSULTATION

- 8.1 Internal consultation has been undertaken to inform this report.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date if not called in: Immediately. The full implementation stages are set out in table 4.

Table 4: Implementation timetable

Date	Details
28 June 2019	<i>Agreed response submitted to the TVB LEP.</i>

10. APPENDICES

- 10.1 This report is supported by 1 appendix:
- Appendix 1: Berkshire Local Industrial Strategy Framework Document for consultation

11. BACKGROUND DOCUMENTS

- 11.1 This report is supported by 4 background documents:
- Industrial Strategy White Paper, November 2017
<https://www.gov.uk/government/consultations/building-our-industrial-strategy>
 - Grand Challenges Policy Paper 2019
<https://www.gov.uk/government/publications/industrial-strategy-the-grand-challenges/industrial-strategy-the-grand-challenges>
 - RBWM Council Plan 2017-2021
https://www3.rbwm.gov.uk/downloads/file/3320/2017-2021_-_council_plan

- Inclusion Charter 2018 https://5f2fe3253cd1dfa0d089-bf8b2cdb6a1dc2999fecbc372702016c.ssl.cf3.rackcdn.com/uploads/ckeditor/attachments/4458/w_m_inclusion_charter_2018.pdf

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Clark	Lead Member for Sustainability, Waste Services & Economic Development	5.06.19	6.06.19
Duncan Sharkey	Managing Director	5.06.19	6.06.19
Russell O'Keefe	Executive Director	5.06.19	6.06.19
Andy Jeffs	Executive Director	5.06.19	6.06.19
Rob Stubbs	Section 151 Officer		
Elaine Browne	Interim Head of Law and Governance		
Nikki Craig	Head of HR and Corporate Projects		
Louisa Dean	Communications		
Kevin McDaniel	Director of Children's Services	5.06.19	6.06.19
Hilary Hall	Deputy Director of Commissioning and Strategy	5.06.19	6.06.19
Chris Joyce	Infrastructure and CIL Manager	5.06.19	6.06.19

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Key decision 28 May 2019	No	
Report Author: Jenifer Jackson, Head of Planning, 01628 796042		

Berkshire Local Industrial Strategy

Framework Document for consultation

March 2019



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1: Introduction

About Local Industrial Strategies

Thames Valley Berkshire Local Enterprise Partnership (LEP) – like all other LEPs and Combined Authorities in England – has been tasked by government with developing a **Local Industrial Strategy (LIS)**.

The requirement for LISs was set out in the Industrial Strategy White Paper which was published in November 2017. Structured around five **Foundations of Productivity** and four **Grand Challenges**, the overarching aims of the White Paper are essentially to:

- improve the UK's overall **productivity performance**; and
- ensure that future economic growth is **more inclusive**.

Our approach to the Berkshire Local Industrial Strategy (BLIS)

Work has been underway to develop the **Berkshire Local Industrial Strategy (BLIS)** for well over a year. The process has been highly iterative and consultative. Overseen by the Thames Valley Berkshire LEP Forum and Board, it has involved:

- discussions with key **stakeholders and stakeholder groups**, including the voluntary and community sector, further education colleges, transport stakeholders, business representative organisations, rural stakeholders, and organisations with an interest in Heathrow Airport
- regular meetings of a **Task and Finish Group** which includes two officers from each of the six unitary authorities within Berkshire, and is genuinely multi-disciplinary

- the work of a specially-convened **Productivity Commission** – drawn from the private sector and including academic inputs from the University of Reading (see Box 1).

The early stages of BLIS development have been strongly **evidence-based**. As well as the work of the Productivity Commission (which we explain in more detail later), it has drawn on a substantial body of existing literature and data, including that generated by the six unitary authorities and by Thames Valley Berkshire LEP.

Where we are up to...

The timetable for the development of LISs has been set by government, but it has also been subject to change: plans are now quite different from a year ago. As it stands, government's expectation is that Thames Valley Berkshire LEP will have a finished LIS by early 2020, close to a year from now.

We are therefore approximately mid-way through the process. Substantive work has been done, but there is more to do. Over the months ahead, this needs to include an element of co-design with government.

At this stage, we are presenting a **Framework Document** for discussion and input. This is a key milestone in our process.

Our Framework Document...

Our **Framework Document** is a "working version" of the **Strategy** element of the BLIS. As illustrated in the graphic below, it will be supported by other documents – notably a full **evidence base**; a **spatial economic narrative**; and a set of **implementation plans**. We will also produce a short – and visually compelling – **summary statement**.

Figure 1: Proposed structure of the Berkshire Local Industrial Strategy



In relation to the **strategy**, the Framework Document reflects the decisions we have made. In the light of these decisions, it describes our broad strategic priorities.

Within the Framework Document:

- the first four main chapters are drafted in full, based on the evidence we have reviewed and inputs from partners and stakeholders

- Chapters 6, 7 and 8 are presented in skeletal form only: they will need to be fleshed out and developed over the months ahead, informed by the feedback/comments that we receive.

...And your feedback

Over the next few months, these strategic priorities will be developed in detail and it is here particularly that we are looking for further inputs – from businesses, from the unitary authorities, from partners and stakeholders, and from individuals of all ages across Berkshire.

We welcome – and encourage – responses to this document before midday **Friday 21 June 2019**, by email to BLIS@thamesvalleyberkshire.co.uk

These responses should be structured around the main questions which are set out at the end of individual Chapters. We will use these inputs to develop the full BLIS (including the documents which support the strategy) in discussion with central government over the summer and autumn.



2: Purpose of the BLIS

Location, place and economic performance

Berkshire's economy performs very strongly. On most metrics – including key ones relating to productivity – it is at, or close to, the top of UK league tables: GVA per job or per hour worked (i.e. productivity); GVA per capita (wealth); incidence of knowledge-based employment; employment rates; qualifications within the working age population, and so on.

Figure 2: Situating Berkshire



Source: Produced by SQW 2018. Licence 100030994

In large part, this reflects the advantages linked to our location:

- Berkshire has all the economic benefits (and some of the costs) linked to **Heathrow Airport** – the second busiest airport in the world by international passenger traffic and a major national focus for recent, ongoing and planned investment.
- It is shaped by adjacency to the world city economy that is **London** – with its unique financial services sector, its role at the heart of government, its outstanding science base (through its universities), and its apparently magnetic appeal – to corporate HQs and millennial entrepreneurs alike.
- Berkshire is very well located in relation to the **national transport infrastructure**. Particularly through the M4 motorway and Great Western Railway, it has good connections, not only to London but also to other major growth engines: Bristol to the west; Oxfordshire and the wider Cambridge-Milton Keynes-Oxford growth corridor to the north; and Surrey/North Hampshire through to Southampton to the south. Moreover, through Crossrail and Western Rail Link to Heathrow (WRLtH), much of Berkshire is due to see further enhancements in connectivity.

But in part, its strong performance also reflects **the intrinsic nature of Berkshire as a place – or, more precisely, places**. This is a theme to which we return, but within Berkshire are some of the nation's major historic and cultural assets which are known around the world – from Windsor Castle to Ascot to Eton College. In addition, there is beautiful and accessible countryside, some of which falls within the North Wessex Downs Area of Outstanding Natural Beauty.

This combination of factors – some related to location, others related to place – helps to explain Berkshire's economic vibrancy. It explains why it has proved so attractive to inward investors; why its economic growth narrative over the last 50 years has really centred on the evolution of the information technology (IT) sector; and why Berkshire's export performance has been so consistently strong.

In short, Berkshire has a lot going for it.

Three locally-defined imperatives for the BLIS

But these assets and advantages also define imperatives and responsibilities.

In framing the BLIS and defining its overall purpose, three have been formatively important. All three are discussed in more detail later – and all three have been considered by our Productivity Commission (see Box 1 below) – but the main arguments are outlined briefly here.

First, Berkshire must advance a growth process that is both net additional in relation to the UK and is “smart”; and in co-designing the BLIS with government, this should be a shared mission.

In other words, Berkshire should not seek to grow by attracting businesses or jobs from elsewhere in the UK; instead, growth should be of a form that simply would not happen anywhere else.

Moreover – given the tightness of the labour market, the recruitment challenges that already exist and some of the problems surrounding congestion – growth really needs to be “smart”. It needs to focus on the quality of jobs and the output linked to them, not simply the quantity. More generally, it needs to have regard to the efficiency of resource use in the round.

Second, it must be recognised that Berkshire is the kind of place in which inclusive growth is a real challenge. The BLIS must address this head-on.

Proximity to London and a prominent international gateway function together mean that Berkshire is a very expensive place to live and work. The costs of both housing and commercial property are well above the national average and the evidence suggests that “middle level” functions and “middle level” occupations are, literally, being priced out.

In socio-economic terms, the consequence is that Berkshire is polarised: it does well in relation to top end jobs and occupations

and these in turn generate demand for an array of local services, but they tend to be associated with poorly paid and increasingly insecure employment which is incongruous with the character of (in particular) local housing markets.

One consequence is high levels of in-work poverty. Looking ahead, this combination of circumstances is as undesirable as it is unsustainable – but in Berkshire, there ought to be an opportunity to develop a more efficient and inclusive labour market. What is missing are routes to progression.

Third, the strength of national and international flows of people, ideas and investment into (and out of) Berkshire is perhaps masking places that are, in themselves, rather “underpowered”. There is a need for strengthened place-making in response.

This third imperative may be controversial, but it is important. In the language of economics, the issue is whether spill-over effects are being captured fully or whether there is so much transience that they are effectively dissipated and lost. This in turn poses major questions for Berkshire’s towns: are they places that attract and retain talent and engender a sense of commitment, attachment and reinvestment, or are they simply places in which to reside for a short while?

Box 1: Berkshire Productivity Commission

The Commission was drawn from Berkshire’s business community and it included: individuals from both corporates and smaller companies; individuals who work with businesses in Berkshire (in an advisory/deliver capacity); and academics from the University of Reading.

Its main Terms of Reference were to:

- review the initial evidence in relation to the performance of Berkshire’s economy, particularly on indicators linked to productivity
- consider – in a technical sense – where the greatest opportunities might be to effect an improvement in productivity, consistent with the overarching priority set out in the Strategic Economic Plan (“to secure better access to talented people and bright ideas, and to use both more effectively”)

- take a forward view in terms of how productivity imperatives might be changing – informed in part by the contents of the national Industrial Strategy – and identify areas requiring further evidence gathering and investigation.

And then to:

- review the outputs from the second stage of evidence gathering
- agree (in a technical sense) what the priorities should be in seeking to effect productivity improvements across Berkshire.

The Productivity Commission met three times and its deliberations focused on five main issues:

- the changing role of the IT sector within Berkshire’s economy
- the significance of internationalisation in relation to the area’s productivity performance
- the changing scale and nature of “the middle” of Berkshire’s economy, and the implications for inclusion and progression
- the scale, character and role of the public sector in economic terms
- spatial considerations relating to all four of the points above.

The evidence gathered by the Productivity Commission is considered throughout this document.

The requirements of central government

These three, locally-defined, imperatives are demanding ones. They have been defined within Berkshire and are *in addition to* the basic requirements of LISs set out by government in its *Prospectus* of October 2018.

The BEIS *Prospectus* states that LISs should be:

- based on **evidence**, with a rigorous understanding of the local economy
- informed by a good understanding of the area’s **strengths and weaknesses**, including in relation to the five **Foundations of productivity**
- developed **collaboratively**, both with local stakeholders and partners, and with neighbouring areas
- focused on clear **priorities**
- informed by the disciplines of **evaluation**.

Our emerging response is set out in the chapters that follow.

Consultation Questions in relation to Chapter 2

Local industrial strategies have a very broad potential remit and in principle, they could be positioned in any number of ways. We have sought to chart a middle ground by retaining a strong focus on the economy, and thinking hard about the nature of growth processes within Berkshire, whilst also recognising the requirements of central government.

In this context:

2-1: Is the overarching purpose of the BLIS clear?

2-2: Is this purpose addressed through the chapters that follow?



UKRAIL

TES

3: Berkshire's economic geographies

Berkshire has a population of just over 900,000 people. It is also home to 44,600 enterprises and 580,000 jobs.

Underpinning these metrics is a distinctive spatial form which helps to explain how the economy of Berkshire “works” – and how its performance might be enhanced.

Berkshire's largest towns are (in descending order of population size, and based on data from Census 2011): Reading (over 220,000 people in terms of urban footprint) and Slough (over 150,000 people), then Bracknell and Maidenhead (both well over 60,000), and then Wokingham and Newbury (over 35,000).

London

However, the urban area that has the greatest influence on Berkshire's economy is London. At the time of the last Census, some 43,000 Berkshire residents commuted to London while over 24,000 London residents commuted in the opposite direction. In fact, even in terms of travel patterns, the links are stronger than these numbers would on their own imply: many residents travel to and from London, either whilst “doing business” or because they work in London for part of the week. But there are also many other, wider, flows relating for example to goods, services, finance, ideas/know-how and international tourism.

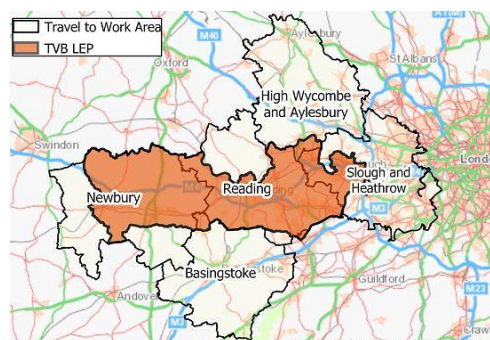
There is another facet of London which is important. From the draft London Plan, planned housing growth within the capital is insufficient to meet some scenarios

relating to projected demand. The inference is that surrounding areas will absorb London's unmet housing need. This has consequences for all of London's neighbours, Berkshire included.

Functional economic areas within Berkshire

Much of Berkshire – but particularly the area in the east – needs to be understood as part of agglomerative processes and pressures which are defined around London¹. Slough alone accounts for 13,000 of Berkshire's London-bound out-commuters and 11,000 of its in-commuters. It is because of these flows that Slough and parts of Windsor and Maidenhead are included within the west London Slough and Heathrow Travel to Work Area² (TTWA).

Figure 3: Map showing Travel to Work Areas across (and beyond) Berkshire



Source: Produced by SQW 2018. Licence 100030994

Across Berkshire, two further TTWAs are identified through commuting data, signalling distinctive labour markets:

- Reading TTWA (which includes all or part of the unitary authority areas of Reading, Wokingham and Bracknell Forest, but also South Oxfordshire and part of Hart (north Hampshire), and small areas in both West

¹ Data throughout this document are sourced from ONS datasets – principally BRES, ASHE, APS, Jobs Density dataset, and IDBR

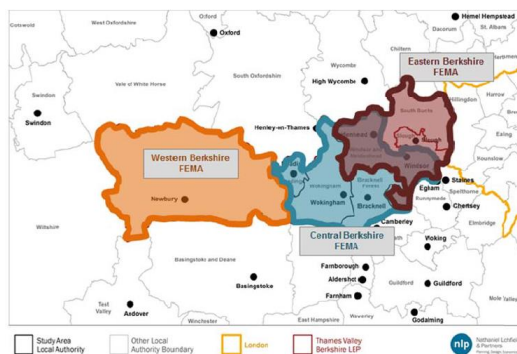
² TTWAs are data driven and defined principally in relation to levels of self containment

Berkshire and Windsor and Maidenhead); and

- Newbury TTWA (which covers most of West Berkshire but also extends into North Hampshire and Wiltshire).

Informed by these data and evidence relating to housing markets, commercial property markets, key sectors and key infrastructures, three **Functional Economic Market Areas (FEMAs)** have been identified across Berkshire³. These are important because they signal potentially different economic pressures and opportunities, and these differences are important in effecting economic growth that is sustainable and appropriate.

Figure 4: Functional Economic Market Areas across Berkshire



(Source: NLP)

The FEMAs are:

- **Western Berkshire FEMA** which maps onto West Berkshire and is predominantly rural in character; Newbury is the largest settlement and much of the area is within the North Wessex Downs Area of Outstanding Natural Beauty
- **Central Berkshire FEMA** which includes four of the six unitary authority areas in Berkshire and is defined functionally around Reading/Wokingham in the west and Bracknell in the east

- **Eastern Berkshire FEMA** which overlaps with Central Berkshire, and includes Slough, Windsor and Maidenhead, and (neighbouring) South Buckinghamshire and is strongly “edge-of-London” in character.

These broad demarcations are functional and indicative rather than political or administrative, but they are important. They provide some insight into the spatial underpinnings of the growth opportunities and constraints that the BLIS must both shape and respond to. They are therefore material in relation to both the BLIS and the six unitary authorities’ emerging Local Plans.

The three Functional Economic Market Areas

Western Berkshire FEMA

Overall, the **Western Berkshire FEMA** is very constrained in terms of future growth. Some 74% of the land area is within the North Wessex Downs AONB and 12% is functional floodplain. West Berkshire’s Local Plan (to 2036) is currently being prepared.

A major site at Grazeley is being investigated (jointly by West Berkshire District Council, Wokingham Borough Council, Reading Borough Council and Bracknell Forest Borough Council) and it is possible (although not certain) that this will be the focus for a sizeable new settlement. Beyond that, future growth will depend on the vibrancy of Newbury and Thatcham, and – longer term – on possibilities linked to AWE at Aldermaston. The strength of the rural economy – ranging from the equine cluster at Lambourn to the performance of market towns – will also be important.

³ *Berkshire Functional Economic Market Area Study*. Report by Nathaniel Lichfield and Partners for Thames

Valley Berkshire Local Enterprise Partnership, February 2016

Central Berkshire FEMA

Central Berkshire FEMA is similarly constrained through a combination of Green Belt and environmental constraints (including flood risk). In growth terms, its narrative is more complicated for it impinges on four different unitary authorities, each of which has its own Local Plan preparation process (which in most cases is currently at an advanced stage although still on-going). General themes, however, surround the shortage of employment land; the need for urban densification linked to the better use of town centre sites (particularly in Reading and Bracknell); and the imperative for better connectivity both within and between the major urban areas.

Bracknell has made substantial headway over recent years and progress with the Lexicon (itself the product of a town centre masterplan from 2002), is widely applauded. Reading too has seen major investment in the town centre, linked in part to the improved railway station. The imminent prospect of Crossrail (for Reading, Twyford and Maidenhead) ought to create growth opportunities – if these can be accommodated. Separately, if it is advanced, Grazeley will also have a major bearing on Central Berkshire FEMA and it will need to be part of the future growth narrative.

Eastern Berkshire FEMA

The **Eastern Berkshire FEMA** is also under some pressure.

Its future is linked intrinsically to plans for Heathrow Airport. Construction of a third runway at Heathrow should start within 2-3 years. This will be a major project in its own right but once completed, it ought to reinforce further the economic significance of international connectivity

through Heathrow Airport. A Heathrow Strategic Planning Group is exploring the surrounding issues within (and beyond) Berkshire.

A second key (on-going) piece of work is the Wider Area Growth Study⁴. This reflects the complexity of the area in growth terms – including in respect of Slough, the largest town within the Eastern Berkshire FEMA.

Significant headway has been made in respect of Slough Trading Estate, which has strengthened its position as a nationally-significant business hub (including, increasingly in relation to data centres). Slough town centre is the next priority. The £400m Heart of Slough project to redevelop the town centre is underway. 2017 saw the opening of The Curve, Slough's new cultural hub and the Porter Building, which offers a fresh and dynamic environment next to Slough Station. Future development may well see residential development featuring strongly – partly because there is a pressing need to deliver more housing and partly because Slough town centre (like many others) needs to redefine its own economic purpose given profound changes within the retail sector.

Geographies linked to key sectors

Places matter – but for businesses and investors (who must be the central focus of the BLIS), administrative boundaries are irrelevant. We have already made reference to the huge importance of London, but Berkshire needs to be understood on a wider spatial canvas still.

This is illustrated amply by the **IT sector**. Its scale and concentration is a defining characteristic of Berkshire's economy; within Berkshire, it accounts for almost

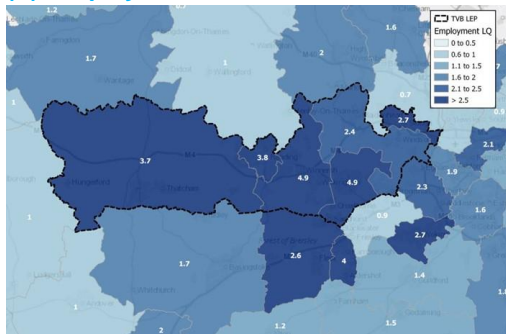
⁴ This has been commissioned by Royal Borough of Windsor & Maidenhead (RBWM), in conjunction with Slough Borough Council (SBC), South Bucks District Council (SBDC) and Chiltern District Council (CDC). It is

intended to jointly address issues arising from growth that is anticipated across the area, and potentially, more widely.

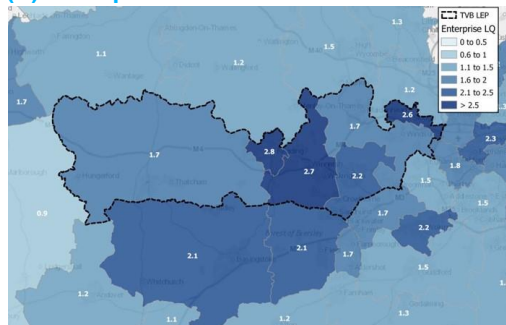
70,000 jobs and over 7,500 enterprises. It is also a major driver of productivity (see Box 2). In terms of numbers alone, the spatial pattern is very distinctive. As the maps above illustrate, in parts of Berkshire, the sector is nearly five times more significant locally than is typically the case across the UK: Reading and Wokingham (and, to a lesser extent, Slough) stand out on measures of both enterprise and employment numbers, but the sector is strongly concentrated across the piece.

Figure 5: Understanding the significance of the IT sector across Berkshire, in terms of:

(A) employment



(B) enterprises



Source: Produced by SQW 2018. Licence 100030994
Contains OS data © Crown copyright [and database right] [2018]

What the maps also show is that the local authority district/unitary areas with very high levels of IT activity extend beyond Berkshire’s boundaries into – in particular – North Hampshire and Surrey. This wider footprint is very significant. It was explored as part of the Innovation South Science

and Innovation Audit which alighted on the potential of the area’s strengths in relation to digital enabling technologies⁵.

Similar arguments can be made in respect of **life sciences**. Here though, the footprint has a different shape. It extends to the north of Berkshire into Oxfordshire. Various networks – such as the Oxford Academic Health Sciences Network – extend across both areas; and Oxfordshire and Berkshire are together developing a life sciences sector deal. This recognises that the two areas play different roles, but also that the life sciences sector needs to be understood in relation to both.

Conclusions

Across Berkshire, the spatial narrative is complex. It is the result both of policy (particularly land use planning) and the decisions made by individual businesses and investors. It defines the canvass on which economic life is acted and the spatial opportunities and constraints which give it form.

This all matters because:

- it influences the extent to which activities can co-locate (which in turn may be important in sharing knowledge, innovation and learning (virtual solutions notwithstanding))
- it shapes both the geometry and scale of labour markets and therefore the range and depth of skills that are available to employers and the diversity of job opportunities that are open to local people
- it affects the sustainability of economic life in environmental terms – an issue which is increasingly important given concerns about resource use and climate change

⁵ Innovation South – A Powerhouse of world class strengths in digital enabling technologies SIA report, sponsored by BEIS, 2017

- it influences the balance between supply and demand across many different factors of production.

In other words, it has a material bearing on competitiveness and all the underpinnings of productivity. It is therefore a central consideration within the BLIS.



4: Berkshire's economy today

Berkshire's productivity performance

According to data from ONS, Berkshire's economy generated output (GVA) to the value of **£37.8bn** in 2017 (in current prices). It is therefore a sizeable economy.

Within this context, **Berkshire is a top-performing LEP area on the main metrics of productivity:**

- On **GVA per hour worked**, Berkshire is ranked second to London amongst 38 LEP areas in England. In 2017, every hour worked in Berkshire generated GVA with a value of £40.30 compared to a UK average of £33.60.
- In 2017, every filled job in Berkshire generated GVA valued at £68.8k; the UK average was £54.3k. So, on this second measure – **GVA per filled job** – Berkshire is again ranked second to London.

By virtue of being both the capital city, and a world city, London is not directly comparable to Berkshire: it hosts certain functions and plays particular roles that are, within the UK, unique. It is fair to observe therefore that among reasonable UK comparators (i.e. excluding London), **Berkshire is currently the best performing LEP area in terms of headline productivity performance.** Part of the reason for this relates to its sectoral make-up and the high incidence of international investment (see Boxes 2 and 3).

Box 2: Insights from the BLIS Evidence Base – The IT Sector

In 2017, the sector accounted for about 13% of all employment and 16% of the total business stock. Evidence suggests that, over recent years, it has seen substantial growth in employment (+21% between 2010 and 2017) and enterprises (+51%). Nationally, IT is a sector which is linked to strong productivity performance. The inference is that

Berkshire's productivity performance is causally linked to the sector's scale and concentration.

Data suggest that some sub-sectors have seen rapid growth (e.g. computer programming activities and computer consultancy activities), but others have experienced declining employment and/or business stock (e.g. repair of computers and peripheral equipment; other information technology and computer service activities). In general terms, growing sub-sectors have either been those with few barriers to entry (linked to self-employment) or those which are typically regarded as higher value added.

There is some evidence of specialisms within the ICT sector at a local level in Berkshire – e.g. datacentres in Slough; cyber security (which appears to link to University of Reading); and cloud computing.

A review of literature found that Berkshire's international links via Heathrow Airport, regional links with London through the M4 motorway, the Great Western Mainline and the Reading to Waterloo Mainline, and the size of the "tech talent pool" are key reasons for IT businesses locating in Berkshire.

However, alongside this first observation, it is important to make a second: **Berkshire has been dogged by very slow productivity growth over recent years.**

Between 2007 and 2017:

- **GVA per hour worked** in Berkshire grew by 1.2% per annum compared to 1.9% per annum across the UK and 1.6% per annum in London
- **GVA per filled job** grew by 1.3% per annum in Berkshire – placing it 34th amongst 38 LEP areas in England in terms of growth rates and well below the UK average (2% per annum).

This all suggests that Berkshire's strong absolute performance is the result of its economic endowment and accumulated past investment – but also that **its comparative advantage is diminishing.**

For the BLIS, this presents an overarching challenge.

Box 3: Insights from the BLIS Evidence Base – International investment

Berkshire has the highest concentration of foreign-owned companies of all 38 LEP areas. Data from Inter Departmental Business Register (IDBR) (2017) demonstrate that whilst 98% of enterprises in Berkshire are UK owned, foreign-owned businesses

account for 47% of turnover in Berkshire and 30% of employees. Two main conclusions follow:

- foreign-owned businesses account for a substantial share of the Berkshire economy (in terms of employment and turnover)
- foreign-owned businesses are typically relatively large – certainly as compared to the economy as a whole.

Sectorally, Berkshires inward investment profile is dominated by knowledge-economy sectors. ICT-related investments accounted for the lion's share of recent FDI wins in 2017-18, life sciences and biotech/pharma were also apparent.

There is a substantive literature and evidence base describing the attractiveness of Berkshire in relation to inward investment. From this material, five factors appear to be uppermost in explaining what attracts internationally-owned businesses to Berkshire: accessibility – linking to Heathrow and proximity to London; the importance of Reading as a “node” within Berkshire; cost (relative particularly to London); workforce availability; and business confidence.

There is much academic and other literature to suggest that companies with Foreign Direct Investment out-perform their domestically-owned competitors. In July 2018, ONS figures revealed that businesses under foreign-ownership are up to three times as productive as domestic ones. This in turn bites at two levels: the performance of the businesses themselves (i.e. the direct effect) and the performance of local economies which benefit from indirect effects linked to spill-overs. Berkshire has long been a beneficiary of this process and the FDI data appear to suggest that – at least for now – this is continuing.

Key data:

The value of goods and services exported from Berkshire is high. The value of services exported from Berkshire was £7.7bn (in 2016), the highest local (NUTS3) area outside of London

Foundations of Productivity

In order to interrogate the causes of productivity performance, the Industrial Strategy White Paper considers five Foundations of Productivity. The fifth Foundation – place – is cross-cutting and in relation to the specifics of Berkshire, it was introduced in the previous chapter. The other four Foundations provide a lens on

Berkshire's assets – and its principal strengths and weaknesses.

Ideas

Nationally, government has set a target that 2.4% of GDP should be devoted to R&D. R&D expenditure as a proportion of local economic output (GVA) is high in Berkshire at just over 4%; this is the fifth highest figure of all 38 LEP areas. Neighbouring areas also perform strongly.

Within Berkshire, there is one main higher education institution – **University of Reading** – together with small facilities linked to other institutions (e.g. University of West London).

2026 will mark University of Reading's centenary as an independent university and its vision is to be a “*vibrant, thriving, sustainable, global and broad-based institution, responsive to, stimulated by and informing changes in the world around us*”. Consistent with this vision, it has five Interdisciplinary Research Institutes (including the Institute of Food, Nutrition and Health and the Institute for Environmental Analytics). These are well-aligned with major themes from the White Paper, particularly the four Grand Challenges (artificial intelligence and data; future of mobility; clean growth; ageing society). They are also well aligned with the wider competencies and possibilities that define Berkshire in socio-economic terms.

University of Reading is, increasingly, recognising the importance of links – in both directions – to the business community, and it has put in place an infrastructure to facilitate these. This includes an Enterprise Centre which is located on its main campus, and Thames Valley Science Park. Having been identified as a project priority at the time the Strategic Economic Plan was drafted in 2014, Thames Valley Science Park is now open and operating; its completion is rightly regarded as one of the major developments of recent years.

Alongside the University of Reading, other major organisations/corporates are functioning as anchor institutions in the “ideas economy” – in the sense both of providing a local driver for research and innovation *and* (in some cases) providing a focus for the possibility of spatial clustering. Examples include:

- **AWE** – with a range of defence-related specialisms, including high performance computing and materials science, at a large site at Aldermaston, some of which could come forward for employment uses
- **Deloitte’s Cyber Intelligence Centre** which has grown quickly within Berkshire
- **Syngenta** – with its global R&D centre for agro-chemical research, and aspirations to develop a science park at its site near Bracknell.

Business environment

Berkshire is a place where enterprise can flourish. There are 44,600 enterprises in total, suggesting roughly 780 for every 10,000 residents of working age. Across the UK, the equivalent figure is about 640. This points to a vibrant and entrepreneurial business environment within Berkshire and a strong small business community.

In parallel, Berkshire also has a strong complement of larger businesses, many of which are internationally owned. It is these for which Berkshire is best known – the likes of Cisco, Microsoft, Telefonica, Oracle and Vodafone in the IT sector; Bayer, Syngenta, GSK, UCB and RB in life sciences; and a raft of household names across professional and financial services (PwC, EY, Deloitte, etc., as well as regional firms like Shoosmiths). It also has a new generation of companies with specialisms in artificial intelligence and cloud

computing; examples include Cloud Factory, Rapid 7, Carbon Black, Tanium, CrowdStrike.

In practice, the business environment within Berkshire has supported the formation and growth of both small, entrepreneurial businesses and larger players. Proximity to Heathrow Airport and London have been helped to shape the business environment, but its character is not reducible to external influences alone: Berkshire *as a place* has been important too.

Major employment sites – most notably Green Park (on the edge of Reading) and Slough Trading Estate – have helped to provide a visible focus. Increasingly, they fulfil many of the functions of anchor institutions in their own right – through, for example, the provision of formal and informal networking and support. They are genuine economic hubs of some scale: a cluster of data centres has, for example, emerged at Slough Trading Estate.

However, elements of the business environment require attention. In general terms – as the previous chapter explained – there is a shortage of employment land, in part because of changes to residential uses, accelerated through permitted development. Moreover, available sites and premises are expensive, pricing out lower value uses and forcing businesses seeking grow-on space to look elsewhere.

In addition, there is concern that provision for very early stage businesses may still be under-developed. Some flexible and managed workspace is available within Berkshire’s town centres, and there is evidence of commercial investment, but the provision of more animated incubator, accelerator and co-location spaces – which are fully part of a wider ecosystem – is limited⁶.

Against this backdrop, Thames Valley Berkshire Growth Hub is supporting the

⁶ Thames Valley Berkshire Supporting Workspace – Report by Renaissi, November 2016

development of small businesses from across a wide range of sectors.

In parallel, building on the ScaleUp Berkshire Programme, the challenge must be to encourage more businesses to scale-up, recognising the importance of the wider business environment in this context. Access to appropriate forms of growth finance is one key element; access to people with the right skills is a second; and the provision of appropriate commercial property is a third. The BLIS must in practice respond to all three.

Key data:
Berkshire has the 6th highest concentration of scale-up firms of all 38 LEP areas – with 580 firms scaling between 2013 and 2016

Supporting scale-up is important in terms of economic performance and productivity. But it also matters in relation to wider aspirations for inclusive growth. Growing firms provide a range of occupations and they play a key role in facilitating progression within the labour market. If these businesses are “squeezed out”, there is a risk that the prospects for progression are similarly curtailed.

People

Berkshire’s labour market: buoyancy, quality and “tightness”...

Within Berkshire, people constitute both a critical economic asset, but also – increasingly – a growth constraint. Two sets of data-driven observations explain why:

- Between 2006 and 2016, the total number of jobs in Berkshire grew by 15%. Over the same period, the resident working age population increased by around 5%. So, the number of jobs has grown much more quickly than the number of working age people.
- Across Berkshire, employment rates are high. Overall, the proportion of 16-64 year olds in employment is

around 80%, some five percentage points higher than the national average.

The inference is a very tight labour market – and all the qualitative evidence from employers points to the challenges of recruitment and retention. The clear implication is that Berkshire’s economy needs to grow principally by increasing the output from jobs, not the overall number; in other words, the overarching imperative must be one linked to productivity.

Within this context, it is also important to recognise the attributes of the labour market on which employers can draw. Within Berkshire, qualification levels are generally high: the proportion of working age adults with degree level (or higher) qualifications is close to ten percentage points above the national average. Locally, it is higher again (in Windsor and Maidenhead, and in Wokingham).

Particularly for major corporates, the effective labour market catchment is larger than Berkshire: people can be attracted from a wide area, including internationally. And as noted already, whilst there are high levels of out-commuting (especially to London), flows in the opposite direction are substantial too.

This overall picture – of buoyancy, quality and “tightness” – undoubtedly brings some challenges, and any dialogue with employers will quickly turn to these. Recruitment is difficult. Retention is also hard, particularly given the attractions that London presents for aspirational and ambitious employees, young ones especially.

Berkshire’s labour market: challenges for those in low pay jobs...

However, there is a second narrative which is equally important in Berkshire, and to which the BLIS must respond.

Research by University of Oxford found that for every ten middle-skilled jobs that disappeared in the UK between 1996 and 2008, about 4.5 of the replacement jobs

were high-skilled and 5.5 were low-skilled.⁷ The consequence is polarisation across the labour market. Nationally, this process is forecast to continue⁸.

Although both the indicator and the data are imperfect, one insight into the consequences for Berkshire relates to earnings. In absolute terms, earnings have become more polarised in every unitary authority across Berkshire since 1997. Relatively – on the basis simply of the ratio between the 10th and 80th percentiles – they have become slightly more polarised in Reading and West Berkshire and slightly less polarised in the other four areas, but the differences are still sizeable.

For those in low pay employment, Berkshire is a very challenging place to be: house prices are well above the UK average and affordability ratios are, for many, prohibitive.

Moreover, there is evidence to suggest that progression within the labour market is difficult. Jobs in “the middle” have been squeezed. Historically, these have played a crucial role in relation to progression for individuals. Finding alternative routes will be essential if more inclusive growth is to be achieved (see Box 4).

Box 4: Insights from the BLIS Evidence base – Unpacking “the middle”

A concern identified by the Productivity Commission during its first meeting was the apparent absence of “the middle” (in terms of jobs, occupations and activities) in Berkshire: both “the top” and the “the bottom” have grown, but “the middle” has all but disappeared. Patterns of this nature are recognised nationally, but because Berkshire is expensive (particularly in relation to housing and employment land/premises), these issues are exaggerated locally.

Using workplace-based data from ASHE, we considered the polarisation of employee earnings within Berkshire and how this has changed over the last two decades. Data suggest that employee earnings have become more polarised in absolute terms in every unitary authority area across

Berkshire since 1997. Relatively, though, the picture is more mixed.

Nationally, the issues around polarisation are significant ones. For those who find themselves in “low pay” employment, progression is crucial, which in turn is key for inclusive growth. A national analysis by the Resolution Foundation found that the likelihood of progression is affected by four main factors:

- propensity to move jobs - generally speaking, moving jobs is a catalyst for pay growth
- type of employer - UK wide, public sector employers are considered a better route to progression than private sector companies (although large private sector employers are better than smaller ones)
- sector of employment - cleaning, hospitality, hairdressing and childcare are identified as having the highest incidence of low pay jobs
- skills: while education “helps”, a degree is less effective than it used to be in securing progression, while the evidence suggests that lower level qualifications help people to enter the workforce but not to progress within it

Across these four dimensions, the overall assessment of Berkshire is mixed. Simply because of the buoyancy of the labour market, the scope for job moves must be higher than elsewhere. However, Berkshire’s public sector is relatively small. We also know that there is high demand for labour in sectors where progression appears to be difficult nationally (such as cleaning, hairdressing and childcare).

A view expressed by the Productivity Commission was that the cost of business space prevents “non high-end” businesses – those which typically seek to hire people “in the middle” - locating (or remaining) in Berkshire. CoStar data found that the cost of business space – both office and industrial – is amongst the highest in the UK outside of London.

Polarisation, progression and commercial property are rarely considered together, but the links are clear and important in shaping Berkshire for the next two decades, particularly in respect of its ability to achieve growth that is both rapid and inclusive.

Skills priorities

Cutting across all of this – and at all points in the labour market – there is a need to ensure that employers can recruit the right people with the right skills. This is both an

⁷ Dr. Craig Holmes of Oxford University: Why is the Decline of Routine Jobs Across Europe so Uneven? (November 2014) from: [Social Mobility Commission: State of the Nation 2016: Social Mobility in Great Britain]

⁸ UK CES: Working Futures 2014 to 2024; Main report (April 2016) from: [Social Mobility Commission: State of the Nation 2016: Social Mobility in Great Britain]

immediate imperative and a future-facing one, recognising profound changes in the nature of work, an evolving sectoral make-up and the overarching consequences of technological change.

In this context, between 2016 and 2018, Thames Valley Berkshire LEP undertook a major piece of work to develop a Skills Priority Statement⁹. This involved extensive business consultation and it resulted in the identification of distinct skills priorities relating to “jobs families”. These were:

- **Tier 1** – focused on high value and fast-growing sectors in which employers are finding it hard to fill vacancies (digital tech, and engineering and science)
- **Tier 2** – covering construction, health and social care, and education; these sectors too have hard-to-fill vacancies although their significance for Berkshire is as much about quality of life and the functioning of the place as it is economic output, and their links to the labour market are different
- **Tier 3** – encompassing a wide group of other sectors/occupations, ranging from transport and distribution to creative.

The key point is that all of these are important for a sustainable and inclusive labour market, and efforts to promote productivity and progression apply across the board.

Box 5: Learning today, leading tomorrow
Berkshire has excellent education providers at every key stage, with first class teaching and facilities to match. It has the University of Reading, five further education colleges and many excellent schools, including Wellington College and St George’s, as well as top-rated state-funded schools

Infrastructure

The fourth of the Industrial Strategy White Paper’s Foundations of Productivity relates to infrastructure – both physical and virtual.

Transport and congestion

Over recent years, Berkshire has benefited from major transport investments and more are planned; these include Crossrail, Western and Southern Rail Access to Heathrow, M4 Smart Motorway, and, longer term, a third runway at Heathrow. For the most part, the rationale for these investments is defined nationally. It reflects, again, the importance of London within the economic life of the UK and/or the significance of international gateways.

In parallel, it is important to recognise a set of infrastructure issues that needs to be defined at a more local scale. This includes long-established priorities (like a third crossing of the River Thames), but also on-going imperatives around both intra- and inter-urban connectivity. Both have seen some investment and improvement in recent years, but there is more to be done.

The context for all of this is high levels of congestion. In some respects, this is the inevitable consequence (and cost) of economic buoyancy. Resources from the Local Growth Fund have been used to invest in local improvements. In addition, transport-related stakeholders have noted that:

- local attitudes to large scale development are becoming more positive, because of the potential for major schemes to unlock infrastructure-related investment
- the appetite for virtual and IT-enabled solutions is growing quickly.

Berkshire is ripe for intelligent mobility – one of the Grand Challenges from the

⁹ Thames Valley Berkshire Skills Priority Statement 2018, published by Thames Valley Berkshire LEP

Industrial Strategy White Paper. There is also widespread recognition that behavioural changes will need to be a central part of the solution. This will require more flexibility from employers over working hours, and a greater commitment to sustainable transport modes. Relatively small changes (such as the provision of bicycle storage facilities at more railway stations) could make a big difference in terms of the efficiency and capacity of the transport network overall.

Energy and water

However, another infrastructure that is under pressure is that relating to key utilities.

Investment cycles/processes linked to energy infrastructure are not well aligned to the needs of buoyant local economies: they struggle to react quickly in the context of fast-changing patterns of demand.

Two processes within Berkshire are especially challenging in this context. One relates to major new developments which bring a step-change in demand at a local level. A second reflects sectoral economic changes which are occurring within existing patterns of land use. The increasing number of data centres which occupy sites with B8 warehouse and distribution Use Classes is one important element; and the provision of EV charging facilities (for electric cars) is another.

It appears therefore that solutions to specific infrastructure constraints (notably transport-related) are creating pressures – but also potentially market opportunities – elsewhere. Indeed, it is increasingly recognised that demands on the energy infrastructure are materially important in relation to the pace of, and constraints to, economic growth.

Housing

As noted already, housing pressures across Berkshire are substantial. All six unitary authority areas have affordability ratios that are both challenging and deteriorating. The ratio of median house prices to median gross annual residence-based earning in Slough was 7.7 in 2007 but 11.0 in 2017, and throughout Berkshire, the pattern is similar. Rental levels are also very high.

The housing stock is increasing: between 2006 and 2016, it grew by over 27,000 dwellings with the biggest absolute increases in Reading and Slough. Looking ahead, significant additional housing growth is planned, although the balance may shift spatially towards the other unitary authority areas, most of which have one or more big planned (or at least possible) developments.

For the economic potential of Berkshire to be realised, it will be important that these sites come forward and the housing numbers set out in emerging Local Plans are indeed achieved.

Consultation Questions in relation to Chapter 4

Chapter 4 “boils down” a huge volume of evidence which we have gathered in earnest over the last year (and indeed before that). It seeks to probe the nature of the Berkshire economy, and to flush out both its strengths and weaknesses – and its distinctive characteristics. The strategy (presented in Chapter 6) really is founded on this assessment – so it is important.

In this context:

4-1: Do the “Foundations of Productivity” help explain the nature of economic performance across Berkshire?

4-2: Are there other factors/issues that ought to be considered given the purposes of the BLIS?



 **Apprenticeships**
BERKSHIRE APPRENTICESHIP SERVICE

5: Assets, challenges, constraints and opportunities

Berkshire has a mix of world-leading assets, but also major constraints linked to the growth process. These attributes need to be understood in the context of more general trends and drivers – social and environmental as well as straightforwardly

economic. Cutting across all of these are specific global trends which will transform our future. Identified in the Industrial Strategy White Paper as Grand Challenges, four key ones are: artificial intelligence and data; future of mobility; clean growth; and ageing society.

Table 1 below summarises the future-facing opportunities and/or challenges that are linked to the key assets and constraints which define Berkshire. These frame both the Vision and Priorities for the BLIS (which are described fully in the chapter that follows).

Table 1: Framing the BLIS: Assets, challenges, constraints and opportunities

Asset/constraint	Future-facing opportunities and challenges for Berkshire
High incidence of internationally-owned businesses, particularly in the IT/digital sector	<ul style="list-style-type: none"> • Major risks and uncertainties linked to the process of Brexit • Concerns relating to the “hollowing out” of higher value or higher knowledge content functions in Berkshire • Risks surrounding the retention of younger workers within Berkshire, including international ones
University of Reading – as Berkshire’s only major higher education institution	<ul style="list-style-type: none"> • Specialist research and teaching within the ambit of all four of the Grand Challenges • Scope to invest in the wider innovation ecosystem, recognising that the University of Reading needs to be a central player within this
Well-qualified and economically active working population	<ul style="list-style-type: none"> • Existing workforce skills ought to mean that Berkshire can be an agile economy, adapting effectively to technological change and, at times, being in the vanguard • Those people that are not well-qualified are at risk of in-work poverty, particularly given the nature of the housing market (both owner occupied, and rental)
Retaining young people	<ul style="list-style-type: none"> • London has magnetic appeal to younger adults and Berkshire struggles to hold on to its young people – particularly recent graduates
Fragmented innovation ecosystem	<ul style="list-style-type: none"> • The innovation ecosystem is under par, particularly in comparison to the well-qualified nature of the workforce: it may struggle to compete with the best in the world and this may matter as knowledge content rises • Opportunities exist to forge alliances, particularly with Oxfordshire (through Oxfordshire LEP), and Hampshire and Surrey (EM3 LEP), to accelerate and encourage innovation and enterprise within key sectors • Major challenges surround the lack of “ecosystem champions”: who “talks up Berkshire” as a focus for dynamic and entrepreneurial small businesses and a hub for young entrepreneurs?
Berkshire’s towns	<ul style="list-style-type: none"> • Town centre issues are “writ large” and there is a need for creative responses, informed by the achievements in Bracknell

Asset/constraint	Future-facing opportunities and challenges for Berkshire
	<ul style="list-style-type: none"> In some cases, Crossrail ought to provide a catalyst for town centre regeneration and growth (Reading, Tyxford, Maidenhead) Smaller towns in the more rural parts of Berkshire need to function as economic hubs Berkshire’s towns need more profile – and they need to develop a more consistently excellent cultural offer
Berkshire’s “brands”	<ul style="list-style-type: none"> Windsor Castle, Ascot, Eton College, etc., are known around the world, and they present a great opportunity to raise the profile of Berkshire vis-à-vis investors and businesses The multicultural nature of Berkshire also needs to be celebrated: “<i>the world comes to Berkshire</i>” and this ought to be a headline that is promoted
Employment land	<ul style="list-style-type: none"> Lower value uses are in the process of being squeezed out with major consequences for the mix of jobs within Berkshire: looking ahead, there is a need to ensure that appropriate provision is retained, despite market and other pressures
Rural parts of Berkshire	<ul style="list-style-type: none"> The natural environment is, in large part, outstanding and it needs to be celebrated in these terms, recognising the contribution it makes to the area’s quality of life Rural communities must however be sustainable – and the loss of young people in the context of very high house prices is a threat
Transport infrastructure	<ul style="list-style-type: none"> Berkshire’s transport infrastructure is very congested despite seeing major investment projects: modal shifts and behavioural changes will be important, as potentially will be the use of autonomous vehicles and other digital solutions
Housing provision	<ul style="list-style-type: none"> There are major challenges relating to housing supply – both the quantity and the affordability in the owner-occupied and rental markets
Large parts of Berkshire are functional floodplain and/or Green Belt	<ul style="list-style-type: none"> There is relatively little developable land – meaning that high density solutions will be needed and also that hard decisions may need to be taken about the nature and direction of growth over the medium-long term

Consultation Questions in relation to Chapter 5

Although short, Chapter 5 is important in moving from analysis towards strategy, and ensuring that the BLIS is future facing: it needs to anticipate major risks (upside and downside) for the economy of Berkshire as it looks ahead to 2030 and beyond.

5-1: Is the summary assessment a fair one? Does it capture the principal challenges that Berkshire is facing?



6: Vision, strategy and priorities

Vision: the best of both global and local

At the core of our Vision is a commitment to becoming **the best of both global and local**.

We have an outstanding location at the heart of one of the world's major international gateways and adjacent to a thriving world city. This gives us tremendous opportunities for international business and for trading around the world. At the same time, we cherish the places (both urban and rural) that define Berkshire. These must be encouraged to thrive – as must the businesses and communities that call them “home”.

Against this backdrop, our Vision is simply that **Berkshire should grow with ambition and intent**. We want to accelerate the

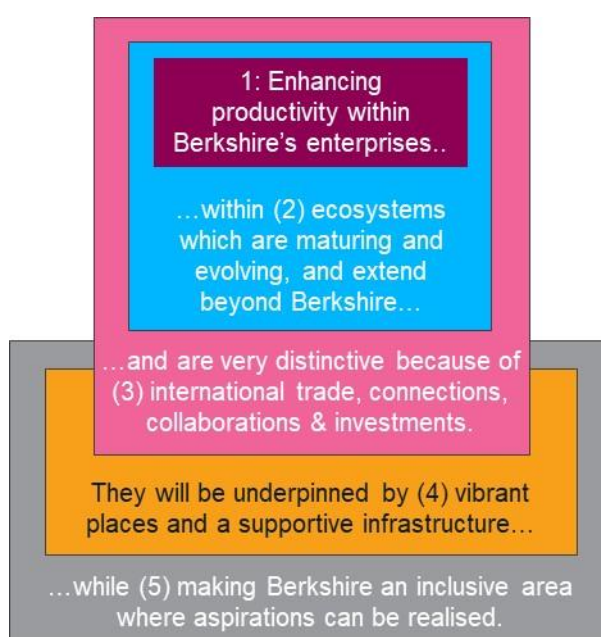
pace of economic growth – consistent with the strength of our assets – and then to sustain it at a high level, but we also want to see *good* growth. By this, we mean growth that is smart, knowledge-intensive, inclusive and resilient. We want businesses to thrive, communities to prosper and individuals of all ages to progress and flourish.

The consequence will be that we generate businesses, jobs and output that would simply not occur elsewhere. These will add to the health of the UK economy overall.

From Vision to Priorities

Although our economic fundamentals are robust, there is much to do in achieving this Vision. Our immediate priorities are set out in the graphic below and explained in the pages that follow. Our intention is to develop these in the light of consultation feedback over the summer months, and in discussion with central government through the process of co-design.

Figure 6: Our Priorities



Priority 1: Enhancing productivity within Berkshire's enterprises

Why this is a Priority:

- Evidence from the Productivity Commission suggests that levels of investment have stalled within Berkshire owing to macro-economic / political uncertainty and high levels of caution within the business community. Perversely, this means that productivity may have been inflated over recent years (as existing assets have been sweated hard), but future prospects may be less good. The imperative now must be to encourage businesses to invest such that productivity improvements can take place over the medium-long term.
- For most businesses, their key resource is their staff. Investing in appropriate forms of workforce development is crucial for firms to thrive in the medium-long term.
- Berkshire has a reasonable group of scale-up businesses, but it is important that these continue to invest and grow. Berkshire must provide a business environment that nurtures growing businesses. Issues with regard to the stock of commercial premises are important in this context, as are workforce skills.

What we propose to do in response:

- We want to encourage Thames Valley Growth Hub to work with businesses from different sectors to ensure they understand what productivity is, and unlock investment decisions.
- We want to build on the ScaleUp Berkshire Programme to continue encourage small businesses to grow to medium size and beyond.
- We want to build on the Funding Escalator – with links to British Business Bank and Business Growth Fund – to ensure that more businesses within Berkshire have appropriate access to growth finance.
- We want to provide an appropriate supply of sites and premises to help smaller businesses invest and grow. This will include some lower cost provision which will help in relation to the “middle level” jobs which have been identified as critical in relation to progression and inclusivity.
- We want to ensure that Berkshire's businesses have access to the best possible (existing and emerging) digital infrastructure; to this end, we will work with the major providers to ensure that major employment sites are prioritised.
- We want to work with the area's SMEs to support them to invest in their staff throughout their careers, including through an increase in the uptake of apprenticeships.
- We want to develop a more flexible approach to skills provision, which responds to the increasing diversity of working practices.

Priority 2: Ecosystems which are maturing and evolving and extend beyond Berkshire

Why this is a Priority:

- Berkshire's business community is ensconced in wider ecosystems (networks of relationships and interdependencies linked to economic life) – although compared to elsewhere, these are currently relatively weak and fragmented.
- Ecosystems are important in terms of knowledge spill-overs and more general processes of innovation; they

are also crucial in relation to risk and resilience.

- The process of enterprise/growth needs to be encouraged within deepening and evolving ecosystems which follow their own economic geography(ies): for IT and digital sectors, this extends to the south and east of Berkshire, whereas in life sciences, the stronger links are to the north.

What we propose to do in response:

- We want to forge alliances with partners in Oxfordshire (through Oxfordshire LEP) for life sciences, and Hampshire/Surrey (through EM3 LEP) and Heathrow/London on the digital front, building on the SIAs and working towards sub-national sector deals.
- We want to develop the role of University of Reading as an anchor institution, building on Thames Valley Science Park and recognising its assets in terms of the Grand Challenges.
- We want to investigate the potential surrounding other major organisations (possibly including AWE and Syngenta) and also major employment sites (like Green Park and Slough Trading Estate) to develop a network of institutional anchors across Berkshire. We consider this model to be highly appropriate given the settlement structure and the distribution of businesses/people.
- We want to support the appropriate development of innovation spaces in our town centres and/or close to railway stations.
- We want to develop flexible and market-led skills/workforce plans that are driven by the needs of major sectors, build “Berkshire’s future talent”, and use apprenticeship (and other) routes to make them happen;

this could potentially include an Institute of Technology.

- We want to identify, encourage and celebrate reinvestment cycles, building a stronger “sense of place” in the process.

Priority 3: International trade, connections, collaborations and investments

Why this is a Priority:

- Berkshire is among the most outward facing local economies in the UK and its prosperity and sectoral make-up owes much to sustained inward investment. There is also evidence to suggest that inward investment is correlated with strong productivity performance. The inference therefore is that Berkshire’s productivity strengths may reflect its international make-up.
- Berkshire has big economic advantages and potentials linked to Heathrow Airport; in principle, these ought to be strengthened further in the context of a third runway.
- However, the scale of inward investment fell in 2018/19 and patterns and processes of both inward investment and international trade may well change in the context of Brexit. This presents risks – upside and downside – and designing in resilience needs to be a priority.
- There is some concern that the international corporates have “hollowed out” activities in Berkshire. Specifically, Berkshire appears to attract sales, marketing and management functions, with innovation-focused activities located elsewhere.
- More generally, there is a need to deepen/strengthen relationships within broad ecosystems and

emphasise the importance of place-based assets from the perspective of international investors and the internationally mobile workforce.

What we propose to do in response:

- We want to exploit fully the benefits of Heathrow proximity including, most immediately, through the work of the Heathrow Strategic Planning Group and the priorities identified in the Heathrow-focused Science and Innovation Audit.
- We want to stay close to the major companies in Berkshire to understand how their thinking is evolving, particularly as the Brexit process unfolds.
- We want to involve the corporates in ecosystem development ventures – both in branding terms, and attitudinally: the major inward investors ought to be functioning more as anchor institutions and contributing fully to economic life within Berkshire. We believe there is scope to develop networks of businesses that are operating internationally to “share war stories” and strengthen links.
- We want to build our relationships with the “next generation” of international investors in Berkshire, ensuring that we remain a leading location for global tech investment.
- Through the Growth Hub and the Department for International Trade (DIT), we want to encourage small businesses to “think global” and trade internationally.
- We want to continue to promote Berkshire internationally – as a culturally rich and beautiful place that is also a thriving hub for IT/digital businesses and for the life sciences. In this context we want to forge stronger links with similar “global places” (e.g. Boston, Zurich).

- We also want to highlight more explicitly the quality of the area’s countryside (as part of the area’s USP in relation to international investors and investment).
- We want to take steps to celebrate “the world coming to Berkshire”, welcoming workers and investors from across the world.

Priority 4: Vibrant places and a supportive infrastructure

Why this is a Priority:

- Berkshire lacks a dominant city (other than, arguably, London) and its towns – and in particular its town centres – need to function well. Some have seen real progress over the recent past (e.g. Bracknell) and some are developing ambitious plans (e.g. Slough), but across the piece, it will be important that the towns flourish, including with regard to their cultural offer.
- In parallel, Berkshire needs to continue to make better use of employment sites – whilst recognising the pressure that exists to divert employment land to housing uses. Throughout, there is a need to be flexible and responsive: “meanwhile uses” have a key role to play.
- Berkshire also needs to confront a range of infrastructure constraints and possibilities, recognising that energy/utilities is under considerable pressure and new investment is required.
- The transport network is congested. In part, this is an inevitable consequence of economic success. But the network also lacks resilience. It is overly dependent on key routes (such as the M4). Digital solutions need to be a key part of the response (including Smart M4, which is due to be completed in 2022).

- Finally, housing delivery is an overarching concern. Although this is creating pressures in relation to congestion, there is an urgent need to improve affordability and provide more (young) people with a home. There will be a need for mixed tenures (shared ownership, market rent, and opportunities to move between tenures).

What we propose to do in response:

- The agenda relating to Priority 4 is enormous. It extends well beyond the immediate remit of the BLIS and into the domain of spatial planning. However, there are steps that could be taken by wider partners and stakeholders.
- There is a need to celebrate and promote Berkshire’s town centres as interesting and rewarding places, linking in part to Berkshire’s cultural/leisure offer and recognising that they need to help attract and retain young people (particularly recent graduates). There is also a need to re-establish town centres as a place for enterprise. This will link with Priority 1 and Priority 2.
- With regard to transport, the imperative is to emphasise the ongoing importance of
 - modal shifts and the development of sustainable transport solutions
 - the use of big data in redefining transport issues.
- In relation to spatial development, it will be important to ensure that good use is made of sites close to railway stations and motorway junctions, and in strategic transport corridors, nurturing the development of connected ecosystems.
- More generally, it will be important to ensure that the full range of provision for land and premises required by

major sectors is available – from start-up (incubator, managed workspace) to grow on space – in suitable locations (both urban and rural)

- In relation to housing, steps need to be taken to accelerate delivery. In addition – given the costs linked to Berkshire – there may be a case for a Berkshire-specific “help to buy” scheme.

Priority 5: Making Berkshire an inclusive area where aspirations can be realised

Why this is a Priority:

- There are particular risks linked to inclusivity in Berkshire: the downside of outstanding international connectivity is that it has the scope to be a very unequal place.
- Within this context, there is a need to focus strongly on the challenges and potential of “the middle” in terms of labour market, sectoral composition, property provision, housing, etc. This may well define a particularly important role for the public sector – but in the context of a dynamic, commercially-driven economy.

What we propose to do in response:

- The agenda linked to Priority 5 is enormous and many of the key levers are national in scale. However, working with partners and stakeholders, we can make a difference locally.
- There is a need to refocus adult learning on employment flexibility, recognising the impact of technology need to plan for major career changes. Steps ought also to be taken to develop a dialogue around the concept and process of “progression”, both *within* and *across* firms and

sectors as lifetime working patterns become more complex.

- More specifically, there is a case for promoting the uptake of the Living Wage, building on the success of Heathrow Airport, and linking any public support to the adoption of the Living Wage.
- Linking to Priority 2, steps ought to be taken to ensure that “ecosystem leaders” reflect the wider population of Berkshire, particularly with regard to ethnicity, nationality, age and gender. In this context, the

importance to productivity and growth of culturally diverse workforces in vibrant ecosystems ought to be recognised and celebrated – a workforce for/from the world.

- There is a need to consider the scope for delivering social value through procurement decisions (for example to support local recruitment) and training), and recognise the role of the public sector more generally.

Consultation Questions in relation to Chapter 6

Chapter 6 is the main statement of strategy, based on the evidence and analysis set out in preceding chapters and anticipating the implementation arrangements that are described later. The detail of Chapter 6 however remains to be developed and it is in this domain that we will focus particularly over the summer months. Comments and feedback in relation to Chapter 6 are therefore especially important.

6-1: Chapter 6 begins with a Vision. Do you support it?

6-2: Chapter 6 sets out a huge agenda for action under five distinct Priorities. Within this, what do you consider to be the most important Priority(ies) in seeking to achieve the Vision?

6-3: Moving down a layer, what do you consider to be the most important potential actions under each Priority, taking each in turn:

- *Priority 1: Enhancing productivity within Berkshire’s enterprises*
- *Priority 2: Ecosystems which are maturing and evolving and extend beyond Berkshire*
- *Priority 3: International trade, connections, collaborations and investments*
- *Priority 4: Vibrant places and a supportive infrastructure*
- *Priority 5: Making Berkshire an inclusive area where aspirations can be realised*

6-4: Currently, actions under each Priority are set out in headline and indicative terms only. How might you/your organisation contribute to their development over the summer and their delivery thereafter?

6-5: Currently, many people who live in Berkshire are not really benefitting from the area’s economic vibrancy. What more should be done to help improve their life chances?



7: Delivery commitments and alliances

Chapter 7 will need to be developed once the detail of Chapter 6 is agreed.

However, it will be based on the following points of principle:

- Alliances will need to be forged and sustained to deliver the BLIS which extend beyond the boundaries of Berkshire: they will be driven by relevant functional footprints, and spatially, they may vary from one intervention to the next. These alliances will include regional arrangements where appropriate – e.g. Transport for the South East (TfSE), partnerships linked to Heathrow Airport, and Innovation South.
- National relationships will also be needed – and Berkshire will be a national trailblazer in relation to parts of its BLIS. For these, we would expect close relationships with relevant parts of central government (e.g. with DIT in relation to inward investment and Heathrow Airport).
- The unitary authorities will play a key role – particularly in relation to infrastructure. Implementation plans will be important here.
- Grant funding will need to feature, but in a minor and targeted way only (e.g. Shared Prosperity Fund). More generally, there will be a need to commit to potential funding mechanisms that are self-sustaining – including for infrastructure and other investments that have traditionally been funded through the public purse.
- There will be a mix of short- and long-term priorities and interventions. Amongst the former, there should be some that are “ready to go”, should relevant bidding opportunities emerge.

Consultation Questions in relation to Chapter 7

This chapter needs to be developed once delivery priorities are more clearly specified, but it will be crucial in terms of giving the BLIS traction – both locally and nationally.

7-1: How will you/your organisation contribute to the delivery of the BLIS?



8: Monitoring and evaluation

This chapter will be developed once the strategy is complete. It will set out some high level and indicative quantified targets, taking into account the overarching purposes set out in Chapter 2 – and the emphasis will be on measures of productivity and inclusivity.

It will provide relevant logic chains with a statement of possible methods and approaches. These ought to be informed by a discussion in terms of the level of resource that we (and our partners) are willing and able to commit to M&E.

In addition, it may be appropriate to discuss and agree M&E plans with other areas (e.g. in relation to sectoral approaches) and central government (in relation to elements where Berkshire is – in some sense – a national leader).

Consultation Questions in relation to Chapter 8

This chapter will be developed once the rest of the BLIS is essentially in place, but comments in response to three questions would be helpful:

8-1: Is there any evidence linked to monitoring and evaluation – and an overall assessment of “what works” – that you might find especially useful?

8-2: What could you/your organisation contribute to generating that evidence?

8-3: How much resource do you think should be devoted to M&E – and in what ways could your organisation contribute?



Photo credit: Royal Borough of Windsor & Maidenhead



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Report Title:	Fire Compartmentalisation Works
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Leader of the Council, Maidenhead Regeneration and Maidenhead (incl. Communications and Property)
Meeting and Date:	Cabinet - 27 June 2019
Responsible Officer(s):	Russell O'Keefe, Executive Director
Wards affected:	All

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REPORT SUMMARY

1. The Royal Borough of Windsor & Maidenhead are continuing to work towards delivering and maintaining legislative, statutory and regulatory requirements in respect of property compliance. Councils have a duty to ensure that buildings under their control comply with appropriate statutory, regulatory and corporate standards.
2. This task has become increasingly complex, onerous and difficult in the context of various potentially competing drivers which includes an increasing burden of legislative and regulatory duties falling on building occupiers as well as the loss of critical mass and control in the delivery of property related services through outsourcing, budget reductions and fragmentation of resources.
3. Fire Protection for our education facilities are fundamental, not just in terms of legislative compliance, but also to keep our children safe and secure. A budget of £464,202 is required to deliver fire compartmentalisation works across our schools in three phases over the summer break in 2019.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **It is recommended that the approval for the additional capital budget of £464,202 is authorised to ensure the council's obligations are met and implemented.**

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 The remaining work outstanding from the recent FRA's (Fire Risk Assessments) is around compartmentalisation. The council's Insurance & Risk Manager has highlighted their concerns that although the risk to life has been dealt with there remains a significant building risk.
- 2.2 A decision is required whether schools are allowed to opt in or out of services. There needs to be a greater understanding around funding this work and where future budgets should sit.

3. DETAILS

Fire Safety remains uppermost in our minds, with the issuing of the Dame Judith Hackett's report ***Building a Safer Future*** (Independent Review of Building Regulations and Fire Safety). Much work has already been undertaken in this area, with £1.2m of works already identified. We are aiming to carry out statutory annual reviews of FRAs, and this will continue to be a key.

As the responsible organisation we must carry out and regularly review a fire risk assessment of the premises. This will identify what we need to do to prevent fire and keep people safe.

Compartmentalisation is a frequently used term within the fire industry and is one of the core principles of PFP (Passive Fire Protection). An example of compartmentalisation would be the installation of (minimum) 30 minute fire rated barriers separating each distinct area throughout a property. The creation of layered pockets of fire resistance ensures a fire can be contained within a relatively small area, and therefore enables people to exit the building safely and minimises any damage to the property.

A common sign of compartmentalisation is a fire door. Fire doors should be rated to a minimum of 30 minutes fire resistance and are designed to completely seal off a doorway to prevent flames and smoke from passing through. Of course, fire doors must be accompanied by fire resistant walls and ceilings in order to prevent the spread of fire.

Care must therefore be taken to protect any penetrations made in walls, floors or ceilings as these can become conduits through which fire can spread. Intumescent products are designed to surround holes made in any fire resistant surfaces, and seal them in the event of a fire maintaining compartmentalisation.

Whilst it is vital to slow the passage of smoke and flames throughout any type of building, it is especially important in buildings providing care to anyone with limited mobility and schools.

4. KEY IMPLICATIONS

- 4.1 The council is self-insured against loss or damage to our own property by fire up to the first £750k of a claim. It is therefore very much in our own interest to reduce the potential for large fire losses, as we will be funding much of the cost of repairs.

The policy wording under General Policy Conditions, "reasonable care" clause reads that the insured at its own expense shall:

- a) Take all reasonable precautions to prevent or diminish losses or liability arising in connection with the insured risks
- b) Comply with all statutory obligations and regulations imposed by any authority

The insured peril that gives insurers greatest concern is that of fire. Roof voids present a great opportunity for smoke and flame to spread quickly throughout a building hence compartmentation, is recommended by property insurers as a key means of stopping the spread of fire.

Finally, insurers expect that if recommendations from the fire risk assessments are made, they be acted upon. To do otherwise runs the risk of additional policy terms being applied because of the perceived loss exposure.

5. FINANCIAL DETAILS / VALUE FOR MONEY

5.1 Shared building services have provided indicative quotes of **£464,202**.

5.2 In order to save up to £100,000 of external management costs, this work will be managed by staff in the Property Services Team. These works are necessary to comply with best practice recommendations.

5.3 Borrowing is only undertaken when necessary and not on the date of approval of a scheme by the Council or Cabinet, but as the funding is required. Borrowing is generally taken over the economic useful life of the asset, for instance borrowing for buildings and would be applied over 50 years. The Council will use available balances and capital receipts before undertaking borrowing to reduce any unnecessary revenue costs. If it is necessary to borrow to support the achievement of this proposal then the estimated borrowing implication of this would be approximately 0.8% annually over the life of the loan.

The breakdown is as follows:

Property Type	Pre Tender Estimates
Education Phase 1	£239,109
Education Phase 2	£127,529
Education Phase 3	£97,564
Total	£464,202.00

6. LEGAL IMPLICATIONS

The Health & Safety (Offences) Act 2008 came into force in January 2009 and amends Section 33 of the Health & Safety at Work, Act 1974. The 2008 Act does not introduce any new legal duties or change any existing ones. It does however; give the courts greater powers of sentencing including an increase in the level of penalties for those caught not complying with the existing duties.

7. RISK MANAGEMENT

7.1 The reasons for this is because fire compartmentation:

- Prevents the rapid spread of fire, which could trap the occupants of a building.
- Reduces the chance of fires growing and creating a danger to occupants, fire and rescue services, and people near the building.
- Limits the damage caused to a building and its contents.

7.2 Improved focus on building safety during the design is a key consideration of construction and the refurbishment of premises. To this end, it's imperative that the Local Authority ensure that the new Joint Competent Authority (JCA) standards are met

7.3

Table: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
Risk to Individuals	High	Fire Compartmentalisation in roof spaces – reduces the chance of fires spreading and creating a danger to occupants.	Low
Risk to Buildings	High	Fire Compartmentalisation in roof spaces – limits the damage caused to building during a fire.	Low
Non-compliance with statutory regulations.	High	Undertaking the work satisfies compliance requirements for Health & Safety Legislation.	Low

8. POTENTIAL IMPACTS

- There is potential for smoke and flame to spread quickly throughout a building hence compartmentation is recommended

9. TIMETABLE FOR IMPLEMENTATION

Implementation date if not called in:

Table: Implementation timetable

Date	Details
July 19	Aim to commence on school shut down for a 8 week period.

10. APPENDICES

- N/A

11. BACKGROUND DOCUMENTS

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Dudley	Leader of the Council, Maidenhead Regeneration and Maidenhead (includes Communications and Property)	12/06/19	12/06/19
Duncan Sharkey	Managing Director	12/06/19	12/06/19
Russell O'Keefe	Executive Director	12/06/19	12/06/19
Andy Jeffs	Executive Director	12/06/19	14/06/19
Rob Stubbs	Section 151 Officer	12/06/19	12/06/19
Elaine Browne	Interim Head of Law and Governance	12/06/19	16/06/19
Nikki Craig	Head of HR and Corporate Projects	12/06/19	12/06/19
Louisa Dean	Communications	12/06/19	12/06/19
Kevin McDaniel	Director of Children's Services	12/06/19	18/06/19
Hilary Hall	Deputy Director of Commissioning and Strategy	12/06/19	
	Other e.g. external		

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Key decision Urgent	Yes This item was not previously listed on the forward plan, as the reports have only recently been received with recommendation for works to be undertaken.	Works have now been identified and need immediate attention in order to comply with health & safety legislation.
Report Author: Rich Prewer – Head of Operations – 07831 284579		

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Report Title:	Financial Update
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Hilton, Lead Member for Finance and Ascot
Meeting and Date:	Cabinet – 27 th June 2019
Responsible Officer(s):	Robert Stubbs, Deputy Director and Head of Finance.
Wards affected:	All

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REPORT SUMMARY

- 1 This report is the first statement of 2019-20 and forecasts an overspend for the year of £509,000.
- 2 The council's base budget is £92,773,000. Reserves stand at £10,133,000 (10.92% of budget) which remains in excess of the £5,810,000 (6.26% of budget) recommended minimum level set at council in February 2019, see Appendix A.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Notes the council's projected outturn position for 2019-20 – This is the recommended option.**
- ii) Approves a revenue budget of £41,000 for the MAKE MAIDENHEAD marketing strategy, £31,000 is revenue costs (of which £10,000 is recurring) and £10,000 is a capital programme budget, see paragraph 4.12 – This is the recommended option.**
- iii) Approves a capital programme budget addition of £100,000 for the Oaks Leisure centre project, see paragraph, 4.16 – This is the recommended option.**
- iv) Approves a capital programme budget addition of £121,000 from the Pothole Action and Flood Resilience Fund, see paragraph 4.17 – This is the recommended option.**
- v) Approves a capital programme budget addition of £74,000 for Parks improvement works funded by MHCLG grant, see paragraph 4.18 – This is the recommended option.**

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 Cabinet are required to note the council's financial position.

3. KEY IMPLICATIONS

Table 1: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
General Fund	<£5,900,000	£5,900,000	£6,000,001	> £6,900,000	31 May

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Reserves Achieved		to £6,000,000	to £6,900,000		2020

4. FINANCIAL DETAILS / VALUE FOR MONEY

Council outturn position

- 4.1 The projected position council-wide is an overspend of £509,000 on service budgets at the end of the financial year. This mainly relates to a reduction in expectations in housing benefit debtors which was last reported to Cabinet in April 2019. The projected outturn for the council is shown in table 2.

Table 2: Outturn position

Directorate	Net budget	Projected Variance
Managing Director	£74,248,000	0
Executive Director – Communities	£6,834,000	£509,000
Executive Director – Place	£207,000	0
Non service expenditure	£12,712,000	0
Council reported Outturn variances	£94,001,000	£509,000

Managing Director's Directorate

- 4.2 The Managing Director has no variances to report for this period against a net controllable budget of £74,248,000. However, there is currently an underlying pressure in adult services relating to placements, particularly learning disability, and domiciliary care which is being managed within the service. Similarly, in children's services, there is currently a pressure relating to legal costs arising from complex court cases which is expected to reduce after quarter one and is being managed within the service.

Communities Directorate

- 4.3 The Executive Director is reporting a projected over spend of £509,000 against a net controllable budget of £6,834,000. A breakdown of the projected overspend is detailed below.
- 4.4 Revenues and Benefits – an estimated overspend of £350,000 is being reported as a result of a reduction in outstanding Housing Benefit Overpayments, and therefore Housing Benefit Overpayment debtors. This was previously reported as a risk to Cabinet in the April 2019 finance update report.
- 4.5 Communities, Enforcement and Partnerships – an overspend of £40,000 reported on the annual cost of the BT network connections (known as Red Care lines). This is due to a number of network connections for the new CCTV system that cannot be achieved through a Wi-Fi network.
- 4.6 Communities, Enforcement and Partnerships – an overspend of £119,000 is being reported. This is as a result of an historic delivering differently savings target which cannot be met in year and was not written out of the 2019-20 budget build. This is partly offset by a number of small underspends totalling £7,000. Further opportunities areas are being explored to reduce the projected overspend.

Place Directorate

- 4.7 There are no variances to report for the Executive Director in this period. The Place Directorate has a net controllable budget of £207,000.

Revenue budget movements

- 4.8 The revenue budget has been amended this month to take account of three budget changes detailed in Table 3 and explained below.

Table 3: Revenue budget movement

Approved Service expenditure budget reported to February 2019 cabinet	£81,155,000
Advantage card replacement costs	£17,000
Reading development officer costs	£17,000
Waste contract mobilisation	£100,000
Service expenditure budget this month	£81,289,000

- 4.9 Advantage card replacement costs includes £12,000 of staffing costs in Libraries and resident services, the budget was approved by CLT on the 6th of March 2019 as shown in Appendix B.
- 4.10 Reading development officer costs are for an inclusion post to work with disadvantaged children, the budget was approved at CLT on the 6th of March 2019 as shown in Appendix B.
- 4.11 Waste contract mobilisation costs of £150,000 were agreed at Cabinet in February 2019, £100,000 is for 2019-20 and £50,000 for 2020-21.
- 4.12 The MAKE MAIDENHEAD marketing activation plan requests revenue budget of £31,000 for social media, marketing, advertising and a launch event plus £10,000 of capital programme budget for the website build. There will be an on-going revenue requirement for the website maintenance. The Make Maidenhead brand was developed following a brief from the Maidenhead developer's forum, the intention is that Make Maidenhead will replace Enjoy Maidenhead as the overarching brand for the town.

Cash balances projection

- 4.13 Throughout the year the council's cash balances have been revised, Appendix C shows the twelve monthly capital cash flow which is based on the assumptions contained in the 2019-20 budget report. The appendix includes total borrowing projections, both long and short term debt.

Capital Programme

- 4.14 The approved 2019-20 capital estimate is £65,003,000, see table 4. The provisional outturn for the financial year is £65,003,000, see table 5 for capital programme status, with further information in Appendices D - F.

Table 4: Capital outturn

	Exp.	Inc.	Net
Approved estimate	£65,003,000	(£16,993,000)	£48,010,000
Variances identified	£0	£0	£0
Slippage to 2019-20	£0	£0	£0
Projected Outturn 2018-19	£65,003,000	(£16,993,000)	£48,010,000

Table 5: Capital programme status

	May 2019
Number of schemes in programme	213
Yet to start	40%
In progress	36%
Completed	7%
Ongoing programmes e.g. Disabled Facilities Grant	17%
Devolved formula capital grant schemes budgets devolved to schools	0%

Capital budget movements

- 4.15 The Cabinet is asked to approve two changes to the capital budget as a result of capital grants being awarded to the Borough.

Oaks Leisure Centre

- 4.16 A capital programme budget of £100,000 is requested to finalise the design costs and carry out extra site testing on the Oaks Leisure centre site.

Pothole Action and Flood Resilience Fund

- 4.17 The Borough have been awarded £121,018 from £50 million nationally available from the Pothole Action and Flood Resilience Fund. It is recommended that Cabinet add this budget to the 2019/20 Capital Programme to carry out works required during the financial year. The works will be fully funded by this grant.

Parks Improvement Grant Funding

- 4.18 The Borough have received a grant of £74,395 from the Ministry of Housing, Communities & Local Government (MHCLG) for parks improvement works. Pocket Parks Plus grant supports the development of new pocket parks and the refurbishment of existing parks. It is recommended that Cabinet approves this grant in order for parks works to be carried out in the current financial year.

Business rates

- 4.19 Business rate income at the end of April 19 was 12.25% against a target of 12%. The overall target for 2019/20 is 98.3%.

5 LEGAL IMPLICATIONS

- 5.1 In producing and reviewing this report the council is meeting its legal obligations to monitor its financial position.

6 RISK MANAGEMENT

- 6.1 No changes reported during this period.

7 POTENTIAL IMPACTS

- 7.1 None.

8 CONSULTATION

8.1 Overview & Scrutiny will review the report prior to Cabinet. Those comments will be reported to Cabinet.

9 TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: immediately.

10 APPENDICES

- 10.1 This report is supported by six appendices:
- Appendix A Revenue Monitoring Statement
 - Appendix B Revenue movement statement
 - Appendix C 12 month cash flow
 - Appendix D Capital budget summary
 - Appendix E Capital monitoring report
 - Appendix F Major capital scheme progress

11 BACKGROUND DOCUMENTS

- 11.1 This report is supported by one background document:
- Budget Report to Council February 2019.

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date issued for comment	Date returned with comments
Cllr Hilton	Lead Member for Finance and Ascot	03/06/2019	04/06/2019
Duncan Sharkey	Managing Director	21/05/2019	21/05/2019
Russell O'Keefe	Executive Director	21/05/2019	22/05/2019
Andy Jeffs	Executive Director	21/05/2019	22/05/2019
Rob Stubbs	Section 151 Officer	20/5/2019	21/05/2019
Kevin McDaniel	Director of Children's services	21/05/2019	22/05/2019
Nikki Craig	Head of HR and Corporate Projects	21/05/2019	22/05/2019
Louisa Dean	Communications	21/05/2019	
Hilary Hall	Deputy Director of Commissioning and Strategy	21/05/2019	22/05/2019

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
For information	No	No
Report Author: Ruth Watkins, Senior Finance and Accountancy Lead, 01628 793504.		

Revenue Monitoring Statement 2019/20 for June 2019 Cabinet

Original Budget	SUMMARY	Revised Budget	Projected Variance
£000		£000	£000
398	Management	398	0
466	Communications & Marketing	466	0
1,293	Human Resources	1,208	0
1,898	Law & Governance	1,898	0
2,101	Commissioning & Support	1,959	0
9,826	Commissioning - Communities	9,926	0
24,526	AfC Contract - Children's Services	24,526	0
11,140	AfC Contract - Dedicated Schools Grant	11,140	0
(2,546)	Children's Services - Retained	(2,546)	0
53,293	Dedicated Schools Grant - Retained	52,641	0
29,199	Adult Social Care - Optalis Contract	29,357	0
16,335	Adult Social Care - Spend	16,404	0
(11,725)	Adult Social Care - Income	(11,725)	0
12,728	Better Care Fund	12,728	0
4,659	Public Health	4,659	0
(80,585)	Grant Income	(79,934)	0
1,143	Finance	1,143	0
74,149	Total Managing Director's Directorate	74,248	0
141	Executive Director of Communities	141	0
830	Revenues & Benefits	829	350
1,327	Communities, Enforcement & Partnerships	1,327	159
3,150	Library & Resident Services	3,186	0
1,351	ICT	1,351	0
6,799	Total Communities Directorate	6,834	509
365	Executive Director of Place	365	0
1,086	Housing	1,086	0
1,302	Planning Service	1,302	0
(2,546)	Property Service	(2,546)	0
207	Total Place Directorate	207	0
81,155	TOTAL EXPENDITURE	81,289	509

Revenue Monitoring Statement 2019/20 for June 2019 Cabinet

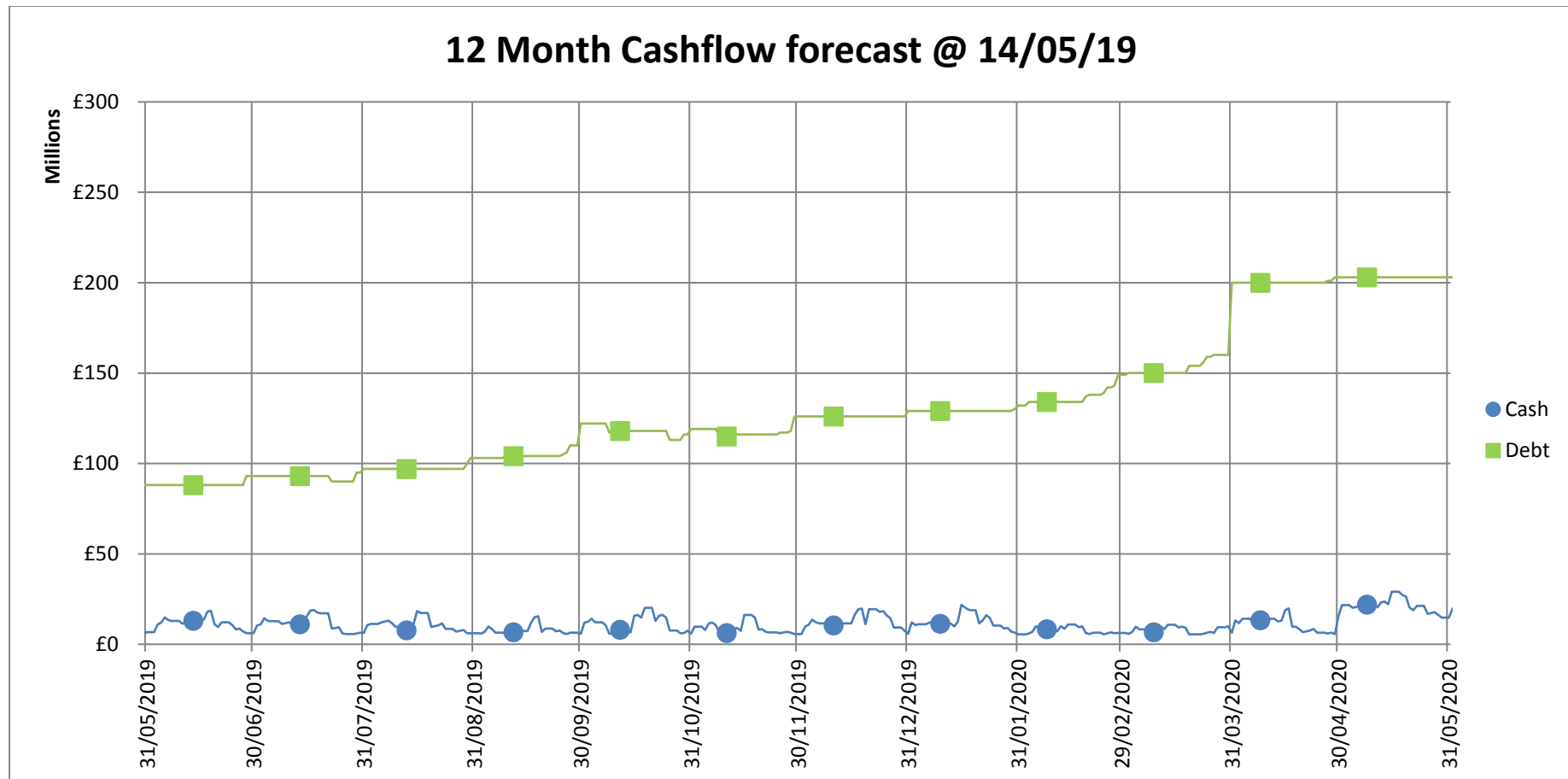
Original Budget	SUMMARY	Revised Budget	Projected Variance
£000		£000	£000
81,155	Total Service Expenditure	81,289	509
3,458	Contribution to / (from) Reserves	3,458	0
	Contribution to / (from) Capital Fund	0	0
4,017	Pensions deficit recovery	4,017	0
300	Pay reward	300	0
	Road	0	0
	Transfer from Provision for Redundancy	0	0
	Transfer to Provision for Redundancy	0	0
	Increase / (Decrease) to provision for bad debt	0	0
	Apprentice Levy	0	0
159	Environment Agency levy	159	0
	Variance on income from Trading Companies	0	0
	Variance on Education Services Grant	0	0
	Royal Weddings 2018/19	0	0
	Variance on Business Rates income	0	0
	Transfer to / (from) Capital Fund	0	0
	Variances on general grants	0	0
4,778	Capital Financing inc Interest Receipts	<u>4,778</u>	<u>0</u>
93,867	NET REQUIREMENTS	94,001	509
(1,094)	Less - Special Expenses	(1,094)	0
0	Transfer to / (from) balances	(134)	(509)
<u>92,773</u>	GROSS COUNCIL TAX REQUIREMENT	<u>92,773</u>	<u>0</u>
	General Fund		
	Opening Balance	7,778	11,102
	Contribution to / (from) Reserves	3,458	
	Transfers to / (from) balances	<u>(134)</u>	<u>(509)</u>
		<u>11,102</u>	<u>10,593</u>
	Estimated year end redundancy provision		(460)
	Projected General Fund outturn		<u>10,133</u>

Appendix B

Revenue Monitoring Statement 2019/20					
	Funded by the General Fund (1)	Funded by Provision (2)	Included in the original budget (4)	Total	Approval
	£'000	£'000	£'000	£'000	
Original Budget				81,155	
1 Advantage card updates	17			17	CLT 6th March 2019
2 Reading development officer	17			17	CLT 6th March 2019
3 Waste mobilisation	100			100	Feb 2019 Cabinet
Changes Approved	134	0	0	134	
Approved Estimate June 2019 Cabinet				81,289	

NOTES

- 1 If additional budget is approved but no funding is specified, the transaction would, by default, be funded from the General Fund Reserve. Transactions in column 1 are funded by the General Fund.
- 2 A provision for future redundancy costs is created every year and this is used to fund additional budget in services for the costs of redundancy they incur during the year. Transactions in column 2 are redundancy costs funded by the provision for redundancy.
- 3 When additional budget is approved, a funding source is agreed with the Lead Member of Finance. Transactions in column 3 have been funded from a usable reserve (Capital Fund).
- 4 Transactions in column 3 are amounts approved in the annual budget which for various reasons need to be allocated to service budgets in-year. An example would be the pay reward budget. Pay reward payments are not approved until June. The budget therefore has to be re-allocated.



“Note 1. Capital expenditure is projected to increase steadily throughout 2019-20. The exact profile may vary and monitoring of schemes and cash balances will decide the rate at which our borrowing will increase to ensure that no unnecessary debt charges are incurred.

Note 2. The cashflow graph does not account for future capital receipts”

Portfolio Summary	2019/20 Original Budget			New Schemes – 2019/20 Approved Estimate			Schemes Approved in Prior Years			Projections – Gross Expenditure				
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	2019/20 Projected	2019/20 SLIPPAGE Projected	TOTAL Projected	VARIANCE Projected	VARIANCE Projected
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	(£'000)	(£'000)	(£'000)	(£'000)	(%)
Communities Directorate														
Revenues & Benefits	170	0	170	170	0	170	69	0	69	239	0	239	0	0%
Communities, Enforcement & Partnerships	3,641	(1,255)	2,386	3,463	(1,255)	2,208	3,703	(1,211)	2,492	7,166	0	7,166	0	0%
ICT	506	0	506	506	0	506	139	0	139	645	0	645	0	0%
Library & Resident Services	443	0	443	443	0	443	834	(104)	730	1,277	0	1,277	0	0%
Total Communities Directorate	4,760	(1,255)	3,505	4,582	(1,255)	3,327	4,745	(1,315)	3,430	9,327	0	9,327	0	0
Place Directorate														
Property	1,425	0	1,425	1,490	0	1,490	14,060	(159)	13,901	15,550	0	15,550	0	0%
Housing	0	0	0	35	(35)	0	381	(356)	25	416	0	416	0	0%
Planning	947	0	947	947	0	947	1,673	(729)	944	2,620	0	2,620	0	0%
Total Place Directorate	2,372	0	2,372	2,472	(35)	2,437	16,114	(1,244)	14,870	18,586	0	18,586	0	0
Managing Director														
Human Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	
Adult Social Care	220	(200)	20	220	(200)	20	0	0	0	220	0	220	0	0%
Commissioning – Communities	17,224	(8,109)	9,115	18,189	(8,109)	10,080	2,384	(1,078)	1,306	20,573	0	20,573	0	0%
Law and Governance	46	0	46	46	0	46	0	0	0	46	0	46	0	0%
Green Spaces & Parks	425	(85)	340	425	(85)	340	214	(114)	100	639	0	639	0	0%
Non Schools	787	0	787	787	0	787	271	(162)	109	1,058	0	1,058	0	0%
Schools – Non Devolved	4,334	(973)	3,361	4,334	(973)	3,361	9,284	(1,487)	7,797	13,618	0	13,618	0	0%
Schools – Devolved Capital	195	(195)	0	196	(196)	0	740	(740)	0	936	0	936	0	0%
Total Managing Director	23,231	(9,562)	13,669	24,197	(9,563)	14,634	12,893	(3,581)	9,312	37,090	0	37,090	0	0
Total Committed Schemes	30,363	(10,817)	19,546	31,251	(10,853)	20,398	33,752	(6,140)	27,612	65,003	0	65,003	0	0

	(£'000)	(£'000)	(£'000)
Portfolio Total	30,363	65,003	65,003
External Funding			
Government Grants	(9,686)	(12,823)	(12,823)
Developers' Contributions	(846)	(1,790)	(1,790)
Other Contributions	(285)	(2,380)	(2,380)
Total External Funding Sources	(10,817)	(16,993)	(16,993)
Total Corporate Funding	19,546	48,010	48,010

Capital Monitoring Report - Projected Outturn 2019/20

At 31 May 2019, the approved estimate stood at £65.003m

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	65,003	(16,993)	48,010
Variances identified	0	0	0
Slippage to 2020/21	0	0	0
Projected Outturn 2019/20	65,003	(16,993)	48,010

Overall Projected Expenditure and Slippage

Projected outturn for the financial year is £65.003m

There are no variances or slippage to report at this stage.

Overall Programme Status

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	85	40%
In Progress	77	36%
Completed	14	7%
Ongoing Programmes e.g.. Disabled Facilities Grant	36	17%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
Total Schemes	213	100%

Major Capital Scheme Progress																		
Project	CAPITAL SCHEME	TOTAL SCHEME VALUE	2019/20			APPROVED SLIPPAGE			TOTAL BUDGET			PROJECTIONS		PROJECT STATUS				
			APPROVED ESTIMATE			FROM PRIOR YEARS			2019/20			2019/20 Projected Variance Underspend as negative	2020/21 SLIPPAGE Projected	Yet To Start	Preliminary / Feasibility Work	Work On-site	Ongoing Annual Programme	Expected Completion
			Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate							
		£'000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000					
Communities Directorate																		
Communities, Enforcement & Partnerships																		
CT52	Disabled Facilities Grant	600	600	(600)	0	0	0	0	600	(600)	0	0	0					
CZ18	Braywick Leisure Centre	33,756	10,000	0	10,000	(334)	0	(334)	9,666	0	9,666	0	0					
Place Directorate																		
Property																		
CI29	Broadway Car Park & Central House Scheme	35,313	0	0	0	408	0	408	408	0	408	0	0					
CX40	Operational Estate Improvements	1,272	500	0	500	249	0	249	749	0	749	0	0					
Managing Director																		
Non Schools																		
CT61	AfC Case Management System	460	460	0	460	0	0	0	460	0	460	0	0					
Schools – Non Devolved																		
CSJX	St Peters Middle	2,700	2,700	(39)	2,661	0	0	0	2,700	(39)	2,661	0	0					
CSJR	Works to explore expansions for all Schools	500	500	0	500	0	0	0	500	0	500	0	0					
Commissioning – Communities																		
CF05	Waste Vehicles	4,500	4,500	0	4,500	0	0	0	4,500	0	4,500	0	0					
CD42	Maidenhead Station Interchange & Car Park	4,500	3,050	(2,442)	608	280	0	280	3,330	(2,442)	888	0	0					
CF09	Maidenhead Local Plan Site Works	2,165	2,165	(1,765)	400	(60)	0	(60)	2,105	(1,765)	340	0	0					
CD12	Roads Resurfacing–Transport Asset & Safety	1,900	1,900	(1,750)	150	0	0	0	1,900	(1,750)	150	0	0					
CC62	Maidenhead Missing Links (LEP Match Funded)	2,151	1,418	(891)	527	610	(510)	100	2,028	(1,401)	627	0	0					
CC89	Elizabeth Bridge	850	850	(50)	800	0	0	0	850	(50)	800	0	0					

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Report Title:	JCEB Minerals & Waste Plan – Consultation on a potential additional allocation
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Coppinger, Lead Member for Planning
Meeting and Date:	Cabinet - 27 June 2019
Responsible Officer(s):	Russell O’Keefe, Executive Director & Jenifer Jackson, Head of Planning
Wards affected:	Bray

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REPORT SUMMARY

1. The borough is working with Bracknell Forest, Reading and Wokingham Borough councils to produce a Joint Central and Eastern Berkshire (JCEB) Minerals and Waste Plan. The councils are using Hampshire Services as a consultant to undertake this work.
2. The draft JCEB Minerals and Waste Plan was published in August 2018 for ten weeks’ consultation under Regulation 18. Following this consultation, a further call for sites exercise was held and one new site (Bray Quarry Extension) was put forward for sand and gravel extraction.
3. It has been decided to hold a focused public consultation on Bray Quarry Extension before a decision is made on whether this site should be included in the Proposed Submission version of the plan, which is due to be published later this year. It is proposed to hold this consultation from 9th July to 19th August, including an event in the Bray area.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Approves a consultation, under Regulation 18 of the Town and Country Planning (Local Planning) Regulation 2012, on the possible inclusion of a new site (Bray Quarry Extension) in the Proposed Submission version of the Joint Central and Eastern Berkshire Minerals & Waste Plan;
- ii) Approves the publication of consultation documents related to the Bray Quarry Extension site; and
- iii) Authorises the Head of Planning, in consultation with the Portfolio Holder, to make any minor amendments necessary to the consultation documents related to the Bray Quarry Extension site prior to community involvement.

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Background

- 2.1 The unitary authorities in Berkshire have responsibility for planning for the future production of minerals and for the management of waste disposal within the Berkshire area. Minerals and Waste is an area of planning which is strategic in nature and as such is better planned for on a larger geography than an individual unitary authority.
- 2.2 The Royal Borough of Windsor and Maidenhead is working with Bracknell Forest, Reading and Wokingham Borough councils to produce a Joint Central and Eastern Berkshire (JCEB) Minerals and Waste Plan which will guide minerals and waste decision-making in the Plan area for the period up to 2036. The councils are using Hampshire Services as a consultant to undertake this work.
- 2.3 A draft version of the Minerals and Waste Plan was published in August 2018 for ten weeks' consultation under Regulation 18 of the Town and Country Planning (Local Planning) Regulations 2012, ending on 12 October.
- 2.4 Following the 2018 consultation, and given sites coming forward would not likely meet the identified need, it was decided to undertake a further call for sites from 23 November 2018 to 11 January 2019. One new site, Bray Quarry Extension (located within the Royal Borough), was put forward by the minerals and waste industry in this second call for sites.

Bray Quarry Extension

- 2.5 The proposed site (Bray Quarry Extension) is shown in Appendix A, edged in red. It would be a continuation of sand and gravel extraction at the Bray site, which has a long history of mineral extraction, the most recent being the area known as The Triangle, Bray. The proposed new site is about 14.7 hectares in size and is bounded by the M4, Old Mill Lane, The Cut and Brayfield Road. Hampshire Services have undertaken an initial assessment of the site and concluded that it may potentially be suitable to be allocated for sand and gravel extraction. However, no decisions have been made at this stage.
- 2.6 The promoter (Summerleaze) has suggested that the site would come forward in about 2029, once another site in their ownership at Water Oakley (south of Windsor Road in Bray) has been worked out, subject to planning permission being granted at the latter site. According to the promoter, minerals from the Bray Quarry Extension site would be processed at the nearby Monkey Island processing plant and connected to it by conveyor belt to reduce potential HGV movements. The conveyor belt is already in place from Monkey Island to the Triangle site but would need a new link of approximately 100m in length to join it to the proposed Bray Quarry Extension site. This proposed link is shown in green on the second map in Appendix A.
- 2.7 Before a formal decision can be made on whether Bray Quarry Extension should be included in the next version of the Minerals and Waste Plan as an additional allocation for sand and gravel extraction, it is necessary to subject this proposal to public consultation. A consultation document has been prepared entitled '*Joint Central and Eastern Berkshire Minerals & Waste Plan*

– *Potential Allocation of Bray Quarry Extension*. This can be seen at Appendix B. This includes further information on the proposal, as well as information on potential impacts (for example through Sustainability Appraisal, Habitats Regulation Assessment and Strategic Flood Risk Assessment).

- 2.8 The proposal will be subject to 6 weeks’ public consultation, in accordance with the council’s Statement of Community Involvement. All documentation will be available to view and download from the Joint Minerals & Waste Plan consultation website. Consultation will be undertaken with a wide range of parties, including those on the Royal Borough’s Local Plan consultation database, during the period 9th July to 19th August, including at least one event in the Bray area. The consultation will involve sending emails / letters to individuals, organisations, councillors, and internal officers. Advertising and details will be placed on the RBWM website. It is also proposed to hold a local engagement event in the Bray area where local residents will be able to hear a presentation of the plan proposals and to ask questions of the Minerals and Waste experts who have prepared the plan. The date and venue for this event has yet to be confirmed.
- 2.9 Draft versions of these documents are available to Councillors on request. Finalised versions will be made available via the Council’s website as part of the consultation.

Options

Table 1: Options arising from this report

Option	Comments
<p>Hold a public consultation in July 2019 on the possible inclusion of a new site (Bray Quarry Extension) in the Proposed Submission version of the Joint Central and Eastern Berkshire Minerals & Waste Plan.</p> <p>This is the recommended option</p>	<p>There is evidence that there is a need for additional minerals and waste sites in the central and eastern Berkshire area. As this site has been put forward by the minerals industry, it is necessary to consult residents and other stakeholders on its suitability before a decision can be made on its inclusion in the plan. Consulting on this potential site is essential to ensure that the Minerals & Waste Plan has the maximum chance of being found sound at examination and adopted, so that the Councils retain control over where future sites will be located.</p>
<p>Delay a public consultation on the possible inclusion of a new site (Bray Quarry Extension) in the Proposed Submission version of the Joint Central and Eastern Berkshire Minerals & Waste Plan until later in 2019.</p> <p>This is not the recommended option.</p>	<p>Officers do not consider this would be the right approach as this is likely to delay the adoption of the Minerals & Waste Plan. This would leave the Councils with no control over where sites come forward for a longer period of time. The Councils would be vulnerable to sites being imposed</p>

Option	Comments
	through the planning appeal process.
Not hold a public consultation on the possible inclusion of a new site (Bray Quarry Extension) in the Proposed Submission version of the Joint Central and Eastern Berkshire Minerals & Waste Plan. This is not the recommended option.	Officers do not consider this would be the right approach as this is likely to undermine the emerging Minerals & Waste Plan at its examination. If the plan is found unsound, this would leave the Councils with no control over where sites come forward. The Councils would be vulnerable to sites being imposed through the planning appeal process. These sites may not be in the most sustainable locations.

3. KEY IMPLICATIONS

- 3.1 The aim is to publish the 'Joint Central and Eastern Berkshire Minerals & Waste Plan – Potential Allocation of Bray Quarry Extension' document for public consultation as soon as possible after a Cabinet decision is made, in order to ensure that the longer term progress with the plan is not unduly affected.

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Publication of the 'JCEB Minerals & Waste Plan – Potential Allocation of Bray Quarry Extension' document for Reg. 18 consultation	Consultation commences after 9 July 2019	Consultation commences on 9 July 2019	Consultation commences before 9 July 2019.	N/A	9 July to 19 August 2019

- 3.2 Following the consultation period, all responses will be considered carefully before a decision is made on whether the site should be included in the Proposed Submission version of the plan. This version would, subject to Member approval, be published for representations to be made under Regulation 19 of the Town and Country Planning (Local Planning) Regulation 2012. It is currently anticipated that Regulation 19 consultation will take place before the end of 2019, with submission in Spring 2020.

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There are no financial implications arising from this report.

5. LEGAL IMPLICATIONS

- 5.1 The preparation of the Joint Minerals & Waste Plan will need to accord with current planning policy and guidance on minerals and waste, as well as the procedures set out in the Town and Country Planning (Local Planning) Regulation 2012.
- 5.2 The Council has already indicated its intention to prepare a Joint Minerals & Waste Local Plan as set out in the previously published Local Development Scheme (LDS). The LDS will be updated under delegated authority as necessary.

6. RISK MANAGEMENT

Table 4: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
The Council decides not to consult on the potential Bray Quarry Extension allocation and is subsequently challenged on this at examination by the promoter.	HIGH	Publish details of the potential allocation and invite comments on it from residents and other stakeholders.	LOW
That the Council delays the consultation, resulting in the LDS being out of date.	MEDIUM	Proceed with consultation 'JCEB Minerals & Waste Plan – Potential Allocation of Bray Quarry Extension' document for Reg. 18 consultation as soon as practicable.	LOW

7. POTENTIAL IMPACTS

- 7.1 An Equalities Impact Assessment (EqIA) will be produced for the Minerals and Waste Plan.
- 7.2 Any personal data received by the Council and their consultants Hampshire Services will be processed in accordance with the requirements of the Data Protection Act 2018.

8. CONSULTATION

- 8.1 The Council will, if agreed by Cabinet, consult on the possible inclusion of Bray Quarry Extension in the Proposed Submission version of the Joint Central and Eastern Berkshire Minerals & Waste Plan for 6 weeks in July 2019 under Regulation 18 of The Town and Country Planning (Local Planning) (England) Regulations 2012. The Council's Statement of Community Involvement includes requirements for public consultation on draft Development Plan Documents and it will be necessary to ensure that the consultation complies with this.

9. TIMETABLE FOR IMPLEMENTATION

Table 5: Implementation timetable

Date	Details
9 th July 2019	Publication of the 'JCEB Minerals & Waste Plan – Potential Allocation of Bray Quarry Extension' consultation document and associated evidence base documents for 6 weeks' public consultation.

10. APPENDICES

- 10.1 This report is supported by 2 appendices:
- Appendix A - Maps of proposed site
 - Appendix B - JCEB Minerals & Waste Plan – Bray Quarry Extension – Regulation 18 Consultation document

11. BACKGROUND DOCUMENTS

- 11.1 The LDS is on the Council website: <http://consult.rbwm.gov.uk/file/4979935>.

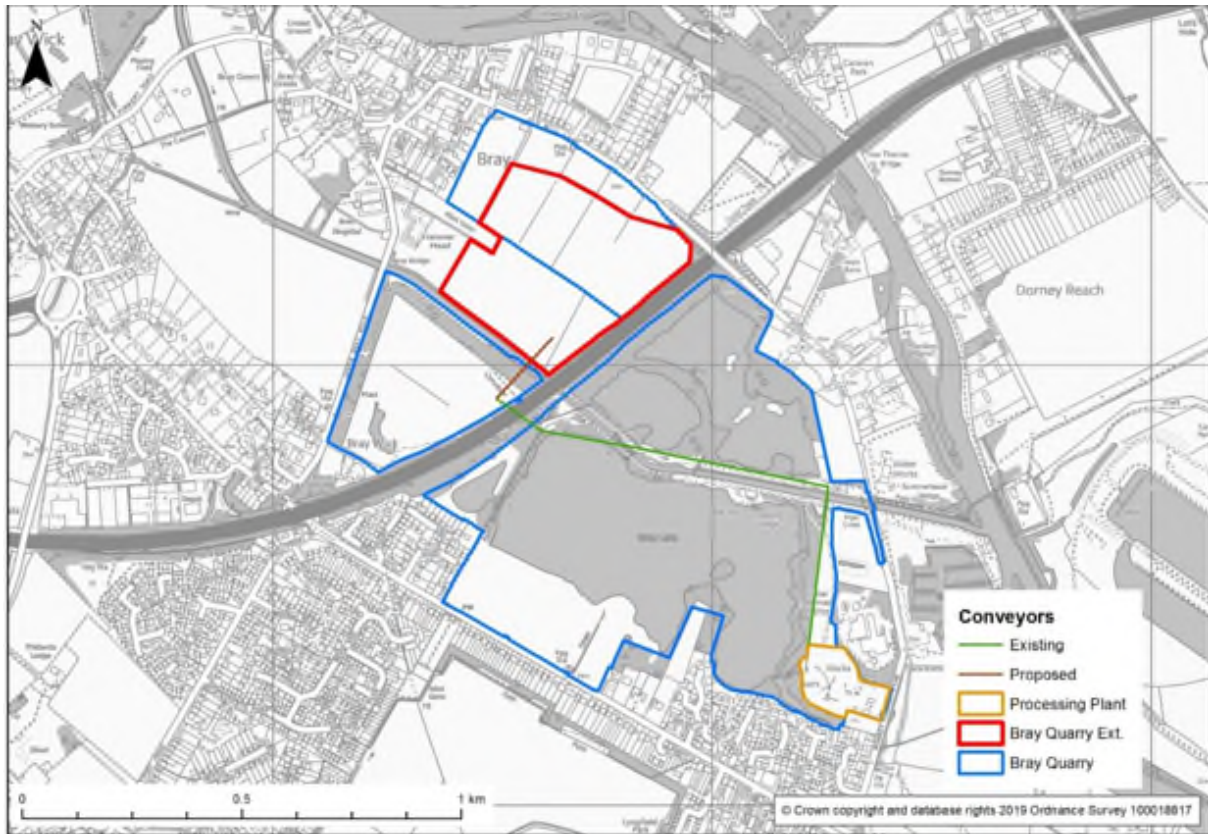
12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Coppinger	Lead Member for Planning		
Duncan Sharkey	Managing Director		
Russell O'Keefe	Executive Director		
Andy Jeffs	Executive Director		
Rob Stubbs	Section 151 Officer		
Louisa Dean	Communications		

REPORT HISTORY

Decision type: Key decision	Urgency item? No	To Follow item?
Report Author: Jenifer Jackson, Head of Planning, 01628 796042		

Appendix A – Maps of Proposed site



Central and Eastern Berkshire

Joint Minerals & Waste Plan

Bray Quarry Extension Regulation 18 Consultation

June 2019



www.rbwm.gov.uk



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Executive Summary

Local Planning Authorities have a statutory responsibility to prepare and maintain an up-to-date local plan. Bracknell Forest Council, Reading Borough Council, the Royal Borough of Windsor and Maidenhead and Wokingham Borough Council (collectively referred to as the 'Central & Eastern Berkshire Authorities') are working in partnership to produce a Joint Minerals & Waste Plan which will guide minerals and waste decision-making in the Plan area for the period up to 2036.

The Joint Minerals & Waste Plan will build upon the formerly adopted minerals and waste plans for the Berkshire area, and improve, update and strengthen the policies and provide details of strategic sites that are proposed to deliver the vision.

The 'Draft Plan' consultation in Summer / Autumn 2018 set out the proposed approach for the Joint Minerals and Waste Plan. This followed the 'Issues and Options' consultation in Summer 2017. As a result of the responses received and consideration of local circumstances, the draft policies and proposed allocations are being reviewed and will be amended accordingly to inform the preparation of the Proposed Submission Plan.

Following the 'Draft Plan' consultation, it was decided to hold a further 'call for site' exercise inviting site nominations from industry, agents and landowners. Bray Quarry Extension was the only site proposed. An initial assessment of the site has been undertaken and it has been concluded that it may potentially be suitable to be allocated for sand and gravel extraction, although no decisions have been made at this stage.

The Central & Eastern Berkshire Authorities are required to undertake the same level of consultation on this new site as the rest of the plan policies, site allocations and background evidence base which will inform the Proposed Submission Plan (Regulation 19) which is the version of the plan that is intended to be submitted to the Secretary of State for independent examination.

The Central & Eastern Berkshire Authorities are therefore inviting feedback from statutory consultees, stakeholders, communities, local organisations and businesses on this potential new site.

The responses received from this focussed site-specific Regulation 18 consultation will inform the Proposed Submission Plan (Regulation 19) which is being prepared by Hampshire Services on behalf of Central & Eastern Berkshire Authorities.

1. Introduction

- 1.1 Local Planning Authorities have a statutory responsibility to prepare and maintain an up-to-date local plan. Bracknell Forest Council, Reading Borough Council, the Royal Borough of Windsor and Maidenhead and Wokingham Borough Council (collectively referred to as the 'Central & Eastern Berkshire Authorities') are working in partnership to produce a Joint Minerals & Waste Plan which will guide minerals and waste decision-making in the Plan area for the period up to 2036.
- 1.2 The Joint Minerals & Waste Plan will build upon the formerly adopted minerals and waste plans for the Berkshire area, and improve, update and strengthen the policies and provide details of strategic sites that are proposed to deliver the vision.
- 1.3 Preparing the Joint Minerals and Waste Plan has involved engagement and collaboration with communities, local organisations and businesses. Public consultation will be held for each stage of the plan-making process.

2. Joint Central and Eastern Berkshire Minerals and Waste Plan

Background

- 2.1 The currently adopted minerals and waste plans for the Berkshire area are the Replacement Minerals Local Plan for Berkshire, adopted in 1995 and subsequently adopted alterations in 1997 and 2012 and the Waste Local Plan for Berkshire adopted in 1998. The Minerals Local Plan and Waste Local Plan cover the administrative areas of the Central & Eastern Berkshire Authorities, as well as Slough Borough Council and West Berkshire Council. While these plans covered the period until 2006, the Secretary of State has directed that a number of policies in them should be saved indefinitely until replaced by national, regional or local minerals and waste policies. For the Central & Eastern Berkshire Authorities, these saved policies will be replaced by the Joint Minerals & Waste Plan, when it is adopted.
- 2.2 Whilst the Joint Minerals & Waste Plan does not cover Slough Borough Council or West Berkshire Council, close coordination of the work between the Berkshire authorities will continue in order to plan for minerals and waste strategically and address any cross-border issues that may arise.

Status of the Joint Minerals and Waste Plan

- 2.3 The Central and Eastern Berkshire - Joint Minerals and Waste Plan forms the land use planning strategy for minerals and waste development within the administrative area covered by the Central & Eastern Berkshire Authorities
- 2.4 Together with the individually adopted Local Plans for each Authority, it will form the development plan for the area. The Plan guides the level of minerals and waste development needed within Central and Eastern Berkshire and identifies where development should go. Proposals for minerals and waste developments will be considered against the policies contained in the Plan. The Plan is also relevant to the determination of non-minerals and waste applications which may be determined by those Authorities (in terms of other matters such as housing).
- 2.5 The Central & Eastern Berkshire – Joint Minerals and Waste Plan (JMWP) covers the period to 2036. This aligns the Plan with other Local Plans being developed by the authorities and meets the National Planning Policy Framework requirements.

What was the previous consultation about?

- 2.6 The 'Draft Plan' consultation in Summer / Autumn 2018 set out the proposed approach for the Joint Minerals and Waste Plan. This followed included the 'Issues and Options' consultation in Summer 2017. As a result of the responses received and consideration of local circumstances, the draft policies and proposed allocations are being reviewed

and will be amended accordingly to inform the preparation of the Proposed Submission Plan.

What is the purpose of this consultation?

- 2.7 Following the 'Draft Plan' consultation, and given sites coming forward would not likely meet the identified need, it was decided to hold a further 'call for site' exercise inviting site nominations from industry, agents and landowners. The Bray Quarry Extension was the only site proposed. The Central & Eastern Berkshire Authorities are required to undertake the same level of consultation on this new site as the rest of the plan policies, site allocations and background evidence base which will inform the Proposed Submission Plan (Regulation 19) which is the version of the plan that is intended to be submitted to the Secretary of State for independent examination.
- 2.8 The proposed site has been assessed by Hampshire Services technical specialists (Ecological; Transport; Landscape and Historic Environment) and subject to a full assessment as part of an updated Sustainability Appraisal (incorporating Strategic Environmental Assessment) and is considered that it may potentially be suitable to be a reasonable option for inclusion in the Minerals and Waste Plan.
- 2.9 The Central & Eastern Berkshire Authorities are therefore inviting feedback from statutory consultees, stakeholders, communities, local organisations and businesses on this potential new site.

How you can get involved

- 2.10 We would like to hear from you in respect of your views on the 'soundness' (see below) of the proposed site and associated assessments (see Section 3). Please note that we are only seeking comments at this stage on the Bray Quarry Extension site and previous comments do not need to be repeated.
- 2.11 Consultation on the Bray Quarry Extension site commences on Tuesday 9th July 2019 and runs for six weeks until 5.00pm Monday 19th August 2019.
- 2.12 This document, along with the consultation response form and survey questionnaire, are all available to view and download from the Joint Minerals & Waste Plan consultation website: www.hants.gov.uk/berksconsult.

Soundness

2.13 The National Planning Policy Framework (NPPF) contains a series of tests which local plans are examined against to assess whether the plan has been produced in the right way and provides as effective planning framework for the area it covers. These 'tests of soundness' are set out as follows in the NPPF¹:

- a) Positively prepared – providing a strategy which, as a minimum, seeks to meet the area's objectively assessed needs; and is informed by agreements with other authorities, so that unmet need from neighbouring areas is accommodated where it is practical to do so and is consistent with achieving sustainable development;
- b) Justified – an appropriate strategy, taking into account the reasonable alternatives, and based on proportionate evidence;
- c) Effective – deliverable over the plan period, and based on effective joint working on cross-boundary strategic matters that have been dealt with rather than deferred, as evidenced by the statement of common ground; and
- d) Consistent with national policy – enabling the delivery of sustainable development in accordance with the policies in this Framework.

2.14 The Plan will be examined against these tests of soundness and stakeholders will be asked to comment on whether the plan meets the test or needs to be changed in some way to meet them.

The stages to come

2.15 The responses received from this focussed site-specific Regulation 18 consultation will inform the Proposed Submission Plan (Regulation 19) which will be prepared by Hampshire Services on behalf of Central & Eastern Berkshire Authorities.

2.16 We are only asking for comment on the proposed Bray Quarry Extension site at this stage and there is no need to repeat previous comments.

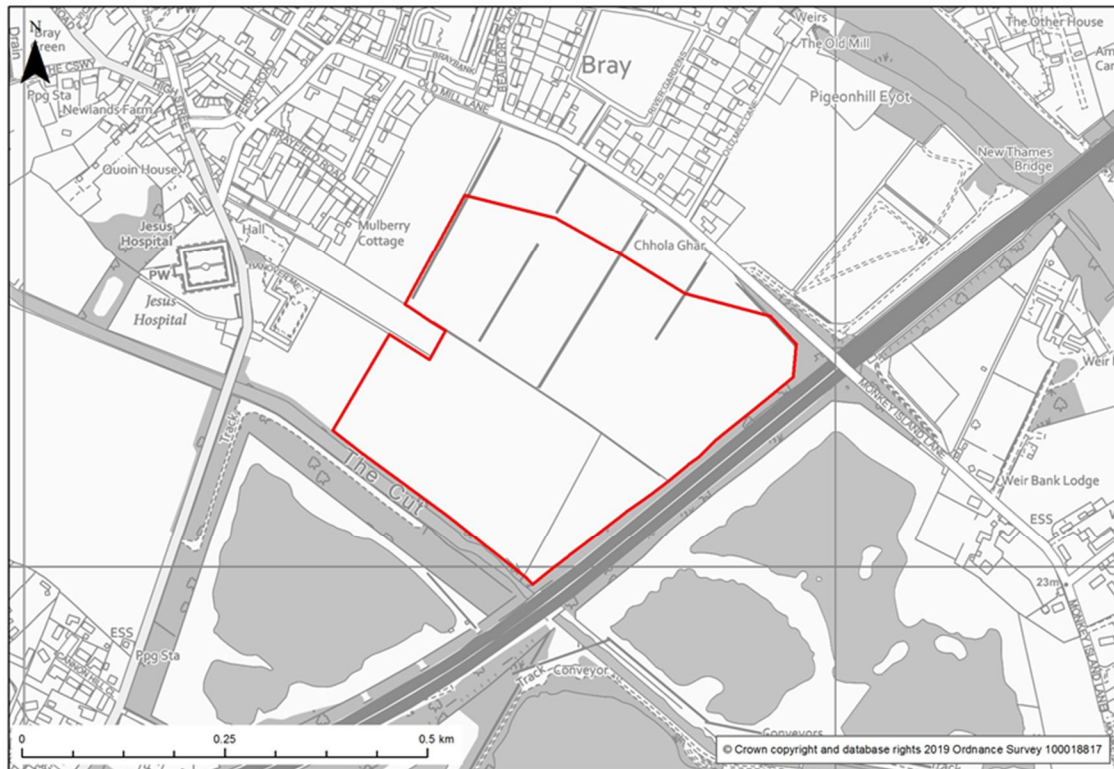
2.17 Representations made in response to the Proposed Submission Plan consultation document, SA/SEA report and other relevant documentation will be compiled and submitted with the Secretary of State for independent examination.

¹ National Planning Policy Framework (Para. 35) - https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/779764/NPPF_Feb_2019_web.pdf

3. Proposed Bray Quarry Extension

- 3.1 The Bray Quarry Extension is a new site that has been proposed by an operator following the previous Regulation 18 consultations.
- 3.2 A summary of the Bray Quarry Extension is set out below:

Figure 1: Proposed site boundary for Bray Quarry Extension



Site Code: CEB27

Site Name: Bray Quarry Extension

Borough: Windsor and Maidenhead

Grid References: 490600 179250

Current use: Existing fields some of which are used for carrot growing.

Proposal: Extraction of approximately 600,000 tonnes of sand and gravel from the site. The material will be extracted over a three-year period (approximately 200,000 tonnes per year). There will be no processing of material on site as extracted material will be transported via conveyors off site onto an existing network of conveyors on Summerleaze owned land directly for processing at Monkey Island Lane processing plant. However, a new conveyor link of

about 100m in length would be needed to join the existing conveyor to the proposed new site. The operations are proposed to commence in 2029 and would follow on sequentially from any proposed operations at Water Oakley Farm (another Summerleaze site in RBWM) if that site gains planning permission in 2019. The proposal will also include a 100-meter standoff (non-working area) from the nearest residential road and soil bunds will be implemented at the edge of the worked areas within the site which will effectively screen the working areas of the site during the three-year extraction period.

Restoration: The site will be landscaped including water features (small lakes) with nature conservation habitats. No infilling is proposed for the site following extraction. There is also an opportunity to introduce some Public Rights of Way through a restored site to connect with other routes in the local area.

Approximate size of site: 14.7 hectares

Proposal nominated by: Agent / Operator (Summerleaze).

Additional Information: The site will benefit from existing infrastructure on the adjacent worked Summerleaze site known as Bray Triangle including conveyors and a silting pond.

Previous consideration within the plan making process: This site is a new proposal however it is adjacent to a previously worked Summerleaze site at Bray Triangle, which is why conveyors in situ on that old site can be used for transporting materials to Monkey Island Lane Processing Plant directly.

Site Description Criteria	Site Considerations
Nature Conservation, Geodiversity & Biodiversity	<p>European designations: None</p> <p>National Designations: Bray Meadows SSSI is located 1km to the north-west and Bray Pennyroyal Field SSSI is located 1+km to the south-east.</p> <p>Local designations (SINC and LNR): None</p>
Landscape & Townscape / Visual Impacts	<p>Landscape Character Area of existing site: Agricultural fields adjacent to M4 motorway. Site is located in close proximity to Bray village and previously worked quarries. Mature tree belts exist within the site and at the boundary of the proposed site.</p> <p>Potential impact of development on the landscape:</p>

	<p>There will be a high level of local sensitivity as the site is located close to the village of Bray.</p> <p>The site has a number of visually significant tree belts crossing part of the northern side of the site which will be impacted by operations. Screening and bunding of the site will be required to protect residential amenity.</p> <p>Opportunities for enhancement: Restoration of the site could include water features (lakes), nature conservation and opening of a new public right of way.</p>
Water resources & Flooding	<p>Proximity to a Source Protection Zone or Groundwater Vulnerability Zone: The proposed site lies partly within Zone I Inner Protection Zone and Zone II Outer Protection Zone.</p> <p>Flood Zones: The site is located within Flood Zones 2 and 3 with a medium risk of flooding from rivers. There is no risk of flooding from reservoirs and minimal risk of flooding from surface water.</p> <p>There are no vulnerable water bodies on the site or immediately adjacent.</p>
Air Quality	<p>The proposed site is not located within an AQMA and it is adjacent to the M4 motorway.</p>
Sensitive land and Soil Quality	<p>Current use of the site: Agriculture (carrots) and fields.</p> <p>Potential impact on best and most versatile (BMV) agricultural land: Not BMV agricultural land.</p>
Transport (including access)	<p>Potential access into the site: There are no HGV movements associated directly with this site as sand and gravel will be transported by conveyor to the existing processing plant at Monkey Island Lane. Most of the conveyor is already in place having been used to transport material from</p>

	<p>the Summerleaze site known as Bray Triangle area to the Monkey Island Lane processing plant. The Monkey Island Lane plant site has a permanent planning permission for the importation, processing and sale of sand and gravel. It has a modern and efficient plant and all the necessary infrastructure and associated facilities to process the sand and gravel.</p> <p>The Monkey Island Lane plant lies less than 0.5km from the A308 road and within 2km of Junction 8/9 of the M4 motorway.</p>
Historic environment and built heritage	<p>Archaeological potential: Some archaeological potential</p> <p>Historic Parkland / Gardens: None</p> <p>Listed buildings: The Jesus Hospital Almshouse is the nearest listed building.</p> <p>Conservation Areas: Bray Village Conservation Area is located close to the site and contains numerous listed buildings and important but not listed buildings.</p>
Communities, Amenity and Health	A minimum buffer would be provided between the nearest residential properties and extraction areas. The site will require screening and bunds to protect residential amenity
Access to countryside and open space / Public Rights of Way	There are no public rights of way on or adjacent to the proposed site. New PRow are proposed as part of the restoration of the site.
Green Belt	The site is located within the Green Belt. However, whilst “mineral extraction” is not “inappropriate development”, it would still be necessary to consider whether the development would preserve the openness of the Green Belt.
Outcome: To be taken forward to Sustainability Appraisal stage for full assessment	

Ecological Assessment Summary

Retention of significant oak tree belt and protection of trees. Potential impacts to roosting and foraging bats and known local population of Great Crested Newt (terrestrial and breeding habitats at risk). Possible offsite foraging and breeding of the qualifying bird species of nearby SPA/Ramsar. Impacts on Bray Meadows SSSI and Bray Pennyroyal Field SSSI. Adjacent LWS (Greenway Corridor) sensitive to dust and material deposition. Site within Bray to Windsor Pits and Meadows Biodiversity Opportunity Area.

Transport Assessment Summary

Change in traffic volumes	No HGV access will be required and routing via the SRN would be unnecessary given that processing would take place by conveyor at Monkey Island. No change in traffic volumes will therefore result from these proposals.
Maximum distance to SRN	N/A.
Requirement for mitigation	Extension of the conveyor will be required and access to the site could be from existing field gate off Monkey Island Lane. No highway improvements will be necessary.
Opportunities for sustainable modes of transport	Significant given use of the conveyor for transporting materials off-road
Overall assessment	Site considered potentially suitable

Landscape Assessment Summary

The site is close to the edge of Bray village and conservation area, which has large numbers of listed buildings, and so there will be a high level of local sensitivity. The site has a number of visually significant tree belts crossing part of the northern side of the site, which should be retained. Mitigation should include permanent advanced planting along the northern boundary of the site to protect Bray village, Jesus Hospital and Old Mill Lane to screen the works. Noise and screen bunds should be provided during the works to create year-round visual barriers.

Historic Environment Assessment Summary

There are no archaeological sites currently recorded at this location. However archaeological excavation ahead of extraction at Bray Triangle to the south and Weir Bank to the east demonstrate that the landscape has a high archaeological potential, that is the high potential that the allocation will include archaeological sites which are as yet unrecorded. This is in common with much of the Thames floodplain. The adjacent excavations encountered archaeological occupation and settlement of Neolithic, Bronze Age, Iron Age and Roman date. There is currently nothing to suggest an overriding archaeological constraint may exist to prevent allocation, but it is very likely that archaeological issues will arise during extraction and potentially archaeological survey (evaluation) is merited ahead of the determination of any planning application to ensure that an informed decision is made.

Development Considerations:

Ecology

Retention of significant oak tree belt and protection of trees. Possible offsite foraging and breeding of the qualifying bird species of nearby SPA/Ramsar. Impacts on Bray Meadows SSSI and Bray Pennyroyal Field SSSI. Adjacent LWS and within Biodiversity Opportunity Area.

Landscape & Townscape

Permanent advanced planting along the northern boundary of the site to screen Bray village, Jesus Hospital and Old Mill Lane from proposed development.

Screening bunds will be required during the operational phases of the site to protect residential amenity.

A full restoration of the wider Bray Quarry site following extraction should include a new Public Rights of Way through the site.

Mitigation tree planting to replace any mature trees that are removed from the site for operational purposes.

Operational Hours will be limited to 08:00 – 16:00 to protect residential amenity.

Transport

A Transport Assessment or Transport Statement will be required.

New conveyor link route to join existing conveyors will need to be agreed for the site.

Historic Environment

An Archaeological Survey (evaluation) will be required to support any proposal.

Flood Risk

Site in Groundwater Source Protection Zone – a Hydrogeological Risk Assessment will be required.

Site is within Flood Zones 2 and 3 – Flood Risk Assessment will be required.

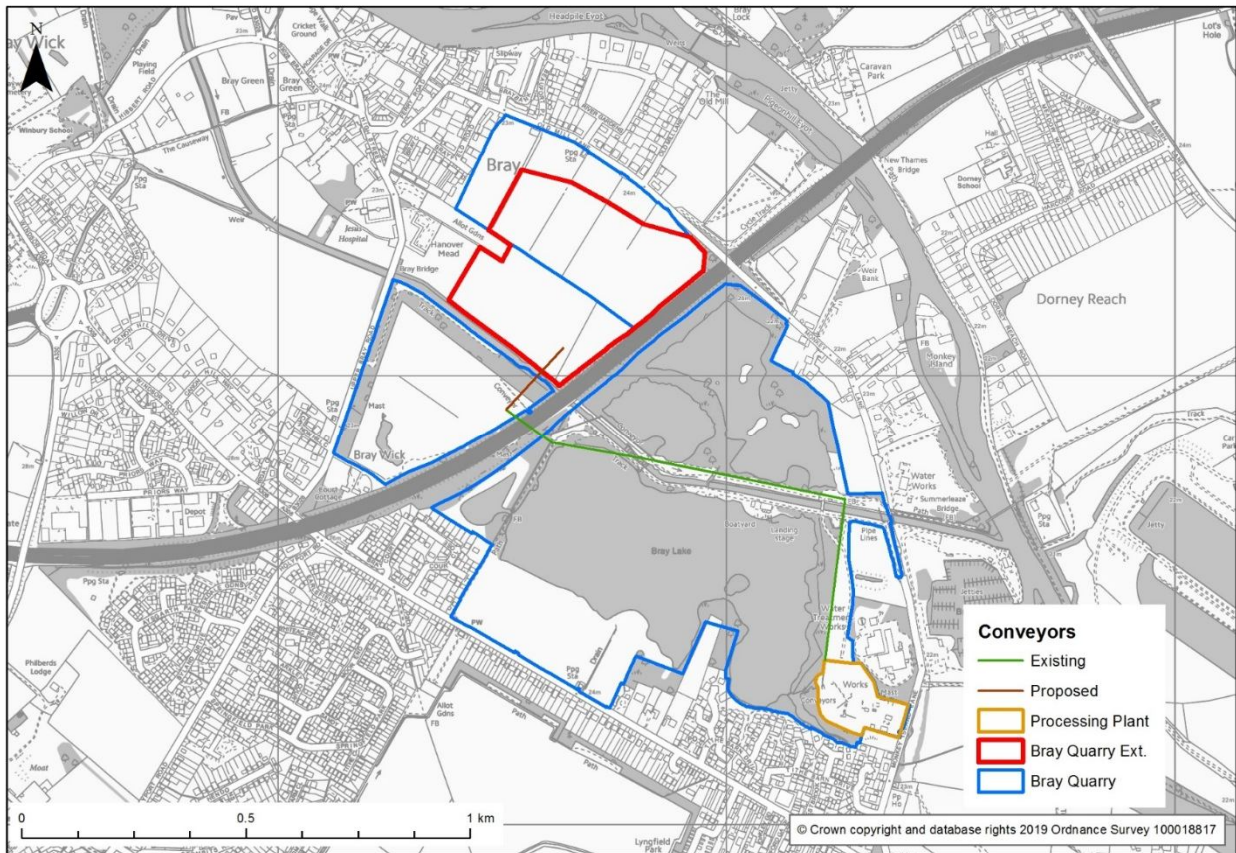
4. Next Steps

- 4.1 Hampshire Services on behalf of the Central & Eastern Berkshire Authorities will carefully consider all of the comments received. These comments will inform a summary report on the issues raised, which will be available on the website as soon as possible once the consultation has closed and the responses have been processed.

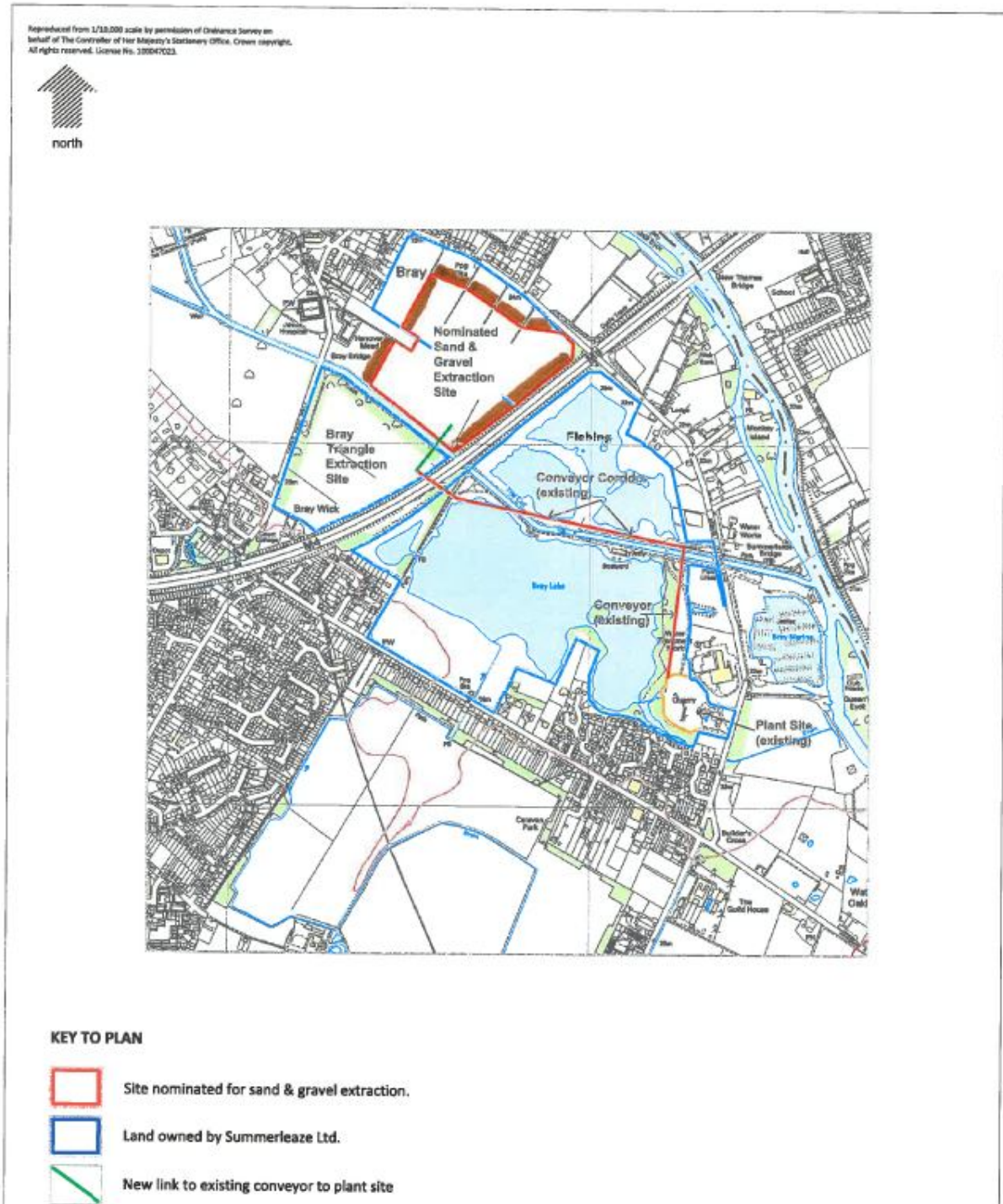
How will my comments be used?

- 4.2 The responses received from this focussed consultation will inform the Proposed Submission Plan (Regulation 19) which is being prepared by Hampshire Services on behalf of Central & Eastern Berkshire Authorities.
- 4.3 The Proposed Submission Plan (Regulation 19) is the version of the plan that is intended to be submitted to the Secretary of State for independent examination.

Appendix A: Existing and proposed conveyor infrastructure at Bray Quarry Extension



Appendix B: Potential Bunding options at the proposed Bray Quarry Extension



Source: Summerleaze (2019)

Appendix C: Sustainability Appraisal Extract

The following SA/SEA information refers to Bray Quarry Extension (CEB27) and should be read in conjunction with the SA/SEA Interim Report² (June 2018).

Table 3.7 Summary of Site Appraisal

Site	Mineral/Waste	Constraints	Considerations
CEB27 Bray Quarry Extension, Bray (RBWM)	Minerals: sand and gravel extraction	<ul style="list-style-type: none"> • 0.7km from SSSI: Bray Meadows • SPZ 1 and 2 onsite • Adjacent River Thames Protected Drinking Water Area. • Land in Green Belt • PROW along northern boundary • Residential with 100m. • Conservation Area and listed buildings within 300m. • Site is close to Bray Wick Air Quality Management Area (AQMA) and should be a consideration for routeing options • FRZ 2 and 3 onsite. • Tree Preservation Orders (TPO) placed on mature tree belts within the site. 	<ul style="list-style-type: none"> • The proximity and potential impacts to the SSSI will need to be considered. • Consultations with Natural England will be required as the site is within a SSSI Impact Zone. • The site is in SPZ1 and 2 this would require further investigation to ensure groundwater is protected. • Consultation with Environment Agency required as site is adjacent to Protected Drinking Water Area. • There are a number of residential properties adjacent. Consideration will need to be given to impact of development on factors such as noise, dust, and air quality. • The Bray Wick AQMA is 1km from the site and should therefore be a consideration for vehicle routeing during operation. • Confirmation of soil grading required • The land is within Green Belt. Mineral Extraction is deemed not inappropriate in Green Belt provided they preserve the openness of the Green Belt and do not conflict with the purposes of including land in Green Belt. • Within flood zone 2 & 3 it is recommended to carry out an assessment of run off, and other hydrological pollution issues. • The site is in a flood zone, however Mineral deposits have to be worked where they are (and sand and gravel extraction is defined as 'water-compatible development),

² SA/SEA Interim Report (June 2018): www.hants.gov.uk/berksconsult

Site	Mineral/Waste	Constraints	Considerations
			<p>mineral working should not increase flood risk elsewhere and need to be designed, worked and restored accordingly, sequential working and restoration can be designed to reduce flood risk by providing flood storage and attenuation.</p> <ul style="list-style-type: none"> • There are a number of mature tree belts that run through the site which have Tree Preservation Orders (TPO) placed on them.

Table 3.8: At a glance total effects of sites (without mitigation)

Sites	SA/SEA Objectives										
	1 Biodiversity	2 Water quality	3 Landscape and heritage	4 Ground conditions	5 Quality of life	6 Air quality	7 Emissions / climate change	8 Sustainable materials	9 Economic Growth	10 Sustainable waste and minerals	11 Flood risk
CEB27 Bray Quarry Extension, Bray (RBWM)	0	-	0	+	0	0	0	+	0	+	0

1.1 Table 3.8 shows the total combined synergistic effects of each of site CEB27 on the SA/SEA Objectives (without mitigation).

1.2 The site scored negatively for SA/SEA Objective 2 (water quality). However, Policies DM9 (Public Health, Safety and Amenity) and DM10 (Water Environment and Flood Risk) would prevent emissions from operations impacting on water quality.

1.3 The site scored 'amber' for most of the SA/SEA Objectives including:

- SA/SEA Objective 1 which reflects the proximity of European, National and Local designations to the sites. Potential impacts can be mitigated through the correct application of DM 3 (Protection of Habitats and Species).
- SA/SEA Objective 3 (landscape) which reflects the fact the site is within the Green Belt. Policy DM6 (Green Belt) seek to ensure that impacts on the openness are

mitigation. It is also noted that minerals development is not considered 'inappropriate' in the Green Belt due to its temporary nature

The site scored positively for SA/SEA Objective 4 as the site is not Best and Most Versatile agricultural land. It also scores positively for SA/SEA Objective 8 and 10 as the site contributes towards the provision of minerals.

Intra Plan Effects (synergistic)

- 1.4 With respect to the cumulative effect of the site with the others proposed. There is the potential for a cumulative impact with Water Oakley (CEB17). However, it is proposed that the Bray Quarry Extension site would be worked following Water Oakley (subject to permission) and as such, there would not be an accumulation of impacts in the area. This would also result in a continuation of impacts associated with processing at Monkey Island Lane processing plant including vehicle movements.

Inter Plan Effects (additive and synergistic)

- 1.5 Based on the spatial and temporal criteria (5km radius and operational in 2020), the site was not found to have any other potentially operational (minerals or waste site) which could give rise to cumulative effects. However, it is noted that should any of the existing mineral sites extend their permissions the cumulative impacts would need to be reassessed.
- 1.6 With respect to other types of development which may give rise to cumulative effects (i.e. housing, retail, commercial etc.), the high-level review of development proposals within 5km identified 43 proposals with 29 being housing. This was a relatively high level of proposals in comparison to the other proposed sites.

Table 4.1: Summary Cumulative Impact Assessment of Development Plans Long List

Sites	Within 1 Km		Within 2 Km		Within 3 Km		Within 4 Km		Within 5 Km		Total
	Housing	Other	Housing	Other	Housing	Other	Housing	Other	Housing	Other	
CEB27: Bray Quarry Extension , Bray	5	2	12	4	18	8	24	9	26	9	35

Site Specific Assessment CEB27 Bray Quarry Extension

Bray Quarry Extension		Site ID: CEB 27	
Grid Reference: 490600 179250			
Borough: Windsor & Maidenhead		Area (Ha): 14.7	
Objective 1: Conserve & enhance biodiversity		Distance	SA/SEA Judgement
SAC: Windsor Forest & Great Park		3.7 km	
SSSI: Bray Meadows SSSI		0.7 km	
Bray Pennyroyal Field SSSI		1km	
**SSSI Impact Zones Issues: Includes planning applications for quarries, including: new proposals, Review of Minerals Permissions (ROMP), extensions, variations to conditions etc. Oil & gas exploration/extraction.			
LNR: Braywick Park LNR		0.9 km	
Ancient & Semi Natural Woodland: Little Thrift Wood		2.5km	
Objective 1 justification			
The site is within 1 km of the Bray Meadows and Bray Pennyroyal Field SSSI and Braywick Park LNR. The site is within a SSSI impact zone which highlights all new quarry activities as a potential issue which may require consultation with Natural England. The proposal is an extension to former quarrying activities on adjacent land. Restoration will be to small lakes and new habitat areas rather than infilling which could have some positive ecological benefit in the longer term.			
Objective 2: Maintain and Improve ground and surface water quality		Distance	SA/SEA Judgement
Source Protection Zone (SPZ): 1 & 2		Site lies within Zone 1 Inner Protection Zone and Zone II Outer Protection Zone	
Drinking Water Protected Area (Surface Water)		Immediately adjacent to River Thames SW extraction	
Objective 2 justification			
The proposed sites lie within a Zone I Inner Protection Zone and Zone II Outer Protection and immediately adjacent to the boundary of the River Thames Drinking Water Protected Area. Potentially there could be risks to surface water and groundwater quality.			
Objective 3: Protect and enhance landscape & historic environment		Distance	SA/SEA Judgement

Landscape characterisation: Unimproved land. Adjacent to M4 and existing quarries Landscape character: Settled Developed Floodplain Landscape Designations: None		
TPO:	Yes	
Green Belt	Onsite	
<u>Heritage Assets:</u> SAM: None Grade I Listed Building: Jesus Hospital including Chaplains House, The Almshouses and the Chapel Several Grade II Listed Buildings within Bray Village Conservation Area: Bray Village	225 m 300 m 100 m	
Archaeological records: No data available		
Access to countryside and open space / Public Rights of Way: No PROWs running across site. Route 74 runs along the north eastern edge of the site.		
Objective 3 justification		
<p>The site is near to the Bray Conservation Area and several listed buildings although views of the site are partially screened by a band of mature trees. Immediately to the east is the M4. There are a number of Tree Preservation Orders on the site.</p> <p>Phased extraction and restoration may limit the overall impact of mineral extraction on the character of the landscape. Visual impacts could be mitigated by advanced planting of screening vegetation along the roads and footpaths.</p>		
Objective 4: Maintain & protect soil quality	Distance	SA/SEA Judgement
Agricultural: Not Best and Most Versatile agricultural land		
Contaminated Land: Greenfield		
Geological Important Areas: No data available	N/A	
Objective 4 justification		
Land is greenfield and therefore consideration should be given to protection of soil quality		
Objective 5: Improve quality of life of population	Distance	SA/SEA Judgement

<u>Residential Dwellings:</u>		
Brayfield Road	100m	
Old Mill Lane	70m	
Hanover Mead	100m	
Schools: Braywick Court School	0.9km	
Amenities: Bray Village Allotments	Adjacent	
Objective 5 justification		
<p>The site potentially could have impacts for residents and the local allotments due to noise, access, highway movements, dust etc. However, a buffer area has been provided between Bray Village to the west and north, and the site boundary. Existing quarry sites lie to the south and west and the M4. The site could potentially provide amenity and public access for the population in the longer term. As the site would be restored to lakes with no infilling, these impacts would be relatively short lived, with the extraction taking place over about three years.</p>		
Objective 6: Maintain and Protect Air Quality	Distance	SA/SEA Judgement
Air Quality Management Area – Bray AQMA Adjacent to M4 corridor	900 m	
Proximity to major roads – J 8/9 M4 via A308	3.2 km	
*Proximity to SRN: A308 – via Bray Village or Braywick (and AQMA). However, minerals will be transferred by conveyor to Monkey Island Lane and then by road to SRN.	1.6 km.	
Method of Transportation: Conveyor/Road		
*Links to Rail network	2.5 km to Maidenhead Station	
Objective 6 justification		
<p>Materials will be transferred to existing processing plant by conveyor. Although access to SRN within reasonable distance from site, concern that HGVs carrying processed materials will need to travel through either Bray or Braywick to access the SRN and M4, potentially passing through an AQMA.</p>		
Objective 7: reduce emissions of greenhouse gases		SA/SEA Judgement
Generates Energy/Heat Production	N/A	
Supports renewables	N/A	
Objective 7 justification		
Not Applicable		

Objective 8: Support sustainable extraction, reuse and recycling of mineral & aggregate resources		SA/SEA Judgement
Recycled	N/A	
Composted	N/A	
Recovered	N/A	
Landfilled	N/A	
Objective 8 justification (Minerals)		
The proposal is for mineral extraction only with restoration to lakes and wildlife habitats with no backfilling, recovery or recycling.		
Objective 9: Economic Growth		SA/SEA Judgement
Job creation (per Ha)	Unknown	
Type of job (Permanent/Temporary)	Temporary	
Support economic growth	Y	
Deprivation index in locality	N/A	
Objective 9 justification		
The mineral site is likely to create temporary employment. However, the site would contribute to economic growth through the supply of sands and gravels, supporting local and regional development. The level of job creation is unknown at this stage.		
Objective 10: Create and sustain high levels of access to waste & mineral services	Distance	SA/SEA Judgement
Waste facility	N/A	
Mineral facility	Onsite	
Objective 10 justification		
Site creates a new mineral facility		
Objective 11: Alleviate Flood Risk and flood impacts	Distance	SA/SEA Judgement
Flood Zones: partly within Flood Zones 2 & 3 with a medium risk of flooding from rivers.	onsite	
Areas susceptible to surface water flooding. Minimal risk	onsite	
Objective 11 justification		

The site has a medium risk of flooding from rivers. Mineral deposits have to be worked where they are and sand and gravel extraction is defined as 'water-compatible development, sequential working and restoration can be designed to reduce flood risk by providing flood storage and attenuation.'³

Sites	Examples of mitigation measures
CEB27 Bray Quarry Extension, Bray (Minerals)	<ul style="list-style-type: none"> • <i>Biodiversity</i>: Management schemes –Restoration and aftercare scheme • <i>Landscape and Heritage</i>: Screening / buffer, Landscape Schemes, onsite landscaping, phasing of development. Restoration and aftercare scheme, contaminated land assessment • <i>Water and Flooding</i>: Water and flood management schemes– could include long term management through S106 as appropriate • <i>Traffic</i>: HGV routing agreements and restrictions • <i>Design</i>: Specifications and siting of the facilities • <i>Quality of life</i>: Buffer, Hours of working. Phasing, Pest control, Access management plan

Appendix D: Habitats Regulations Assessment Extract

The following extract should be read in conjunction with the Habitats Regulation Assessment – Screen Report (June 2018)⁴.

Site name and reference	Bray Quarry (CEB27)
Location of Site	Windsor and Maidenhead: 490600 179250
Brief description of Site	<p>Current use: Existing fields some of which are used for carrot growing. The site area is 14.7 hectares</p> <p>Proposal: Extraction of approximately 600,000 tonnes of sand and gravel from the site. The material will be extracted over a three-year period (approximately 200,000 tonnes per year). There will be no processing of material on site as extracted material will be transported via conveyors off site onto an existing network of conveyors on Summerleaze owned land directly for processing at Monkey Island Lane processing plant. The operations are proposed to commence in 2029 and would follow on sequentially from any proposed operations at Water Oakley Farm (another Summerleaze site in RBWM) if that site gains planning permission in 2019. The proposal will also include a 100-metre standoff (non-working area) from the nearest residential road and soil bunds will be implemented at the edge of the worked areas within the site which will effectively screen the working areas of the site during the three-year extraction period. The site will benefit from existing infrastructure on the adjacent worked Summerleaze site known as Bray Triangle including conveyors and a silting pond.</p> <p>Restoration: The site will be landscaped including water features (small lakes) with nature conservation habitats. No infilling is proposed for the site following extraction. There is also an opportunity to introduce some Public Rights of Way through a restored site to connect with other routes in the local area.</p> <p>Previous consideration within the plan making process: This site is a new proposal however it is adjacent to a previously worked Summerleaze site at Bray Triangle, which is why conveyors in situ on that old site can be used for transporting materials to Monkey Island Lane Processing Plant directly.</p>

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⁴ Central and Eastern Berkshire – Habitats Regulation Assessment: Screen Report (June 2018) – www.hants.gov.uk/berksconsult.

European sites (including Ramsar) potentially affected	Windsor Forest and Great Park
Site designation status	SAC
Location of European site	Windsor and Maidenhead, Bracknell Forest, TQ023784
Distance from European site	3.63 km
Brief description of European site	<p>Windsor Forest and Great Park consists of a large area of continuous dry oak-dominated woodland and parkland and is made up of large population of ancient oak pollards trees. Being partially hollow and decayed, the oaks and beech afford habitats for a number of extremely rare and specialised insects. The predominant habitat is mixed woodland (95%), with areas of dry grasslands and inland water bodies. The soil and geology is a mix of acidic, clay, neutral and sand. The area recently been recognised as having rich fungal assemblages.</p> <p>Atlantic acidophilous beech forests with Ilex and sometimes also Taxus in the shrub layer (Quercion robori-petraeae or Ilici-Fagenion). (Beech forests on acid soils). Old acidophilous oak woods homes the largest number of veteran oaks, Quercus spp. In Britain on sandy plains. (Dry oak-dominated woodland).</p> <p>It is recognised as having international importance for its range of saproxylic invertebrates such as the rare beetle Lacon querceus. In addition the site is thought to support the largest known populations of the Violet Click Beetle, Limoniscus violaceus, in the UK.</p>
Conservation Objectives of the European site	<p>Ensure that the integrity of the site is maintained or restored as appropriate, and ensure that the site contributes to achieving the Favourable Conservation Status of its Qualifying Features, by maintaining or restoring:</p> <ul style="list-style-type: none"> • The extent and distribution of qualifying natural habitats and habitats of qualifying species; • The structure and function (including typical species) of qualifying natural habitats; • The structure and function of the habitats of qualifying species; • The supporting processes on which qualifying natural habitats and the habitats of qualifying species rely; • The populations of qualifying species; and • The distribution of qualifying species within the site.
Qualifying Features of the European site	<ul style="list-style-type: none"> • H9120. Atlantic acidophilous beech forests with Ilex and sometimes also Taxus in the shrub layer (Quercion robori-petraeae or Ilici-Fagenion); Beech forests on acid soils.

		<ul style="list-style-type: none"> • H9190. Old acidophilous oak woods with <i>Quercus robur</i> on sandy plains; Dry oak-dominated woodland. • S1079. <i>Limoniscus violaceus</i>; Violet click beetle.
Potential causes of significant effect	Cited interest features likely to be sensitive to the hazard (Y/N)	Details
Land take	N	The site is located 3.63km from the SAC. Therefore, the European site will not be impacted by direct loss of land.
Removal of supporting habitat	N	As the site is 3.63 km from the European site, the hazard is considered to have negligible potential to cause a likely significant effect.
Noise	N	As the site is 3.63 km from the European site, the hazard is considered to have negligible potential to cause a likely significant effect.
Vibration	N	As the site is 3.63 km from the European site, the hazard is considered to have negligible potential to cause a likely significant effect.
Lighting	N	As the site is 3.63 km from the European site, the hazard is considered to have negligible potential to cause a likely significant effect.
Dust	N	As the site is 3.63 km from the European site, the hazard is considered to have negligible potential to cause a likely significant effect.
Water pollution	N	The site is located 3.63 km from the SAC, and is not connected to the European site by any vectors which may carry pollution. Therefore, the European and Ramsar site will not be impacted from water pollution.
Changes in surface / groundwater hydrology	N	As the site is 3.63 km from the European site, the hazard is considered to have negligible potential to cause a likely significant effect.
Air quality	N	Due to the distance of the proposed development to the SAC, it is considered that slight changes in traffic will not result in a likely significant effect.
Traffic	N	Due to the distance of the proposed development to the SAC, it is considered that slight changes in traffic will not result in a likely significant effect.
Details of other plans and projects which may affect the European site in-combination		
RBWM Local Plan Submission Version (2017) Maidenhead Golf Course (4.62km) - Housing development site, estimated capacity 2000 Land south of Harvest Hill Road, Maidenhead (4.85km) - Housing development site, estimated capacity 380 Land south of Manor Lane, Maidenhead (5.39km) - Housing development site, estimated capacity 220		

Land west of Windsor, north and south of the A308, Windsor (4.44km) - Housing development site, estimated capacity 450
 Longcross Garden Village, Runnymede (4.14km) - Site allocation for new sustainable settlement incorporating a minimum of 1718 residential units and a range of supporting services and facilities.
 Sites: CEB2, 16, 17, 18a, 18b, 19, 21, 25, 27, 28.

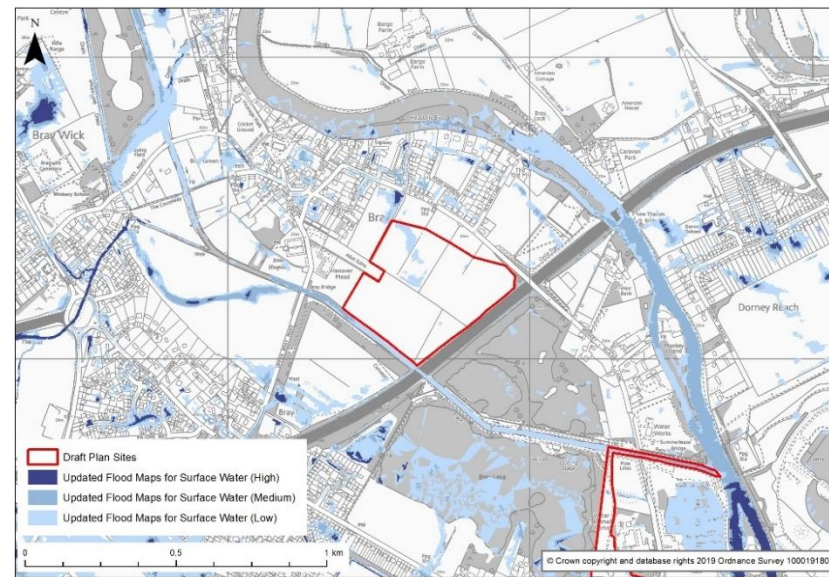
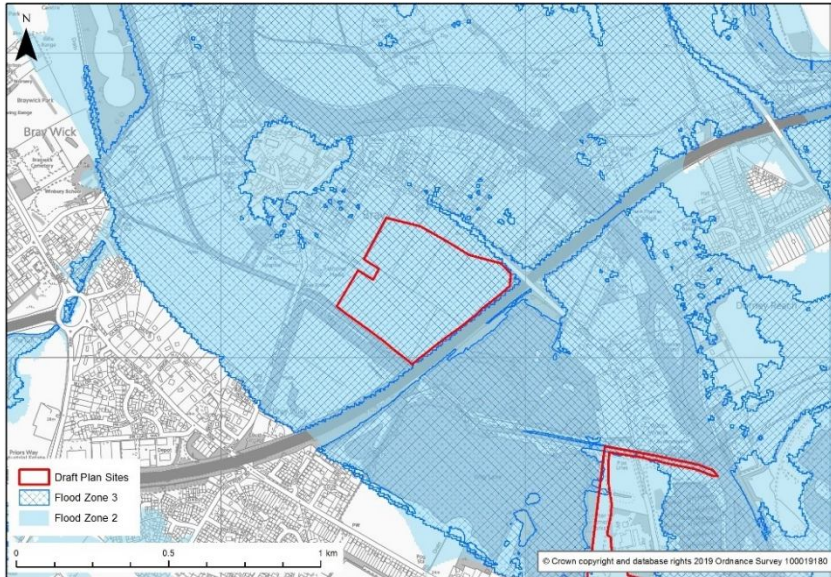
Are the potential impacts of the development of the proposed site likely to be significant?	
Alone?	No
In-combination with other plans/projects	No

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Appendix E: Strategic Flood Risk Assessment Extract

The following extract should be read in conjunction with the Strategic Flood Risk Assessment Statement (June 2018)⁵.

Bray Quarry Extension



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		Rating
Flooding history	No known records of flooding	Green
Fluvial flooding risk	The site is entirely in Flood Zone 3. The south-west of the site is bordered by the Cut a relatively small waterway connected to the Thames river.	Red
Surface water risk	Insignificant	Green

⁵ Central and Eastern Berkshire – Habitats Regulation Assessment: Screen Report (June 2018) – www.hants.gov.uk/berksconsult.

Groundwater risk	East of site in source protection zone 1, rest in source protection zone 2	
Reservoir flooding risk	None	

Strategic Flood Risk Summary –

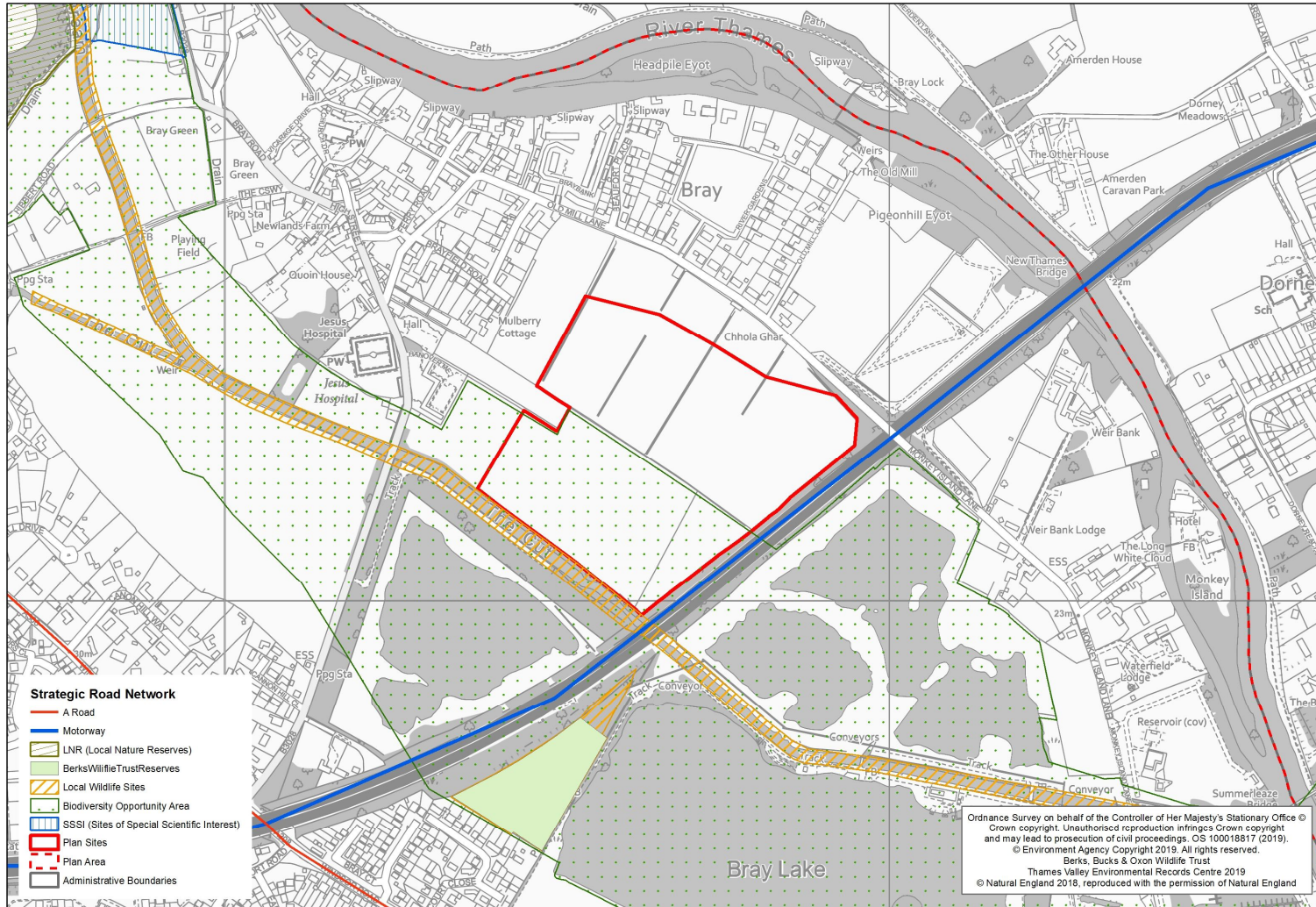
The greatest flood risk to Bray Quarry Extension is fluvial flooding, as the site is entirely in flood zone 3 and is bordered by the Cut a relatively small waterway connected to the Thames river. Overall it has **medium** flood risk; given the type of development (extraction), it is anticipated this would not pose any significant issues.

From a flood risk perspective, this site is **considered suitable** for development but would require a Hydrological Risk Assessment as it is in a Source Protection Zone.

122

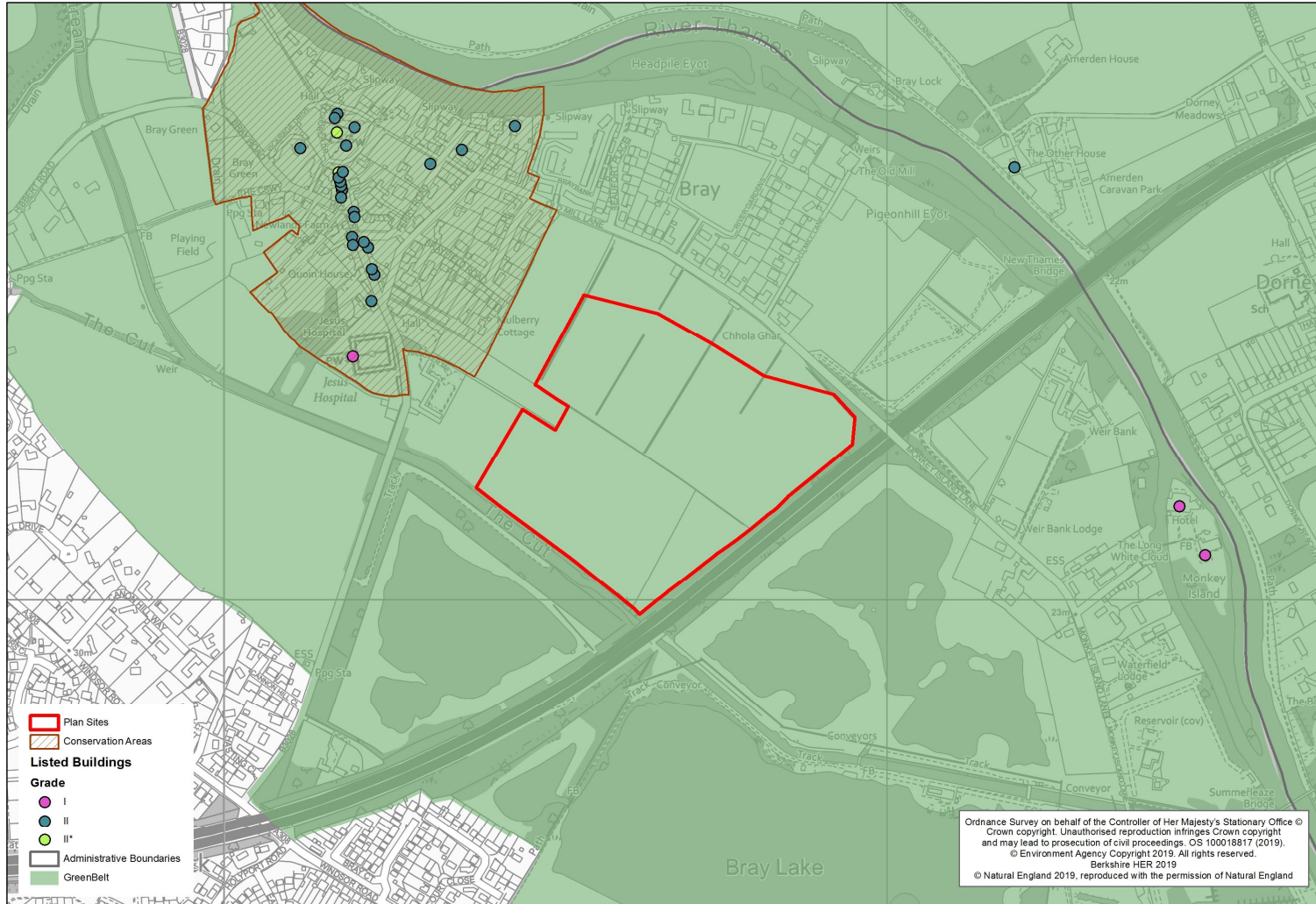
Appendix F: Landscape and Environmental Designations Map

123



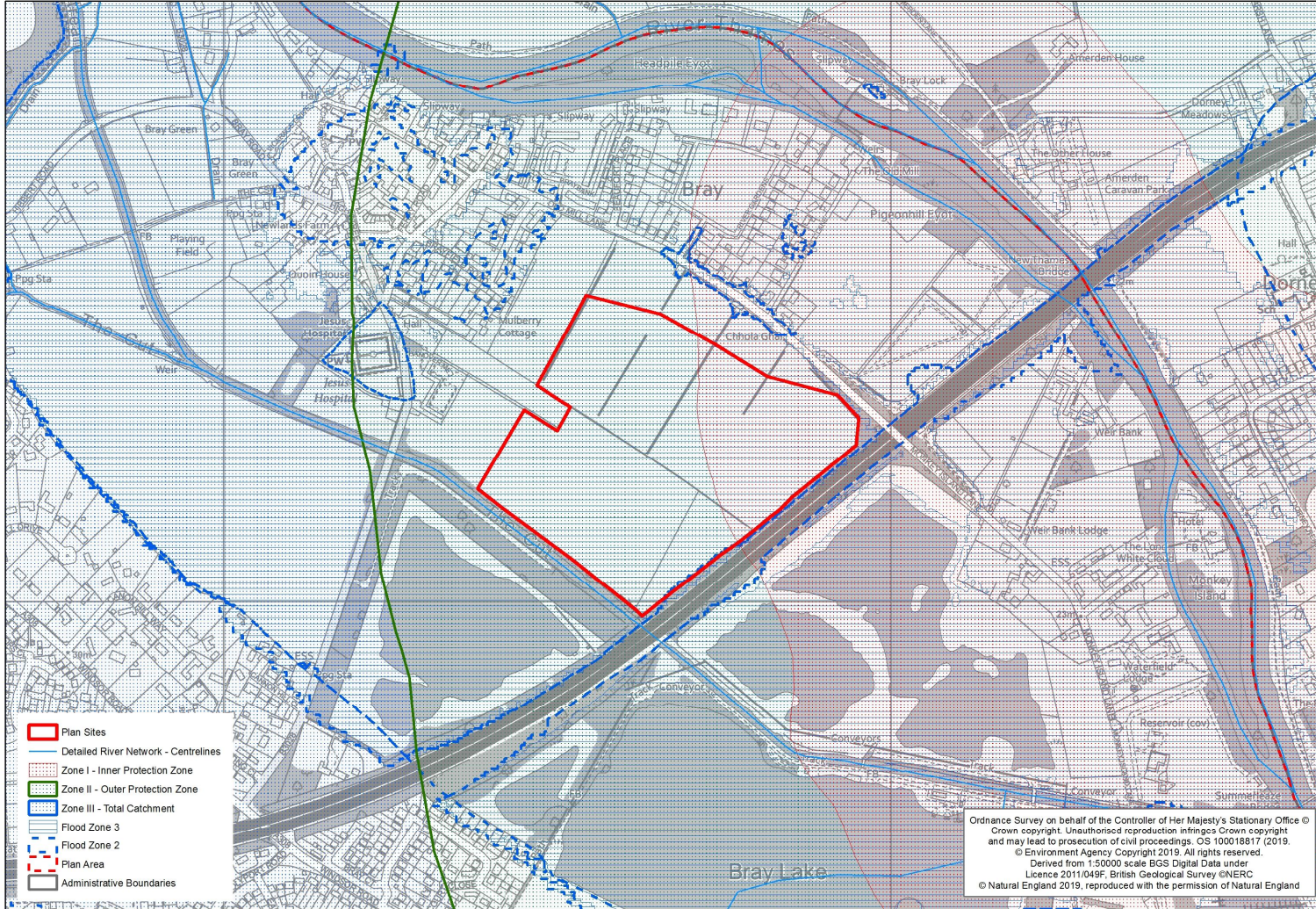
Appendix G: Historic Environment Map

124



Appendix H: Water Environment Map

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A summary of this document can be made available in large print, in Braille or audio cassette. Copies in other languages may also be obtained. Please contact Hampshire Services by email berks.consult@hants.gov.uk or by calling 01962 845785.

Report Title:	Annual Performance Report 2018/19
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Shelim, Lead Member for HR, Legal & IT (includes Performance Management)
Meeting and Date:	Cabinet - 27 June 2019
Responsible Officer(s):	Hilary Hall, Interim Director of Adult Services and Deputy Director Strategy and Commissioning
Wards affected:	All

www.rbwm.gov.uk



REPORT SUMMARY

1. The council performance management framework has 25 key measures aligned to the strategic objectives in the Council Plan 2017-21. This report summarises the performance of these in the 2018/19 municipal year, see table 1 and Appendix A.
2. 16 of the 25 measures have met or exceeded their target, including the rate of delayed transfers of care attributable to social care, the percentage of planning applications determined in timescale and the percentage of calls to the customer service centre answered within 60 seconds. Seven measures fell just short of target, although within tolerance and two measures require improvement and fell below target.
3. Commentary on performance and remedial action for those measures falling short of target is included in Appendix A.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Endorses the 2018/19 Annual Performance Report, summarised in Table 1 and Appendix A.**
- ii) **Requests relevant Lead Members, Directors and Heads of Service to maintain focus on improving performance.**
- iii) **Delegates authority to Executive Directors in conjunction with Lead Members to amend and confirm the Performance Management Framework for 2019/20.**

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 In November 2017, Cabinet approved the council's Performance Management Framework (PMF) of 25 key measures aligned to its refreshed Council Plan, with six strategic priorities over the plan period 2017-2021:
- Healthy, skilled and independent residents
 - Safe and vibrant communities.
 - Growing economy, affordable housing.
 - Attractive and well-connected borough.
 - Well-managed resources delivering value for money.
 - An excellent customer experience.
- 2.2 This report summarises the annual performance for 2018/19, 1 April 2018 – 31 March 2019, see table 1.
- 2.3 It shows that 16 of the 25 measures met or exceeded the target across the range of council services including:
- The rate of delayed transfers of care attributable to social care which is 0.
 - The speed of processing planning applications – 73.3% major applications and 82.2% minor planning applications.
 - The speed of answering the telephone in the customer service centre – 81.2% in 60 seconds.
 - The average number of days to process new housing benefit claims and changes in circumstances – 4.4 days.
 - The percentage of household waste sent for reuse or recycling – 46.8%.
- 2.4 Seven measures fell just short of target, although still within the tolerance for the measure and two measures require improvement and were out of tolerance. Detailed performance for all measures is available in Appendix A including commentary for those measures which are below target.

Table 1: 2018/19 Performance Summary

Measure	Succeeding	Near Target	Needs improvement
1.2.1 Percentage of children with a review at 2-2.5 years of age			1
1.2.3 Percentage of care-leavers in education, employment or training	1		
1.4.1 Number of permanent admissions to care for those aged 65+yrs	1		
1.4.2 Rate of delayed transfers of care, per 100,000 population, which are attributable to Adult Social Care	1		
1.4.3 Percentage of rehabilitation clients still at home 91 days after discharge from hospital		1	
1.5.3 Number of carers supported by dedicated services directly commissioned by RBWM		1	
2.1.1 Percentage of Child Protection Plans lasting 2yrs or more		1	

Measure	Succeeding	Near Target	Needs improvement
2.1.2 Percentage of children referred to children's social care more than once within last 12mths		1	
2.1.4 Percentage of adult safeguarding service users reporting satisfaction	1		
2.3.1 Number of volunteers supporting council activities	1		
3.2.1 Percentage of shops, offices, commercial spaces vacant	1		
3.4.1 Number of affordable homes delivered	1		
3.5.1 Number of homelessness preventions through council advice and activity		1	
3.5.2 Number of homeless households placed in temporary accommodation	1		
4.1.3 Percentage of Major planning applications processed in time	1		
4.1.4 Percentage of Minor planning applications processed in time	1		
4.1.6 Performance of the Tivoli contract			1
4.2.1 Percentage of household waste sent for reuse, recycling	1		
4.4.1 Number of days of roadworks on highways saved	1		
5.3.1 Percentage of calls answered within 60 seconds	1		
5.3.2 Percentage of calls abandoned after 5 seconds	1		
5.3.3 Average no. days to process new claims and changes in circumstances (Housing Benefits)	1		
5.3.4 Percentage of calls resolved right first time	1		
6.1.1 Percentage collection rate for Council Tax		1	
6.1.2 Percentage collection rate for Non Domestic Rates (Business Rates)		1	
Total	16	7	2

Performance management framework 2019-2020

- 2.5 A review of the indicators in the Performance Management Framework was undertaken in January 2019. The indicators in the framework for 2019-2020 will be confirmed between Directors and the relevant Lead Members.

Options

Table 2: Options arising from this report

Option	Comments
Endorse the evolution of the performance management framework, focused on embedding a performance culture within the council and measuring delivery of the council's six strategic priorities. This is the recommended option	The council's focus on continuous performance improvement provides residents and the council with more timely, accurate and relevant information; evolving the council's performance management framework using performance information and business intelligence ensures it reflects the council's ongoing priorities.
Failure to use performance information to understand the council, improve and maintain performance of council services and develop reporting to members and residents.	Without using the information available to the council to better understand its activity, it is not possible to make informed decisions and is more difficult to seek continuous improvement and understand delivery against the council's strategic priorities.

3. KEY IMPLICATIONS

3.1 The key implications of the report are set out in table 3.

Table 3: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The council is on target to deliver its six strategic priorities outlined in the Council Plan 2017-21.	<100% of priorities on target.	100% of priorities on target			31 March 2020

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 There are no direct financial implications arising from the recommendations.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising from the recommendations.

6. RISK MANAGEMENT

6.1 The risks and their controls are outlined in table 4.

Table 4: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
Poor performance management processes in place causing a lack of progress towards achieving the council's strategic aims and objectives.	HIGH	Robust performance management within services and at executive level to embed a performance management culture throughout the organisation, developing effective and timely reporting.	LOW

7. POTENTIAL IMPACTS

- 7.1 There are no Equality Impact Assessments or Privacy Impact Assessments required for this report.

8. CONSULTATION

- 8.1 Ongoing performance of the measures within the Performance Management Framework 2019/20, alongside other measures and business intelligence information, will be regularly reported to the council's four Overview and Scrutiny Panels.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date if not called in: Immediately. The full implementation stages are set out in table 5.

Table 5: Implementation timetable

Date	Details
May 2019	Performance Management Framework 2019/20 finalised by Directors in conjunction with relevant Lead Members.
November 2019	Cabinet consideration of half year performance against the performance management framework
June 2019	Cabinet consideration of the annual performance report
Ongoing	Regular review of performance by the Corporate Leadership Team.
Ongoing	Performance reports considered by the council's four Overview and Scrutiny Panels; finalised dates to be determined as part of the work programme for each Panel.

10. APPENDICES

- 10.1 This report is supported by one appendix:

- Appendix A: Performance Management Framework 2018/19 (printed).

11. BACKGROUND DOCUMENTS

11.1 This report is supported by one background document:

- Council Plan 2017-21:
[https://www3.rbwm.gov.uk/downloads/file/3320/2017-2021 - council plan](https://www3.rbwm.gov.uk/downloads/file/3320/2017-2021_-_council_plan)

12. CONSULTATION (MANDATORY)

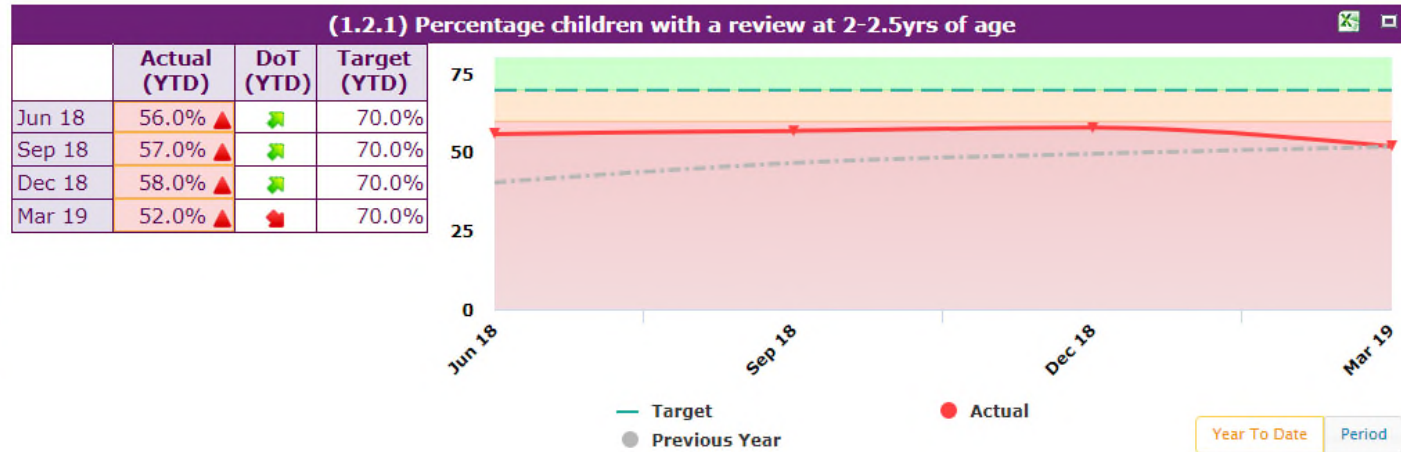
Name of consultee	Post held	Date sent	Date returned
Cllr Shelim	Lead Member for HR, Legal & IT (includes Performance Management)	31/05/19	31/05/19
Duncan Sharkey	Managing Director	30/05/19	06/06/19
Russell O'Keefe	Executive Director	30/05/19	06/06/19
Andy Jeffs	Executive Director	30/05/19	30/05/19
Rob Stubbs	Section 151 Officer	30/05/19	30/05/19
Elaine Browne	Interim Head of Law and Governance	30/05/19	30/05/19
Nikki Craig	Head of HR and Corporate Projects	30/05/19	30/05/19
Louisa Dean	Communications	30/05/19	
Kevin McDaniel	Director of Children's Services	30/05/19	06/06/19
Hilary Hall	Deputy Director of Commissioning and Strategy	26/05/19	30/05/19

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Non-key decision	No	No
Report Author: Anna Robinson, Strategy and Performance Manager, 01628 796264		

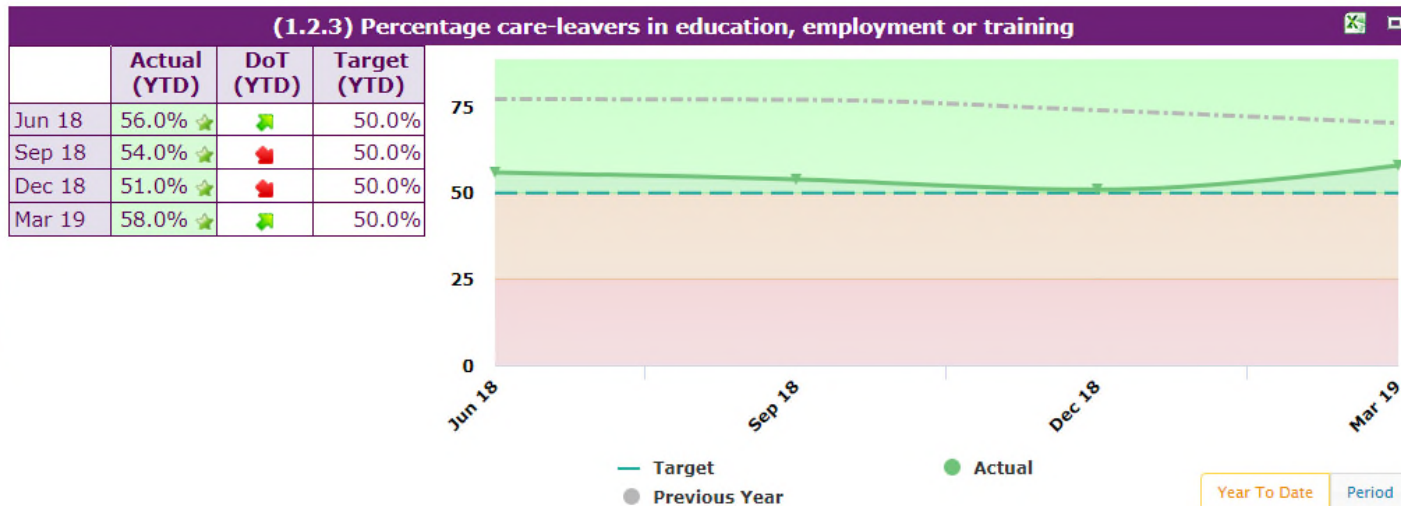
Appendix A: Performance Management Framework 2018/19

(1.2.1) Percentage children with a review at 2-2.5yrs of age

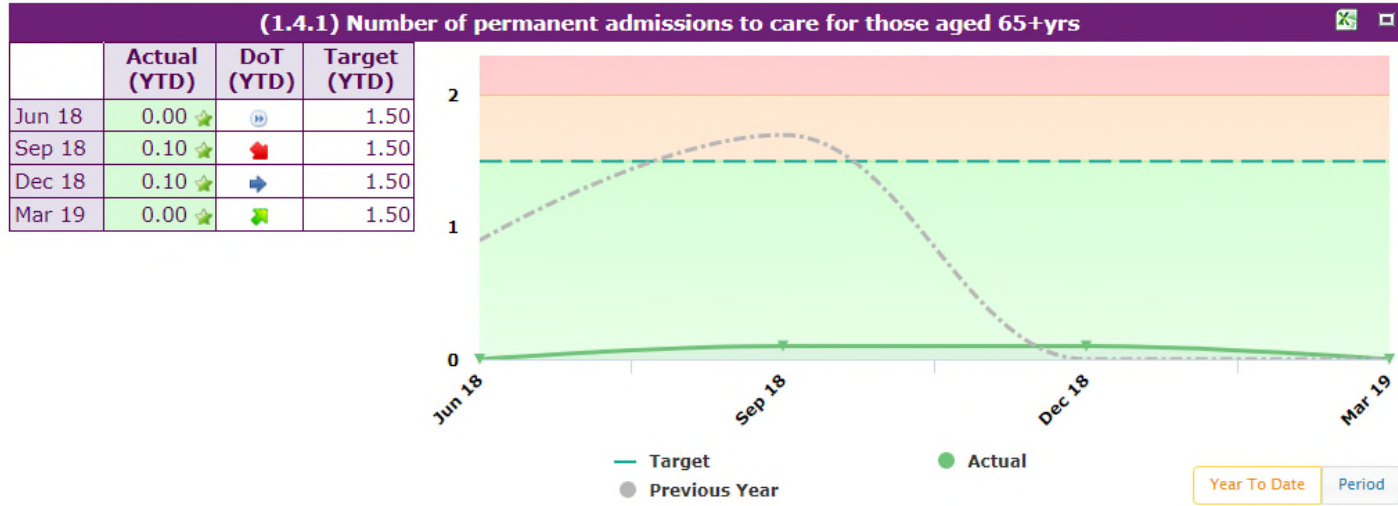


Commentary: This indicator measures the number of children whose parents take up a face to face health visitor review within six months of their second birthday. Despite putting in processes to follow up all non-responders, the proportion of parents choosing to take up a face to face review declined in the period January to March with a number not coming out in the cold/wet weather. A further 2% have subsequently had a review out of timescale. The service makes home visits to all targeted children with 100% completion of reviews in the quarter. The remainder declined / no response with the highest proportions in the least deprived wards. Kevin to add further contextual measure around the number of parents indicating that they do not want a review.

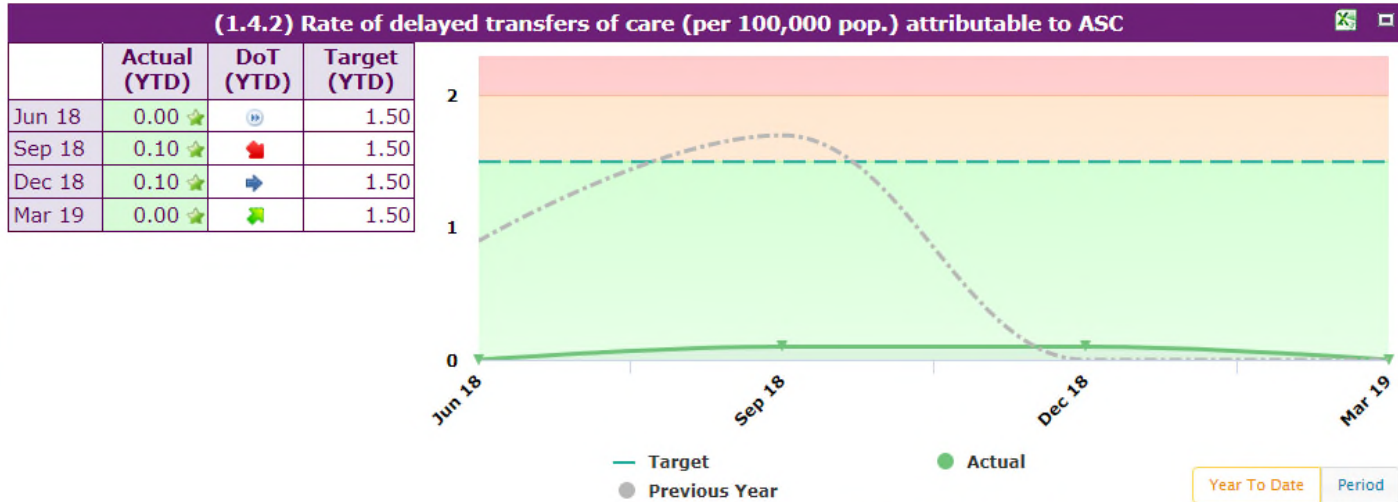
(1.2.3) Percentage care-leavers in education, employment or training



(1.4.1) Number of permanent admissions to care for those aged 65+yrs



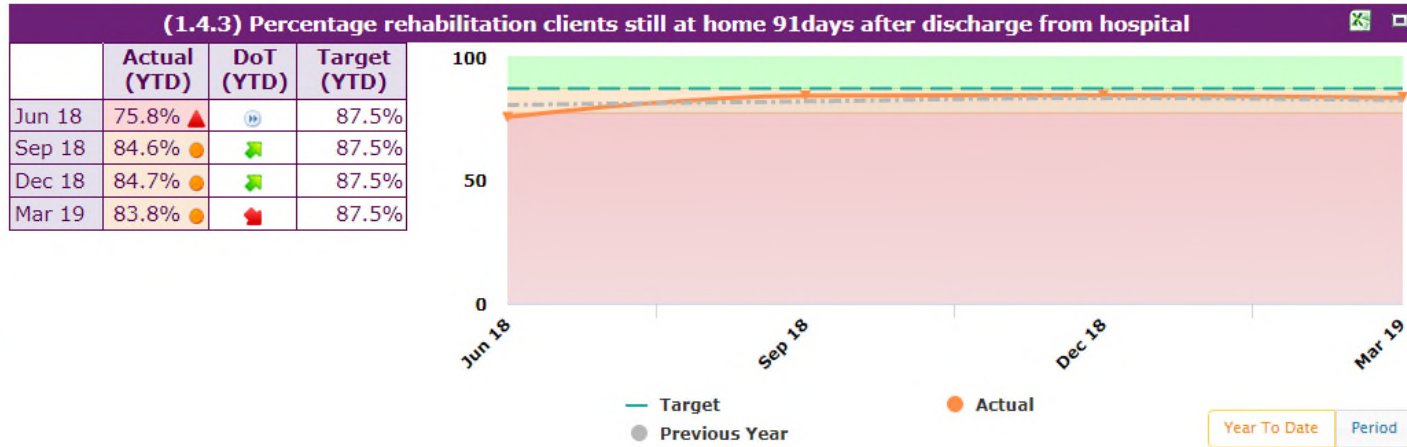
(1.4.2) Rate of delayed transfers of care (per 100,000 pop.) attributable to Adult Social Care



YTD shows latest period value available

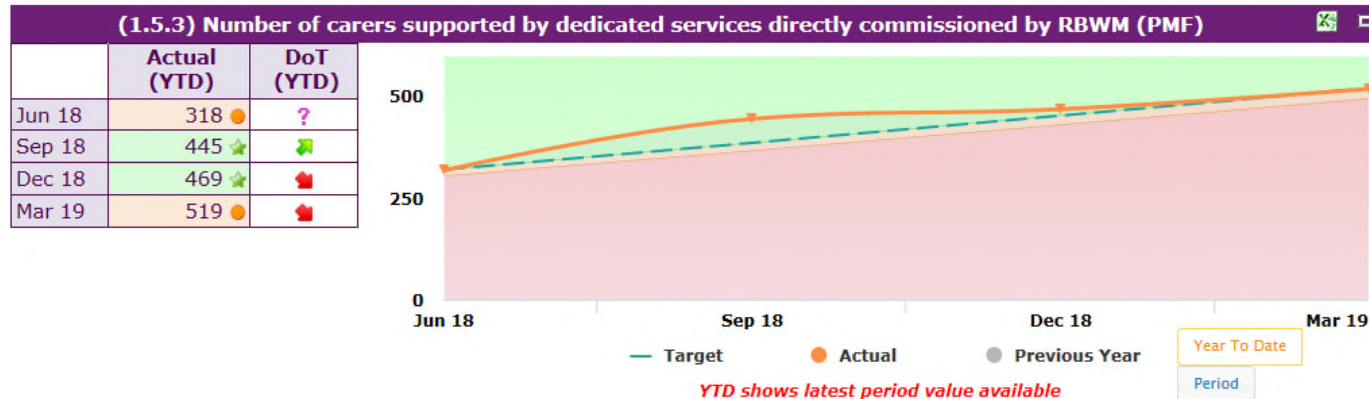
YTD shows latest period value available

(1.4.3) Percentage rehabilitation clients still at home 91days after discharge from hospital



Commentary: Performance against this indicator remains strong, although just below target and compares favourably with national at 82.9% and the South East regional figure at 82.2%. This figure will fluctuate depending on the condition of individual residents in the cohort. There is a trend of residents being discharged with a range of highly complex co-conditions leading to frailty and resulting illness that means that they cannot remain at home 91 days after discharge.

(1.5.3) Number of carers supported by dedicated services directly commissioned by RBWM



YTD shows latest period value available

Commentary: This data reflects the actual registrations with the Signal4Carers (for adult carers) and Family Action (for young carers). A slight anomaly in the target vs actual data for the quarter has been identified and work is underway with both commissioned organisations to streamline future reporting requirements so that the data is consistent across both organisations.

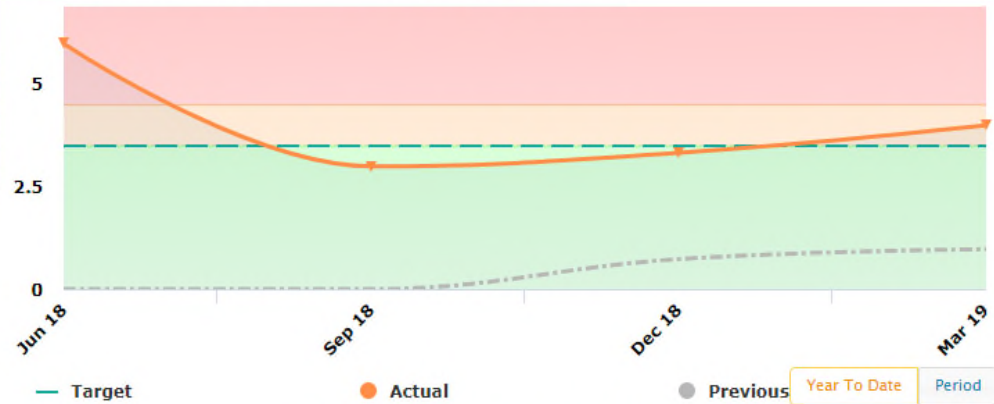
(2.1.1) Percentage Child Protection Plans lasting 2yrs or more



YTD shows average of all period values in year

(2.1.1) Percentage of Child Protection Plans lasting 2yrs or more

	Actual (YTD)	DoT (YTD)	Target (YTD)
Jun 18	6.0% ▲	🟢	3.5%
Sep 18	3.0% ☆	🟢	3.5%
Dec 18	3.3% ☆	🔴	3.5%
Mar 19	4.0% ●	🔴	3.5%



YTD shows average of all period values in year

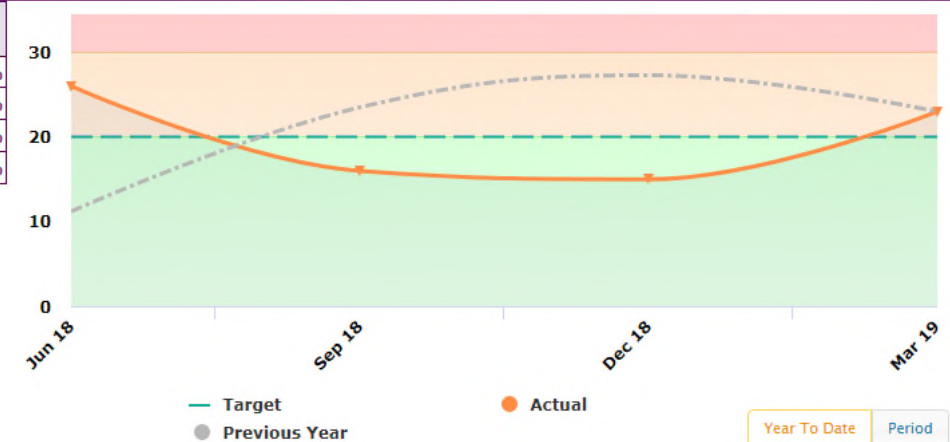
Commentary: This is the proportion of closed Child Protection plans that lasted more than two years when closed. The sample size is very small. The service reviews all Child Protection plans that have been in place for more than a year to determine if further action should be taken to reduce the risks of significant harm. On occasion, the review indicates that actions are working and need more time resulting in better outcomes for the children. The service is satisfied that appropriate actions have been taken with these families, resulting in the plans ceasing.

(2.1.2) Percentage of children referred to children's social care > once within last 12mths



(2.1.2) Percentage of children referred to children's social care > once within last 12mths

	Actual (YTD)	DoT (YTD)	Target (YTD)
Jun 18	26.0% ●	🟡	20.0%
Sep 18	16.0% ☆	🟢	20.0%
Dec 18	15.0% ☆	🟢	20.0%
Mar 19	23.0% ●	🔴	20.0%



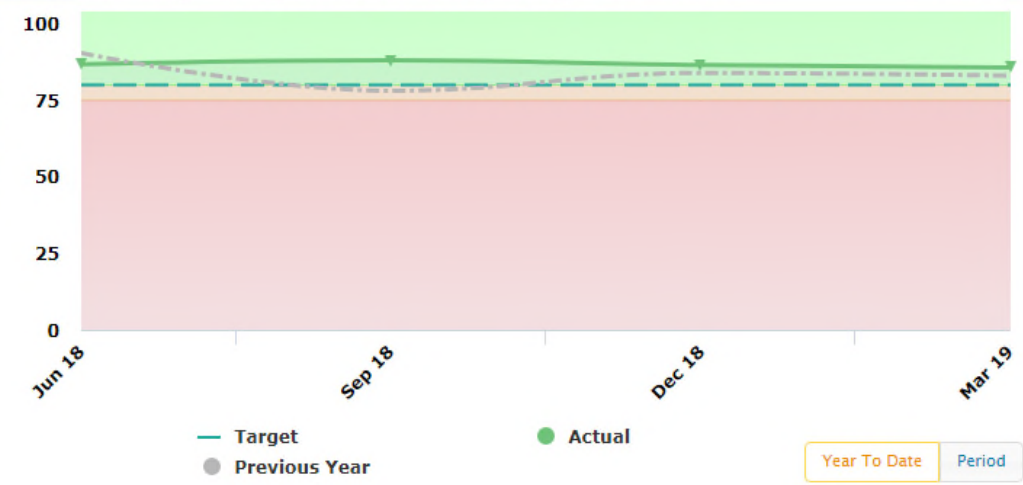
Commentary (2.1.2): This is the proportion of referrals that relate to children who have had two or more referrals to the Single Point of Access in the previous 12 months. In response to the Ofsted focused visit of the front door, a number of cases were reopened to ensure that all assessments had been appropriate; this created short-term workload pressure in the team, slowing some responses and leading to some additional referrals. The same Ofsted visit, however, confirmed that the thresholds are accurate and therefore we expect the rate to fall back into the 15% - 20% range in the coming quarter.

(2.1.4) Percentage of adult safeguarding service-users reporting satisfaction



(2.1.4) Percentage of adult safeguarding service-users reporting satisfaction

	Actual (YTD)	DoT (YTD)	Target (YTD)
Jun 18	86.8%		80.0%
Sep 18	88.1%		80.0%
Dec 18	86.6%		80.0%
Mar 19	85.8%		80.0%



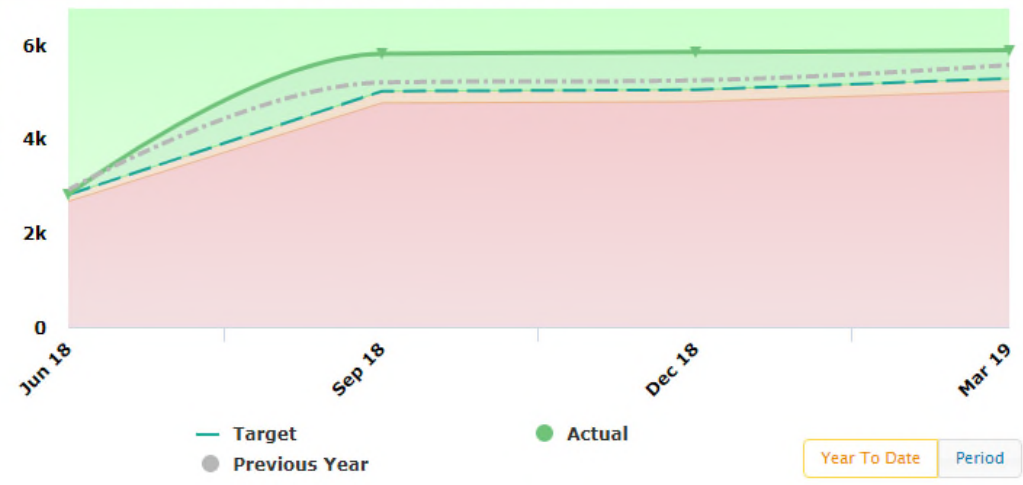
137

(2.3.1) Number of volunteers supporting council activities



(2.3.1) Number of volunteers supporting council activities

	Actual (YTD)	DoT (YTD)	Target (YTD)
Jun 18	2,824		2,820
Sep 18	5,832		5,030
Dec 18	5,864		5,060
Mar 19	5,904		5,300

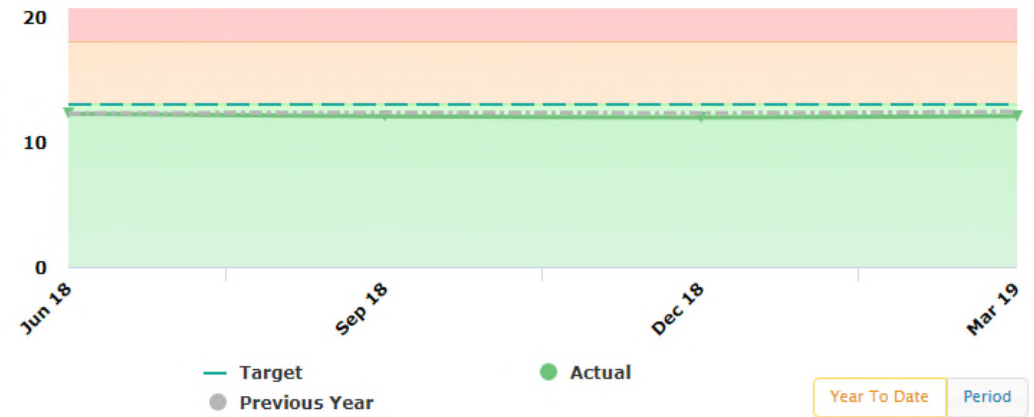


(3.2.1) Percentage of shops, offices commercial spaces vacant



(3.2.1) Percentage of shops, offices commercial spaces vacant

	Actual (YTD)	DoT (YTD)	Target (YTD)
Jun 18	12.3%		13.0%
Sep 18	12.1%		13.0%
Dec 18	12.0%		13.0%
Mar 19	12.1%		13.0%

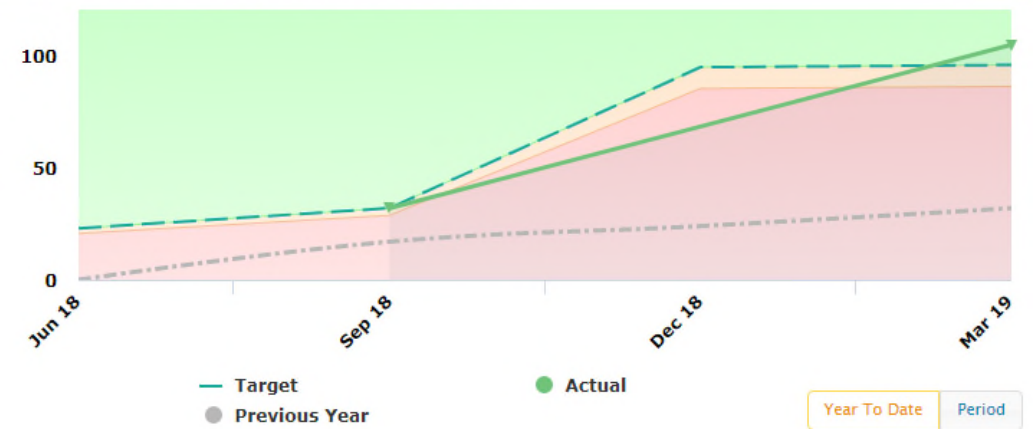


(3.4.1) Number of affordable homes delivered



(3.4.1) Number of affordable homes delivered

	Actual (YTD)	DoT (YTD)	Target (YTD)
Jun 18			23
Sep 18	32		32
Dec 18			95
Mar 19	105		96



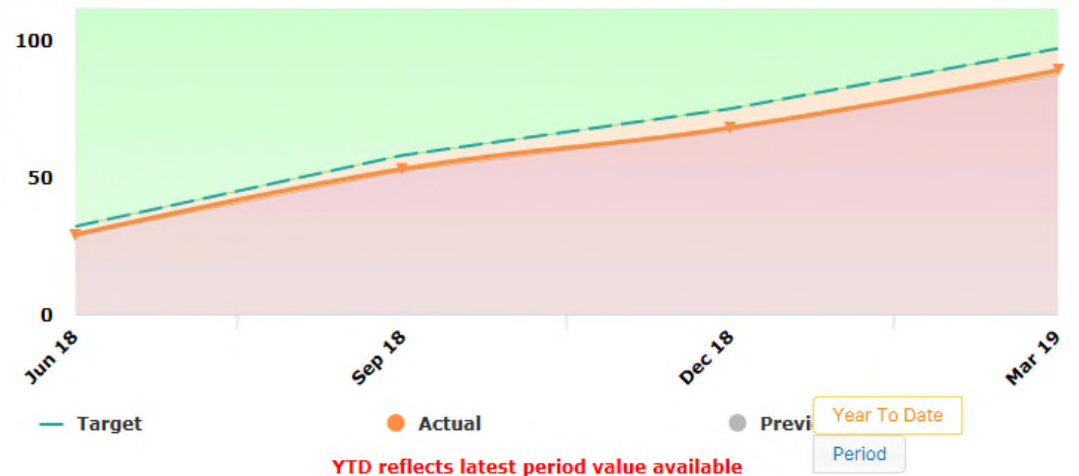
(3.5.1) Number of homelessness preventions through council advice and activity



YTD reflects latest period value available

(3.5.1) Number of homelessness preventions through council advice and activity

	Actual (YTD)	DoT (YTD)	Target (YTD)
Jun 18	29 ●	?	32
Sep 18	53 ●	🟢	58
Dec 18	68 ●	🔴	75
Mar 19	89 ●	🟢	97



Commentary: Although the end of year outturn is just short of the target, performance in Q4 was 21 against a target of 22. It is expected that the continued move to a more prevention led approach alongside the recruitment of permanent staff to the new housing team structure will see the number of preventions increase.

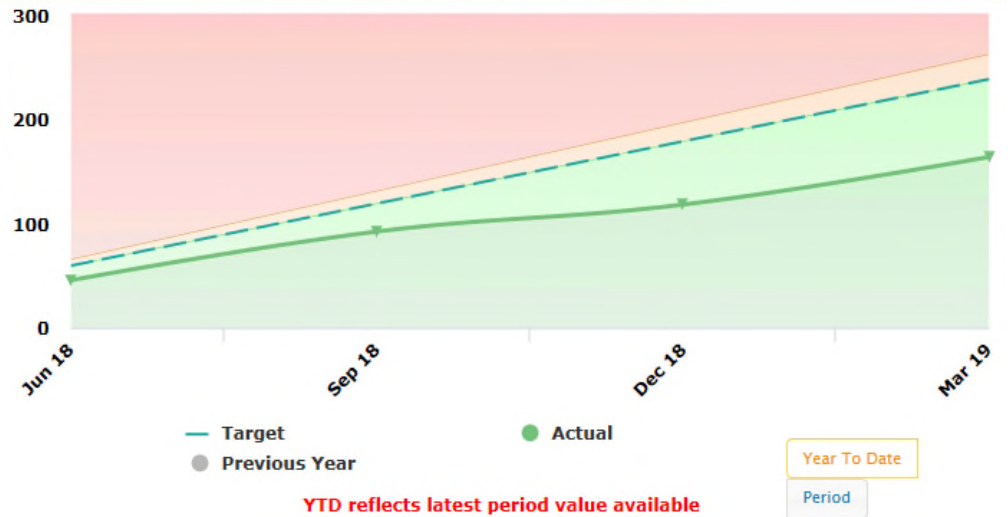
(3.5.2) Number of homeless households placed in temporary accommodation



YTD reflects latest period value available

(3.5.2) Number of homeless households placed in temporary accommodation

	Actual (YTD)	DoT (YTD)	Target (YTD)
Jun 18	46 🟢	🔵	60
Sep 18	93 🟢	🔴	120
Dec 18	119 🟢	🟢	180
Mar 19	165 🟢	🔴	240

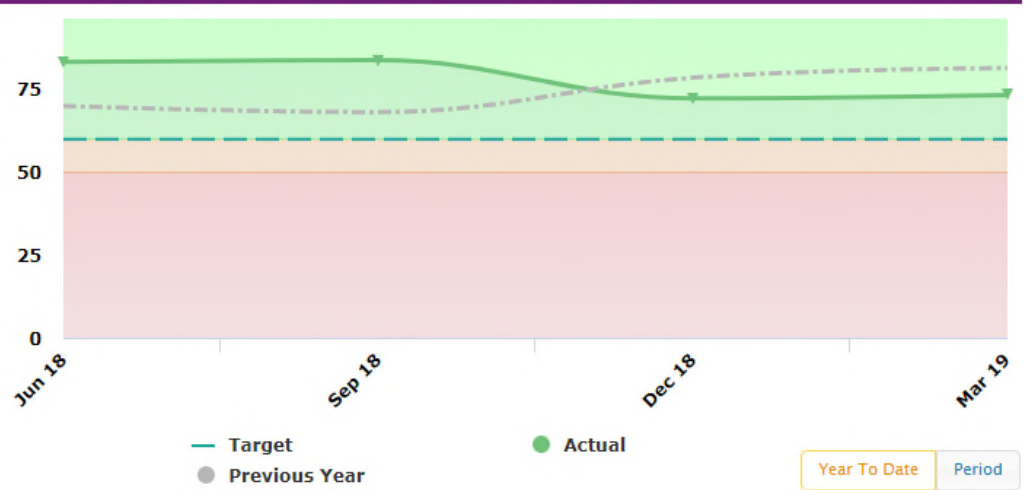


(4.1.3) Percentage of Major Planning Applications processed in time



(4.1.3) Percentage of Major planning applications processed in time

	Actual (YTD)	DoT (YTD)	Target (YTD)
Jun 18	83.3%		60.0%
Sep 18	83.9%		60.0%
Dec 18	72.3%		60.0%
Mar 19	73.3%		60.0%

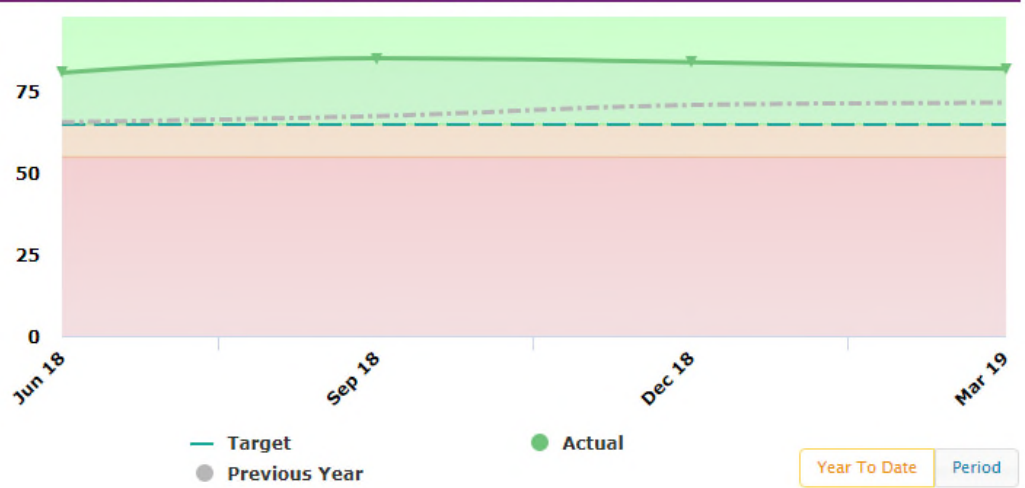


(4.1.4) Percentage of Minor Planning Applications processed in time



(4.1.4) Percentage of Minor Planning Applications processed in time

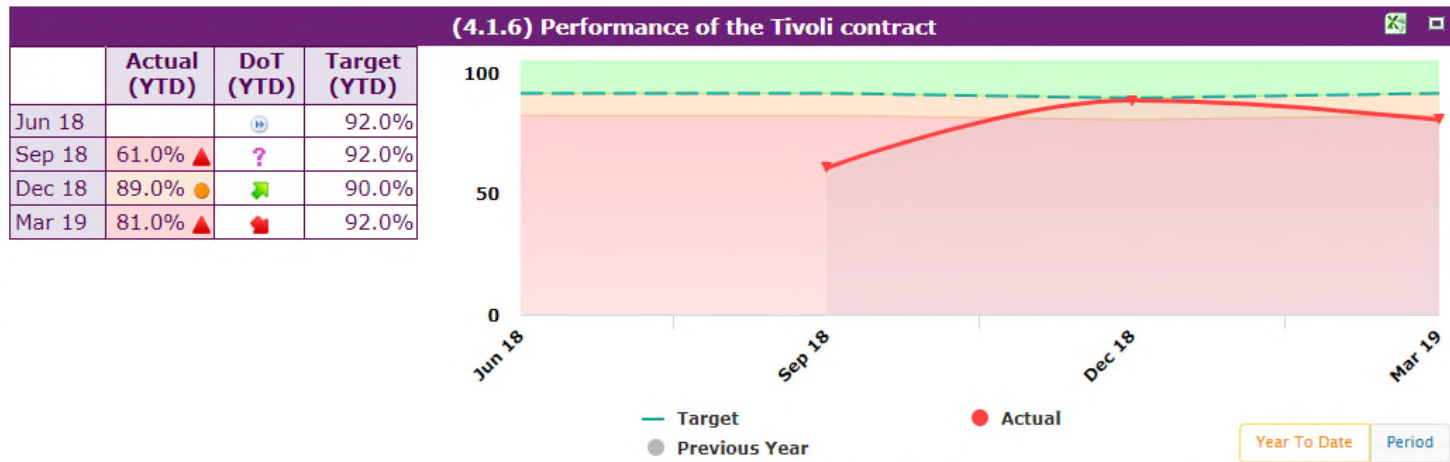
	Actual (YTD)	DoT (YTD)	Target (YTD)
Jun 18	80.9%		65.0%
Sep 18	85.3%		65.0%
Dec 18	84.1%		65.0%
Mar 19	82.2%		65.0%



(4.1.6) Performance of the Tivoli contract



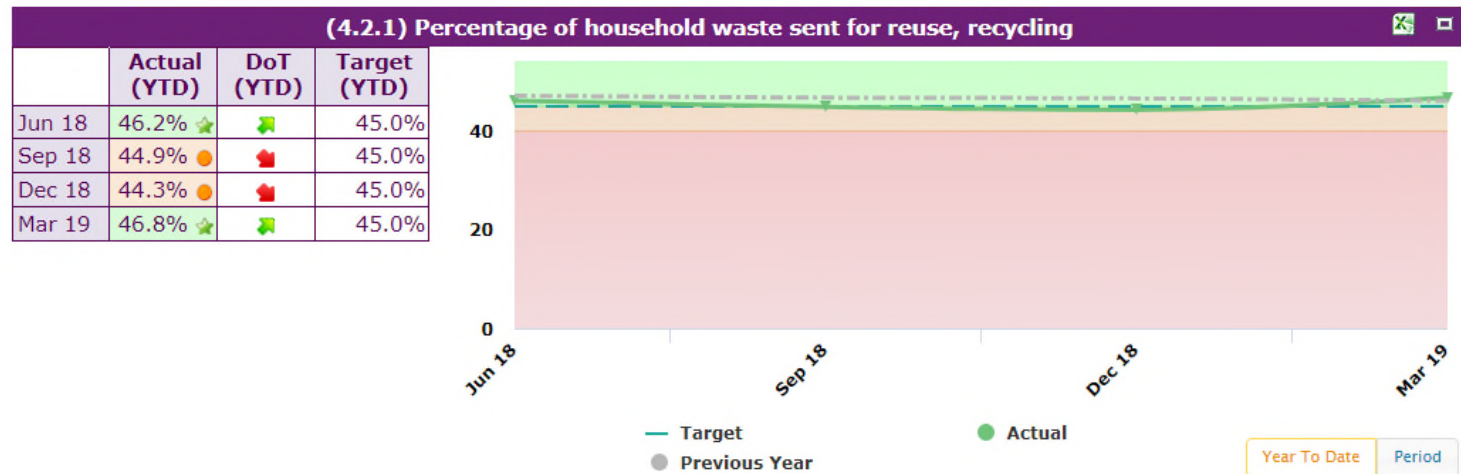
YTD reflects the latest period value available



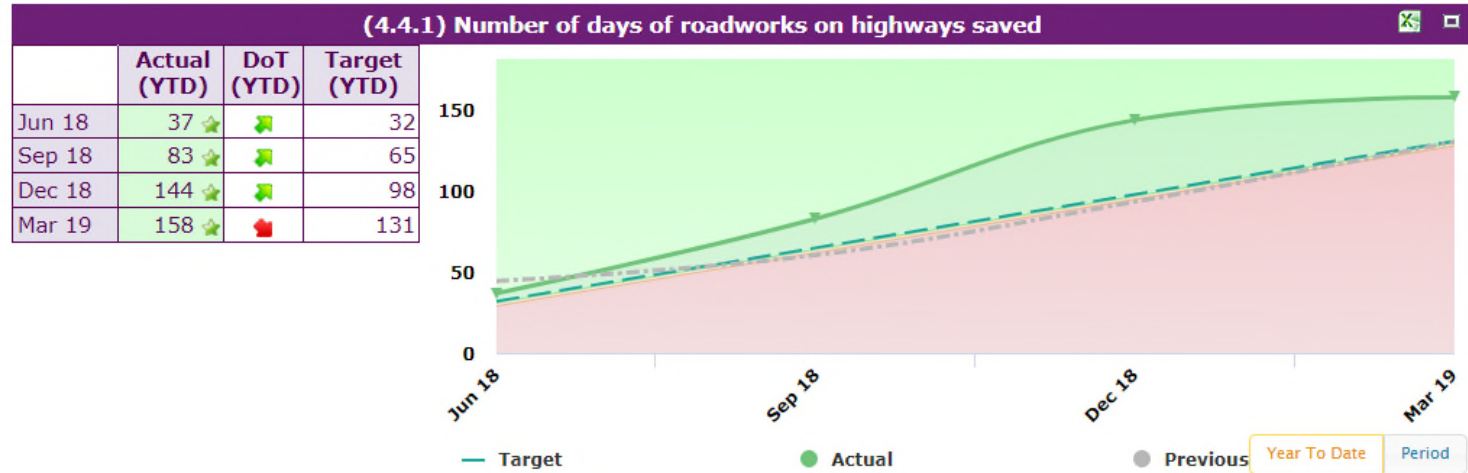
YTD reflects the latest period value available

Commentary: Additional resources have recently been secured to improve poor performance in specific areas, for example: litter bin emptying. However, sustained improvement across the contract is not being realised – increased performance management and monitoring is in place and issues have been escalated to Director level within ‘Tivoli’. Financial penalties have been applied and revised contract options are being considered between officers; Lead Member and ‘Tivoli’, including giving notice on the contract.

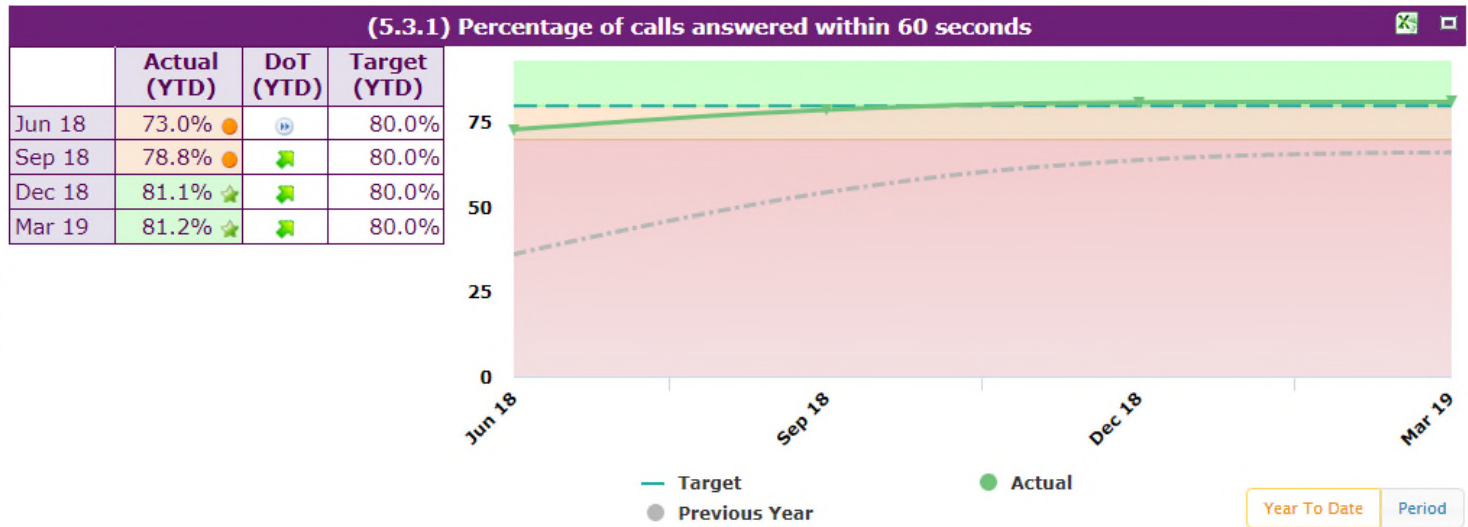
(4.2.1) Percentage of household waste sent for reuse, recycling



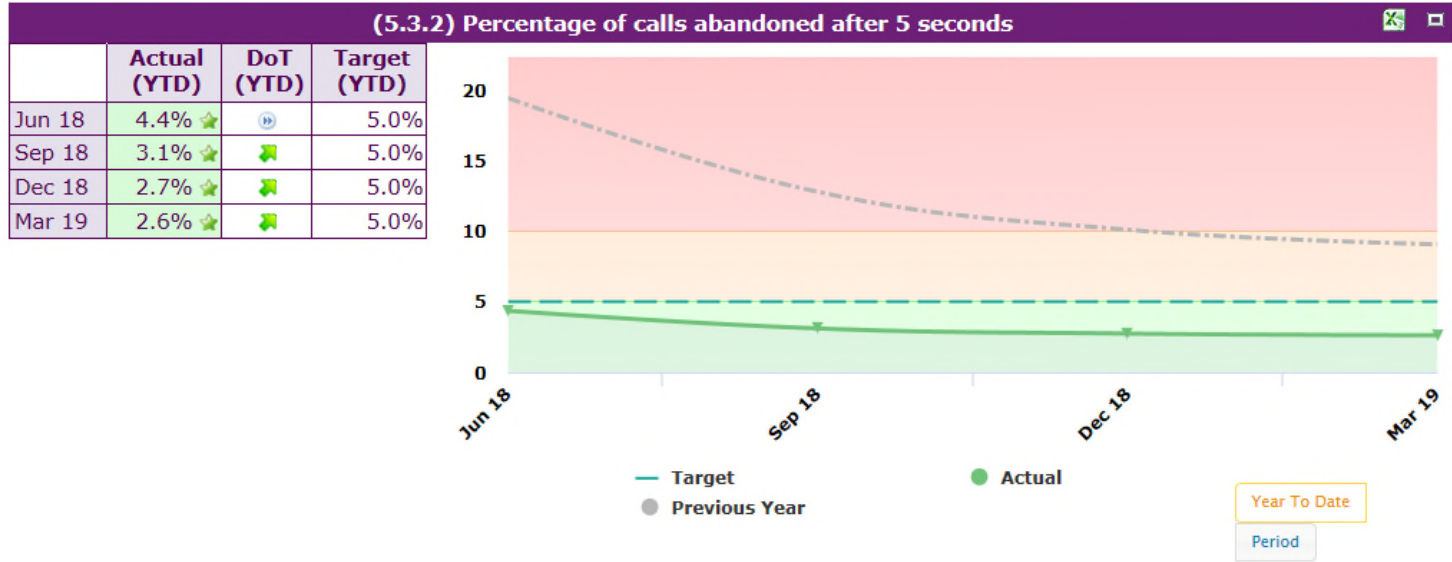
(4.4.1) Number of days of roadworks on highways saved



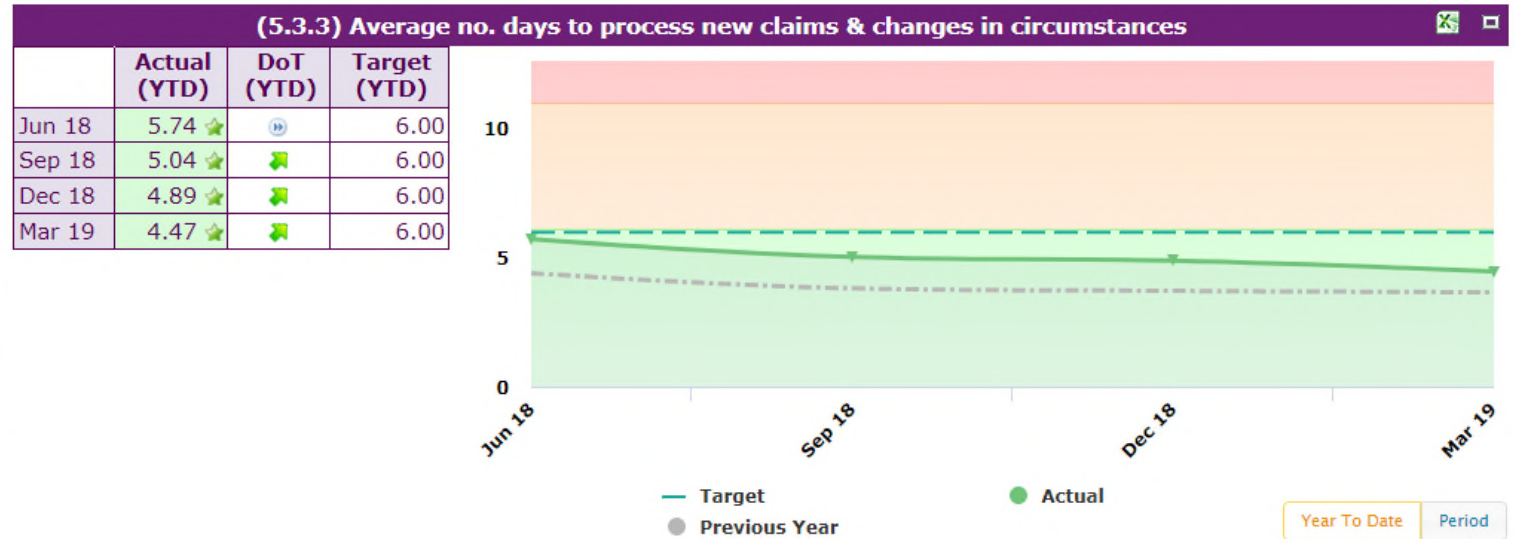
(5.3.1) Percentage of calls answered within 60 seconds



(5.3.2) Percentage of calls abandoned after 5 seconds



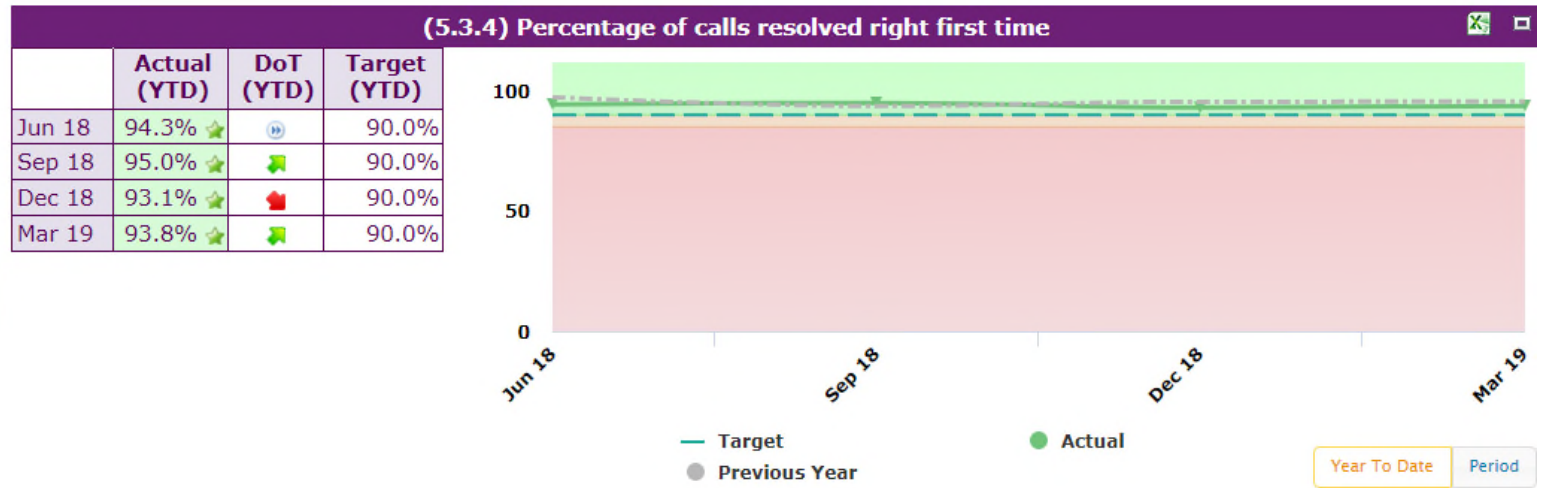
(5.3.3) Average no. days to process new claims and changes in circumstances



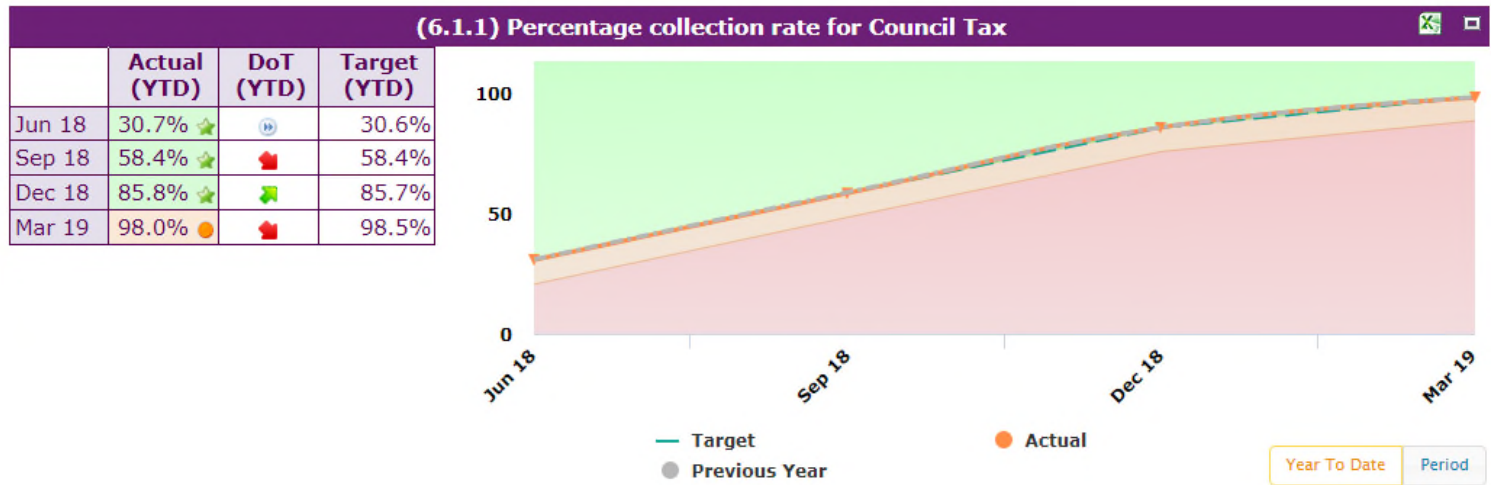
YTD reflects average value in that year

YTD reflects average value in that year

(5.3.4) Percentage of calls resolved right first time



(6.1.1) Percentage collection rate for Council Tax



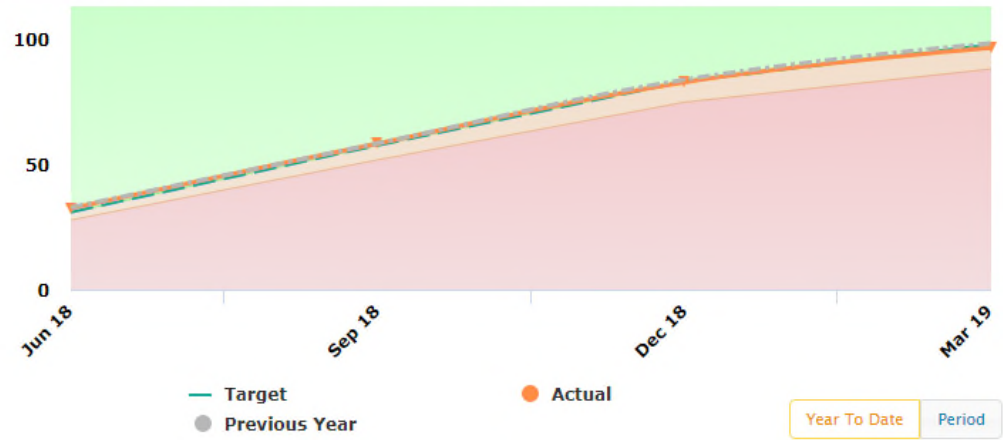
Commentary: Although the collection rate target was missed, the monetary value of the collection rate achieved was £2,781,895 more than in 2017/18.

(6.1.2) Percentage collection rate for Non-Domestic Rates (Business Rates)



(6.1.2) Percentage collection rate for Non-Domestic Rates (Business Rates)

	Actual (YTD)	DoT (YTD)	Target (YTD)
Jun 18	32.6%		31.0%
Sep 18	58.6%		57.8%
Dec 18	83.1%		83.5%
Mar 19	96.9%		98.3%



Commentary: Although the collection rate target was missed, the monetary value of the collection rate achieved was £4,483,497 more than last year. Analysis shows that, until 20 March 2019, the collection rate was on target to be achieved. However, in the last 11 days of the financial year, £1m less was paid by businesses when compared to the same period last year. This will form part of the arrears due and collection will continue against the sums outstanding.

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Report Title:	Appointments to Outside and Associated Bodies
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Dudley, Leader of Council, Maidenhead Regeneration and Maidenhead (Including Communications and Property)
Meeting and Date:	Cabinet - 27 June 2019
Responsible Officer(s):	Duncan Sharkey, Managing Director and Elaine Brown, Interim Head of Law and Governance.
Wards affected:	All

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REPORT SUMMARY

1. This report deals with the appointment of representatives to serve the Council on a number of associated and outside bodies, see Appendix 1.
2. Following an electoral review, the number of elected Members on the council reduced from 57 to 41 , from the May 2019 local elections onwards. This reduction in councillors limits the number available to be appointed to associated and outside bodies. Appendix 1 therefore also highlights those bodies to which Cabinet may consider appointing a reduced number or no representatives.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Appoints representatives to serve on the organisations listed in Appendix 1.**
- ii) **Delegates authority to the Service Lead – Governance, in consultation with the Leader of the Council and Leaders of the Opposition Groups, to fill any ad hoc vacancies that might arise through the year from nominations received.**
- iii) **Requests the Democratic Services Team Leader to contact organisations that Cabinet identifies as suitable to have a reduced or no council representation, to seek feedback on the proposal.**
- iv) **Following receipt of feedback, delegates authority to the Democratic Services Team Leader, in consultation with the Leader of Council, to permanently reduce council representation on specific associated and outside bodies as appropriate.**

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 Appointments to a number of outside bodies are made through the Council. The schedule attached at Appendix 1 details the appointments due in June 2019 and indicates the nominations received for each body. Where organisations have stipulated, or have expressed a preference that the representative appointed be a serving Councillor, this is indicated (in bold).

Review of the Number of Appointments

- 2.2 Following an Electoral Review by the Local Government Boundary Commission's Electoral Review in the number of elected Councillors reduced from 57 to 41 following the local elections in May 2019. It was acknowledged that this reduction would increase the workload on ward councillors therefore a review of the number of associated and outside bodies appointed to was undertaken.
- 2.3 Following consultation with the Groups on possible reductions and nominations to associated and outside bodies, Appendix 1 also highlights bodies where it may be possible to reduce or cease appointments altogether. Where a reduction in representation is proposed, officers are requested to contact the organisation in question to seek feedback on the proposal and determine if there is an overriding reason to ensure council representation. The report then proposes delegated authority to review feedback and make a final decision.

Options

Table 1: Options arising from this report

Option	Comments
To appoint representatives to the outside bodies as detailed in Appendix 1 and review any vacancies.	Group leaders have been consulted on appointments and possible reductions.
The recommended option.	
Not to appoint representatives to the outside bodies as detailed in Appendix 1.	Not appointing would mean the Council was not represented on a number of outside bodies within the local authority.

3. KEY IMPLICATIONS

- 3.1

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
% Council representation on outside and associated	Less than 80%.	80-90%.	91-95%.	96-100%	June 2019

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
bodies where it is considered appropriate to have a representative					

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There are no financial implications above basic budgets arising from this report.

5. LEGAL IMPLICATIONS

- 5.1 The Council's Constitution stipulates that the Cabinet shall make appointments to external bodies in accordance with paragraph 19 of Schedule 2 of the Local Authorities (Functions & Responsibilities) (England) Regulations 2000 as amended.

6. RISK MANAGEMENT

Table 3: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
Lack of representation on relevant outside and associated bodies	Medium	Promotion of all available appointments to all councillors. Careful consideration of feedback from organisations where a reduction in representation is proposed	Low

7. POTENTIAL IMPACTS

- 7.1 Members appointed to associated and outside bodies ensure good governance and promote partnership working within the Royal Borough.
- 7.2 Reduced or cessation of Member representation on individual associated and outside bodies could require the organisation to amend their constitution or terms of reference.
- 7.3 Retaining the existing level of Member representation on outside bodies will increase the workload for some individual Members or result in an increased number of vacancies.

8. CONSULTATION

- 8.1 All Group leaders have been consulted on the proposals contained within this report.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date if not called in: Immediately.

10. APPENDICES

- 10.1 This report is supported by one appendix:
- Appendix 1 – Proposed nominations to outside and associated bodies. (To Follow)

11. BACKGROUND DOCUMENTS

- 11.1 The Council's Constitution – Part 7 E - Advice to Members (Duties on Outside Bodies).

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Councillor Dudley	Leader of the Council	03/06/19	03/06/19
Duncan Sharkey	Managing Director	03/06/19	03/06/19
Russell O'Keefe	Executive Director	03/06/19	06/06/19
Andy Jeffs	Executive Director	03/06/19	06/06/19
Rob Stubbs	Section 151 Officer	03/06/19	06/06/19
Elaine Browne	Interim Head of Law and Governance	03/06/19	06/06/19
Nikki Craig	Head of HR and Corporate Projects	03/06/19	06/06/19
Louisa Dean	Communications		
Kevin McDaniel	Director of Children's Services	03/06/19	06/06/19
Hilary Hall	Deputy Director of Commissioning and Strategy	03/06/19	06/06/19
Karen Shepherd	Service Lead - Governance	31/05/19	31/5/19

REPORT HISTORY

Decision type: Key decision	Urgency item? No	To Follow item? Appendix A only – To allow Groups to put forward nominations.
Report Author: Nabihah Hassan-Farooq – Democratic Services Officer		